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# BOARD OF COUNTY COMMISSIONERS RETREAT



FY 2024/2025

JANUARY 27, 2025

THE RETREAT AT  
BRADLEY'S POND

9 A.M. - 12 P.M.

BREAKFAST/REFRESHMENTS  
AVAILABLE AT 8:30 A.M.

LEON COUNTY, FLORIDA

# FY 2025 Board of County Commissioners Strategic Planning Retreat

Monday, January 27, 2025, 9:00 a.m. – 12:00 p.m.

The Retreat at Bradley's Pond (9002 Bradley Road)

*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

<b>Section I: Welcome &amp; Strategic Planning Retreat Overview</b>		
9:00 a.m.	<b>Welcome</b> <i>Chairman Brian Welch</i>	<b>Pg. #1</b>
	<ul style="list-style-type: none"> <li>• Ground Rules for the Retreat</li> <li>• Opening Remarks from Commissioners</li> </ul>	
9:15 a.m.	<b>Strategic Planning Retreat Overview</b> <i>Vincent S. Long, County Administrator</i>	
	<ul style="list-style-type: none"> <li>• Leon LEADS Strategic Planning Process</li> </ul>	
<b>Section II: Evaluating Our Progress &amp; Executing Our Plan</b>		
9:30 a.m.	<b>Strategic Plan Progress Report</b> <i>Vincent S. Long, County Administrator</i>	<b>Pg. #28</b>
	<b>Select Project Updates by Strategic Priority Area</b> <i>Economy: Office of Economic Vitality, PLACE, Division of Tourism</i> <i>Environment: Office of Resource Stewardship, Public Works</i> <i>Quality of Life: Human Services &amp; Community Partnerships, Libraries, Parks and Recreation</i> <i>Governance: Community Relations and Resilience</i>	
<b>Section III: Children’s Services Council Update</b>		
10:40 a.m.	<b>CSC Update: Progress, Projects &amp; Possibilities</b> <i>Cecka Rose Green, Children’s Services Council of Leon County</i>	
11:00 a.m.	<b>Break</b>	
<b>Section IV: Strategic Plan Update for FY 2025</b>		
11:15 a.m.	<b>Strategic Plan Update for FY 2025</b> <i>Amendment of Existing or Addition of New Strategic Initiatives</i>	<b>Pg. #184</b>
12:00 p.m.	<b>Closing Comments &amp; Adjournment</b> <i>County Administrator &amp; Chairman</i>	

**Section I: Welcome & Strategic Planning Retreat Overview**

## Welcome

### Chairman's Welcome

Chairman Brian Welch welcomes the Board to the FY 2025 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 and January 2024 Board Retreats, 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 constraints.
- 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 2025 Strategic Planning Retreat.

### *Staff Recommendation:*

No Board action required.

### *Background:*

2024 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.

Thirteen 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 surpassed the halfway mark of our current 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 just the past year alone, the County faced unique and extraordinary challenges related to a 200-year flood event and devastating tornados, the costliest natural disasters in the history of our community, as well as the preparation and response to Category 4 Hurricane Helene which marked the third declared federal disaster over a five-month period in our area. These challenges, coupled with continued inflation, rising costs, and recurring threats from the Legislature to impose unfunded mandates, had the potential to significantly impact the fiscal well-being of the County. Despite these circumstances, through steady leadership and vision of the Board of County Commissioners, the 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 as outlined in the current five-year plan which is included as Attachment #1 to this item.

## Our Value Proposition

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

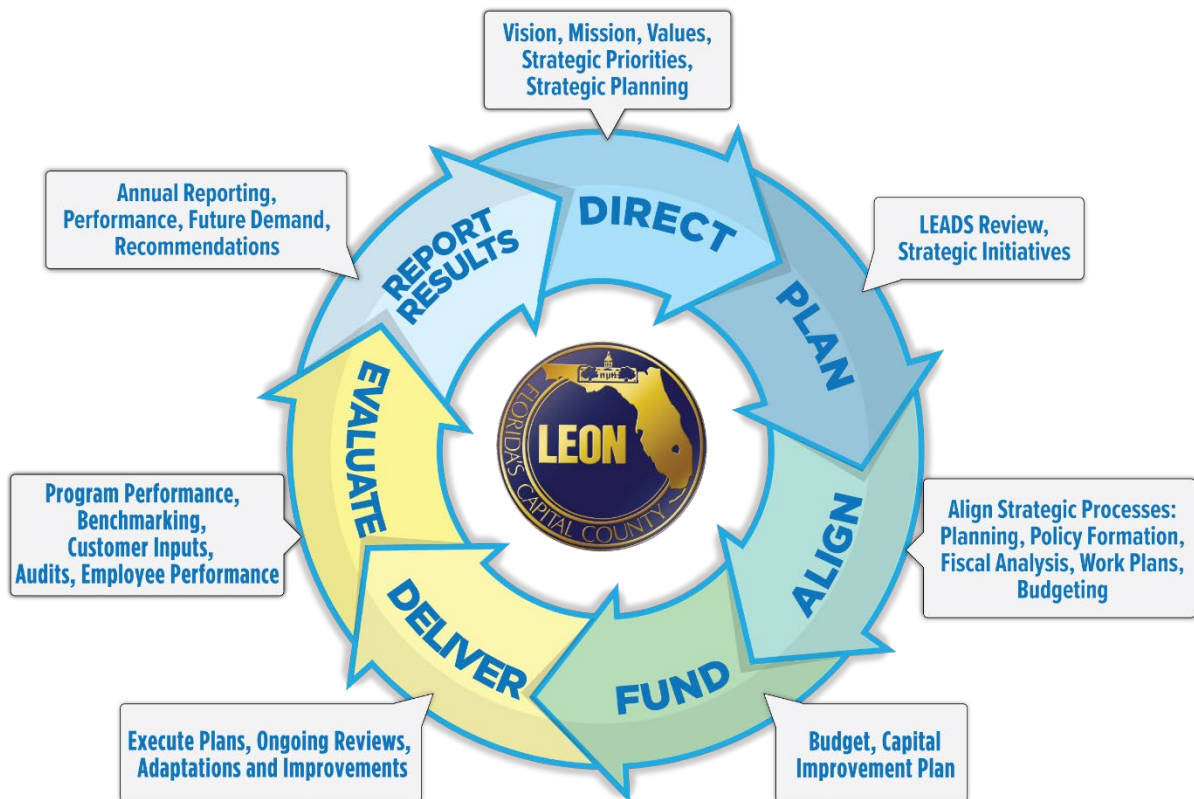
Leon County government leverages partnerships embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on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

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## 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:



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:**

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

As reflected above, the January 24, 2022 Board Retreat served as a “Renewal Year” to both close out the FY 2017 – FY 2021 Strategic Plan and establish the baseline for the new 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 current 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 – 2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives. The Board subsequently adopted an additional 24 Strategic Initiatives at the January 23, 2023 Board Retreat, which marked the start of the second year of the County’s five-year Strategic Plan. Most recently, at the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives for a current total of 85 Strategic Initiatives. The County is currently in its third year of the five-year Strategic Plan. 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.

*Analysis*

FY 2025 marks the third “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, this year’s Retreat has been divided into three sections: (1) Evaluating Our Progress & Executing Our Plan; (2) Children’s Services Council Update; (3) Strategic Plan Update for FY 2025, which are summarized in greater detail below.

## Section 2: Evaluating Our Progress & Executing Our Plan

Following introductory remarks, this section of the Retreat will begin with a brief presentation on the County's progress to date on the FY 2022 – 2026 Strategic Plan. This will serve as the end-year status report on the County's Strategic Initiatives, Targets, and Bold Goals. This section of the Retreat will continue with presentations from departments to showcase the progress being made throughout the organization through implementation of bold policy initiatives, investment in significant infrastructure, continued protection of the environment, and enhancement of the quality of life for the community. These presentations will evaluate the County's progress being made on the Board's long-term strategic priorities as well as highlight major developments and milestones that will be achieved in the upcoming year and through the remainder of the current five-year Strategic Plan.

During this section of the Retreat, the Board will receive the following presentations on selected projects being implemented through the County's five year Strategic Plan:

- **Strategic Priority Area – Economy**
  - Realizing Economic Vitality through Amazon, Magnetics & Beyond (Office of Economic Vitality)
  - Driving our Economy through Blueprint & Development in Southern Leon County (PLACE)
  - Celebrating Our Past & Preparing for Our Future (Division of Tourism)
- **Strategic Priority Area – Environment**
  - Closing the Landfill & Opening New Beginnings at Apalachee Regional Park (Office of Resource Stewardship)
  - Protecting Our Natural Resources by Replacing Conventional Septic Tanks and Installing Sewer Infrastructure (Public Works)
- **Strategic Priority Area – Quality of Life**
  - Recent & Ongoing Investments to Increase the Local Stock of Affordable Housing (Human Services & Community Partnerships)
  - Advancing Social Infrastructure through the Essential Libraries Initiative (Libraries)
  - Investing in Community Infrastructure for Generations to Come (Parks & Recreation)
- **Strategic Priority Area – Governance**
  - Setting the Highest Standard of Governance: Meeting Today's Needs, Shaping Tomorrow's Success (Community Relations and Resilience)

In addition, at its October 8, 2024 meeting, the Board requested a status report on Leon County's tree management policies and procedures. Subsequently, at its December 10, 2024 meeting, the Board requested an agenda item regarding expansion of growth into the southern portion of Leon County, specifically Woodville. Accordingly, these requested items have been included as Attachment #1 and #2 under Section 2.



### **Section 3: Children’s Services Council Update: Progress, Projects & Possibilities**

In past years, the Board’s Retreats have featured a “spotlight” issue. Accordingly, this section of the Retreat will continue with a timely update from the Children’s Services Council of Leon County. In November 2020, the Leon County voters approved the creation of the Children Services Council of Leon County (CSC Leon) for the purpose of establishing a dedicated funding source for children, youth, and family programs and services through the levy of property taxes. The CSC Leon subsequently levied property tax at a millage rate of 0.3477 which generates \$9 million for FY 2025. During this section of the Retreat, Ms. Cecka Rose Green, Executive Director of CSC Leon, will provide a presentation to the Board on investments made by CSC Leon in children and family programming last year that advanced the County’s Strategic Initiative including coordinating with the County and City of Tallahassee to provide line-item funding to local emergency homeless shelters and the 2-1-1 Big Bend Lyft Transportation Program. She will also provide an update on investments that CSC Leon will make this current fiscal year in the amount of \$6.8 million that also align with the County’s Strategic Initiatives such partnering with the Capital Area Healthy Start Coalition to improve women and children’s health and healthcare to address maternal health and infant mortality. Additionally, Ms. Rose Green will touch on CSC Leon’s immediate future efforts to expand family resources centers in the community including at County facilities to provide families greater access to available resources such as parent skill workshops, housing support, and referral services.

### **Section 4: Strategic Plan Update for FY 2025**

During the final section of the day, the Board will have the opportunity to discuss amending or adding Strategic Initiatives to the current FY 2022-2026 Strategic Plan. At this point in the Retreat the Board will discuss establishing the preliminary list of Strategic Initiatives to be added for FY 2025 of the Board’s Strategic Plan. Acknowledging that the County’s Strategic Plan is intended to be a flexible, living document that is responsive to changing needs, the preliminary list of Strategic Initiatives will be specific actions that can be accomplished in the coming years to advance the County’s Strategic Priorities and may reflect the County’s response to new opportunities or changing conditions that have taken place or are anticipated.

#### *Attachment:*

1. FY 2022 – 2026 Strategic Plan

# LEON COUNTY FY2022-2026 STRATEGIC PLAN



ECONOMY

GOVERNANCE

ENVIRONMENT

QUALITY OF LIFE

UPDATED FEBRUARY 2024

## LEON COUNTY BOARD OF COUNTY COMMISSIONERS



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

### 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.

# ECONOMY

## ► PRIORITY

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



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



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



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



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

## BOLD GOAL

**Grow the  
five-year  
tourism  
economy to  
\$5 billion.** (BC1)

**48%**  
\$2.4 billion





## 5-YEAR TARGETS

### PROGRESS TO DATE

- ▶ 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

## ► 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)



# 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 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing**

(BG3)

**68%**

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)



# GOVERNANCE

## ► PRIORITY

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



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



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



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



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



Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

### BOLD GOAL

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

**35%**

208 citizen ideas





## 5-YEAR TARGETS

### PROGRESS TO DATE

- |   |   |
|---|---|
| <p>▶ Connect 50,000 Volunteers with Service Opportunities Communitywide</p>   | <p><b>32%</b><br/>(Connected 16,000 volunteers)</p>                   |
| <p>▶ Reach 100,000 More Citizens Across All County Platforms and Programming</p>  | <p><b>49%</b><br/>(Reached 49,000 more citizens)</p>                  |
| <p>▶ Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects</p>  | <p><b>100%*</b><br/>(on track to complete this target by FY 2024)</p> |
| <p>▶ Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits</p> | <p><b>70%</b><br/>(Communicated 1.4 million 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. (2023-44)
- » (EC1, EC4) Open and activate the newly renovated Amtrak facility as the visitor center and destination hub for Leon County. (2023-45)
- » (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. (2023-46)
- » (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. (2023-47)
- » (EC1) Through the Blueprint Intergovernmental Agency, evaluate opportunities to advance the construction of the Tharpe Street project. (2023-48)
- » (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. (2023-49)
- » (EC2) Continue efforts to promote opportunities for youth training and development with the County. (2023-50)
- » (EC4) 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. (2024-68)
- » (EC4) Implement the statewide planning, coordination, and fundraising efforts to successfully host the 2026 World Cross Country Championships at Apalachee Regional Park. (2024-69)

# 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. (2023-51)
- » (EN4) Expand the Biochar Pilot Program at the Leon County Solid Waste Management Facility into a full-scale, sustainable, and carbon reducing processing facility for the community's yard waste. (2024-70)



# 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.(2023-52)
- » (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. (2023-53)
- » (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. (2023-54)
- » (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.(2023-55)

- » (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. (2023-56)
- » (Q5) Develop an interactive community web-based tool that documents planned improvements, tracks investments, and identifies enhancement strategies for the North Monroe Corridor area. (2023-57)
- » (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. (2023-58)
- » (Q1) Design and construct the new Northeast Park. (2023-59)
- » (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/Highway 20 for outreach to unsheltered homeless individuals and to engage residents and businesses to address community aesthetics and neighborhood safety along the corridors. (2023-60, rev. 2024)
- » (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.(2023-61)
- » (Q4) Leverage federal funding and new proposed State Housing Initiative Partnership (SHIP) legislation, in partnership with local service providers and stakeholders, to increase the number of rental units for individuals and families exiting homelessness.(2023-62, rev. 2024)
- » (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.(2023-63)
- » (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. (2023-64)
- » (Q4) 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.(2024-71)
- » (Q4) 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.(2024-72)
- » (Q6) In commemoration of the tenth flight of Honor Flight Tallahassee, expand opportunities to promote the event and engage even more volunteers and veterans both on the flight and at the Welcome Home celebration.(2024-73)
- » (Q3) In collaboration with law enforcement agencies, identify and implement solutions to immediately combat crime and nuisance activity in the Pensacola Street and Highway 20 corridor.(2024-74)
- » (Q5) Enhance Citizen Safety and Accessibility by evaluating the County’s Private Road Repair and Maintenance Policy and Programs.(2024-75)
- » (Q4) Enhance the County’s State Housing Initiative Partnership (SHIP) program to provide legal assistance and consultation to residents with heir property issues and estate planning needs that will preserve affordable housing for low-income families.(2024-76)

# 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 (I<sup>2</sup>) 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. (2023-65)
- » (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. (2023-66)
- » (G4) Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and



retention efforts. (2023-67)

- » (G3) Upgrade the Citizens Connect mobile application to ensure the best user experience and technical reliability for the next 10 years of readiness.(2024-77)
- » (G5) 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.(2024-78)
- » (G3) 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.(2024-79)
- » (G3) Launch a comprehensive overhaul of the County's website, featuring a modern user-friendly and intuitive design, connecting citizens with County services and information.(2024-80)
- » (G3, Q3) Increase awareness and education on Human Trafficking by posting signage at County campgrounds. (2024-81)
- » (G1) Expand the County's existing Build Your Bucket training to include year-round neighborhood-level emergency preparedness workshops to increase awareness and resilience.(2024-82)
- » (G3) Host community outreach events on the Vision 2025 Comprehensive Plan Land Use and Mobility Elements Update to share information and solicit input from citizens, advocacy groups, and neighborhood representatives. (2024-83)
- » (G5) Evaluate future opportunities to acquire eligible, non-conservation, federal lands for the provision of affordable housing and public services.(2024-84)
- » (G4) Continue to support the Sheriff in offering competitive compensation and benefits to ensure the recruitment and retention of sworn officers.(2024-85)

## FY2022-2026 STRATEGIC PLAN

**BOLD GOALS & TARGETS**

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
<b>ECONOMY</b>	<b>Grow the Five-Year Tourism Economy to \$5 Billion</b>	<b>48%</b> (\$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)
<b>ENVIRONMENT</b>	<b>Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone</b>	<b>59%</b> 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)
<b>QUALITY OF LIFE</b>	<b>Support Community Partners to Place 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing</b>	<b>68%</b> (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)
<b>GOVERNANCE</b>	<b>Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation</b>	<b>35%</b> (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 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	70% (Communicated 1.4 million 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: Evaluating Our Progress & Executing Our Plan**

## **Section II: Evaluating Our Progress & Executing Our Plan**

### *FY 2022-2026 Strategic Plan Progress Report*

#### **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 June 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 third-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. This Retreat will continue with presentations from departments to showcase the progress being made throughout the organization through implementation of bold policy initiatives, investment in significant infrastructure, continued protection of the environment, and enhancement of the quality of life for the community. These presentations will evaluate the County’s progress being made being made on the Board’s long-term strategic priorities as well as highlight major developments and milestones that will be achieved in the upcoming year and through the remainder of the current five-year Strategic Plan.

In addition, at its October 8, 2024 meeting, the Board requested a status report on Leon County’s tree management policies and procedures. Subsequently, at its December 10, 2024 meeting, the Board requested an agenda item regarding expansion of growth into the southern portion of Leon County, specifically Woodville. Accordingly, these requested items have been included as Attachment #1 and #2 to this item.

#### **Staff Recommendation:**

1. No Board action necessary.

#### **Background:**

This section provides a brief overview of the County’s Vision Statement, Mission Statement, and Strategic Priorities which reflects the significant and extensive effort of the Board in establishing the baseline for the FY 2022 – 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 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.

## Section II: Evaluating Our Progress & Executing Our Plan

### **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).



## Section II: Evaluating Our Progress & Executing Our Plan

### 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 II: Evaluating Our Progress & Executing Our Plan

- (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 as of the conclusion of FY 2024.

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***FY 2022 – 2026 Strategic Plan Progress Report***

**Strategic Initiatives**

With the formal adoption of the FY 2022 – 2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives. The Board subsequently adopted an additional 24 Strategic Initiatives at the January 23, 2023 Board Retreat, which marked the start of the second year of the County’s five-year Strategic Plan. Most recently, at the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives for a current total of 85 Strategic Initiatives. The County is currently in its third year of the five-year Strategic Plan. The current five-year plan, which includes a complete list of the Strategic Initiatives organized by Strategic Priority area, is included as Exhibit #1.

As shown in Table #1, as of the end of FY 2024, a total of 72 (85%) of the Strategic Initiatives have been completed, with the remaining 13 (15%) 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 3 Progress on Strategic Initiatives**

	<i>Complete (Ongoing)</i>	<i>Complete (Closed Out)</i>	<b>Complete</b>	<b>In Progress</b>	<b>Total</b>
Status as of October 2024	46	26	<b>72</b> <i>(85%)</i>	<b>13</b> <i>(15%)</i>	<b>85</b>
<b>Status by Main Strategic Priority Alignment</b>					
Economy	11	4	<b>15</b> <i>(79%)</i>	<b>4</b> <i>(21%)</i>	<b>19</b>
Environment	5	2	<b>7</b> <i>(64%)</i>	<b>4</b> <i>(36%)</i>	<b>11</b>
Quality of Life	20	11	<b>31</b> <i>(91%)</i>	<b>3</b> <i>(9%)</i>	<b>34</b>
Governance	10	9	<b>19</b> <i>(90%)</i>	<b>2</b> <i>(10%)</i>	<b>21</b>

With significant progress made across the first three 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.

## Section II: Evaluating Our Progress & Executing Our Plan

- *FY 2024:* The Blueprint IA Board provided over \$174 million in its FY 2024 budget to support the continued implementation of 16 key community projects across Leon County. As detailed in the IA Board’s FY 2024 Budget Workshop materials, over \$304 million will be invested across various community projects over the next five years such as the Market District placemaking, the Capital Cascades Trail Segment 4, and the Fairgrounds Beautification and Improvements projects. Currently, 32 projects are underway which will provide over 26 miles of roadway improvements, 121 miles of bicycle and pedestrian facility improvements, and create or improve over 348 acres of parks and public spaces, and thousands of tree plantings.

In March 2024, the County received three APWA Project of the Year awards from the Big Bend Branch of the APWA. The awarded projects include the North Gadsden Street Sidewalk Improvement, Ben Boulevard Drainage Improvements Phase 2, and the Visitor Information Center – Amtrak Station projects. In addition, since the start of FY 2024, Blueprint has received six awards from state and local organizations including the 2024 Tallahassee/Leon County Historic Preservation Award for Best Practices of Archaeological Work; the 2024 Florida Chapter of the American Public Works Association Environmental Project of the Year; and 2024 National American Public Works Association’s Public Works Projects of the Year for Structures Less than \$5 Million.

- **(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

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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.

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.

OEV continues to engage with companies of varied sizes to establish a robust cluster of businesses and researchers in the magnetic industry. In FY 2024, OEV supported Danfoss Turbocor's unveiling of its new \$62 million, 145,000 square foot manufacturing facility which has created over 100 new jobs locally. In addition, OEV has recruited the world's largest magnetics conference to Leon County, which will take place in February 2025. The conference historically attracts more than 400 corporate representatives and researchers who engage in advanced magnetic technology. During the conference, OEV and its community partners will highlight the assets and resources in our ecosystem that align with business expansion in their respective industries.

- **(2022-5) Implement the Division of Tourism's Strategic Plan.**
  - On March 8, 2022, the Board approved the FY 2022 – FY 2026 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 FY 2022 – FY 2026 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. Most recently, the TDC received a presentation update on the Division of Tourism's Strategic Plan at its November 2024 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

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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 2024, eight competitions were hosted at ARP, including the Southwestern Athletic Conference (SWAC) Championships, National Junior College Athletic Association (NJCAA) Regional Championships, USA Track & Field (USATF) Florida State Championship, and the National Collegiate Athletic Association (NCAA) Division I South Region Cross Country 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. On December 11, 2023, the County formally released an Invitation to Bid (ITB) to solicit qualified consultants capable of conducting a comprehensive study on the improvements necessary for obtaining the IMBA designation. Following the evaluation of submissions, the County’s Division of Tourism finalized a contract with Rock Solid Trail Contracting to develop and conduct the comprehensive study and mountain bike master plan which was completed in FY 2024. The Division of Tourism has utilized the master plan to begin developing actions necessary to achieve the International Mountain Biking Association (IMBA) Bronze Mountain Biking Trail Destination designation. In advancement of ongoing trail enhancements throughout the

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County, at its December 10, 2024 meeting, the Board approved providing a letter of support for the Tallahassee Mountain Biking Association's efforts to secure a grant from the U.S. Forest Service to complete trail enhancements on the Munson Hills Trail.

- **(2022-8) Maximize the leveraging of the \$1.0 trillion federal infrastructure bill to fund County projects.**
  - During the 2022 Legislative Priorities Workshop, the Board approved a federal policy priority expressing support for the passage of the federal Infrastructure Investment and Jobs Act (IIJA). As reported to the Board during the June 21, 2022 Budget Workshop, the IIJA was passed by Congress and signed into law by the President in November 2021. The IIJA provides an historic level of investment, totaling more than \$1 trillion over five years from federal FY 2022 through FY 2026, in the nation's infrastructure. The IIJA reauthorizes several existing surface transportation programs, and in addition, provides \$550 billion in new investments for all modes of transportation, water, power and energy, environmental remediation, public lands, broadband, and resilience nationwide. Funding under the IIJA will be distributed through nearly 200 different programs to support a variety of infrastructure initiatives throughout the country. Leon County will be eligible to apply directly to many of these programs over the next five years to support local projects and initiatives and will be eligible to receive grant funding under several more IIJA programs through formula-based allocations and sub-grants from the State of Florida.
  - In advancing this Strategic Initiative, the County has been actively engaged in planning and applying for a variety of federal funding opportunities that have been made available under the IIJA. The County has coordinated with the County's federal lobbying team, Squire Patton Boggs, to monitor and evaluate funding opportunities under the IIJA, including eligibility and anticipated timelines for specific funding opportunities. In FY 2023, the County successfully applied for and was awarded grant funds through the Federal Emergency Management Agency (FEMA) State and Local Cybersecurity Grant Program. With these funds, the County's Office of Information and Technology will continue to implement new cybersecurity initiatives and expand existing cybersecurity solutions at no cost the County. In addition, in FY 2023, the Office of Economic Vitality (OEV) was 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.



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- **(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 “Worlds of Work” program. Similar to the Leon Works Initiative, the “Worlds 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 Worlds 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.

- *FY 2024:* In October 2023, the North Florida Worlds 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,

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Franklin, Jefferson, and Gadsden Counties attended the 2023 Worlds of Work Expo.

In addition, OEV continues to collaborate with entities whose primary focus is on talent development and recruitment. OEV routinely meets with organizations such as Career Source Capital Region, Career Source Florida, Lively Technical College, and Tallahassee State College to develop programs and initiatives geared toward growing the skilled labor force in Leon County. OEV staff also serve on the Greater Tallahassee Chamber of Commerce's Talent Development Council.

- **(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.**
  - Amtrak's Sunset Limited passenger rail service for the Gulf Coast Region, between New Orleans and Jacksonville through Leon County, was suspended following Hurricane Katrina in August 2005. Since that time, Leon County has engaged the local legislative delegation, the Florida Department of Transportation (FDOT), and federal and state partners to advocate for the resumption of passenger rail service along the Gulf Coast route. In July 2017, the Gulf Coast Rail Service Working Group, established by Congress to evaluate the restoration of the Gulf Coast rail service route, presented its final report identifying sustained financial support for capital improvement needs and projected operating losses as a key challenge to service restoration. The final report identified short-term and long-term phase projects and federal funding opportunities to support restoration efforts including the Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program, and the Restoration and Enhancement Grants (REG) Program. More recently, the federal Infrastructure Investment and Jobs Act (IIJA) included \$66 billion in funding for passenger and freight rail infrastructure, which is the largest investment in rail transit since the creation of Amtrak 50 years ago. Specifically, the IIJA dedicates new federal funding through the CRISI and REG programs to eliminate Amtrak's backlog of deferred rail maintenance, creates new and renovates existing corridors nationwide, and increases funding for federal competitive grants that support intercity rail improvements.
  - Given the increased federal investment in freight and passenger rail infrastructure, the Board adopted state and federal legislative priorities in recent years to support efforts to restore passenger rail service between New Orleans and Jacksonville through Leon County. Most recently, at its September 17, 2024 meeting, the Board approved support for a policy proposal to be considered as part of the Florida Association of Counties' legislative priorities for the 2025 State Legislative Session to "support the State of Florida becoming a member of the Southern Rail Commission (SRC) and actively working to secure federal funding for the restoration of passenger rail throughout Florida." In addition, at its November 19, 2024 meeting, the Board approved signing a letter in support of the State of Florida joining the SRC in order to initiate bringing passenger rail service to North Florida

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to be distributed to the Governor and Legislature ahead of the 2025 Legislative Session.

- **(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 2024, the Leon Works Expo was held on April 12th at the Donald L. Tucker Civic Center, where over 500 students participated with the opportunity to speak with nearly 100 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.**

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- 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. The County has also supported Worlds of Work in 2023 and 2024, a youth job training initiative led by the Greater Tallahassee Chamber of Commerce which has engaged over 2,700 students on an annual basis.
- **(2024-68) 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.**
  - In 2024, the County's Division of Tourism engaged business owners in the surrounding area of the Historic Amtrak Station to create the new "Stop at the Station" event to capture First Friday attendees. Through this event, the County's Visitor Information Center now hosts musicians, artists, and poets as entertainment on each first Friday of the month. The County's Division of Tourism has leveraged the opportunity to promote the event through social and printed media as well as the County's broader visitor services available throughout the year.
  - The Historic Amtrak Station was significantly damaged during the morning of May 10, 2024, when three tornadoes touched down in Leon County. The Division of Tourism has been temporarily relocated due to the roof damage. Damage assessments have been completed, insurance claim processes have been initiated, and engineering plans have been developed to restore the building and enable the Visitor Center and Tourism Offices to reopen in the facility by the end of 2025. The Division of Tourism continues to maintain its presence in Cascades Park to provide visitor information while the facility restoration is underway.

## **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 County Commission at its December 12, 2023 meeting.
  
- **(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. A detailed update on the Bicentennial Launch, including the Steering Committee and Task Forces, was provided to the Board during its January 2024 Retreat.
  
- **(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

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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.

- The Historic Amtrak Station was significantly damaged during the morning of May 10, 2024, when three tornadoes touched down in Leon County. The Division of Tourism has been temporarily relocated due to the roof damage. Damage assessments have been completed, insurance claim processes have been initiated, and engineering plans have been developed to restore the building and enable the Visitor Center and Tourism Offices to reopen in the facility by the end of 2025. The Division of Tourism continues to maintain its presence in Cascades Park to provide visitor information while the facility restoration is underway.
- **(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.
- (2022-10) 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

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that have historically experienced poverty and racial inequity through initiatives including Bank On Tallahassee.

- (2024-69) Implement the statewide planning, coordination, and fundraising efforts to successfully host the 2026 World Cross Country Championships at Apalachee Regional Park.

**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 Priority Focus Area (PFA).

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 FY 2023, the County also began construction on the first phase of the Woodville Sewer project and the Northeast Lake Munson Sewer project.

- *FY 2024:* At the February 20, 2024 meeting, the Board amended the County’s existing FDEP agreements for the Northeast Lake Munson and Woodville Sewer System Projects to formally realize an additional \$7,847,735 in new state grant funding for County septic-to-sewer projects. Specifically, the County realized an additional \$2,947,735 for the Northeast Lake Munson Sewer System Project and \$4,900,000 for the Woodville Sewer System Project (first phase). At the April 9, 2024 meeting, the Board adopted revisions to the County’s Springs Restoration Grants and Septic System Upgrades Policy to expand grant funding eligibility for septic tank upgrades through the County’s Septic Upgrade Incentive Program. As requested by FDEP, this policy modification expanded grant funding eligibility for septic tank upgrades to include approximately 10 unsewered properties located inside city limits and in the Wakulla Springs PFA on the south side of Leon County. The expanded eligibility enables these properties that are without current or planned sewer service to qualify for funding assistance to upgrade their existing septic systems to advanced nitrogen-reducing systems.



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- **(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 23, 2024, the Board received the Annual Sustainability Program Status Report which provided an update on the ISAP implementation. As reported, the County has made significant progress on the ISAP with 83% 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 2024 will be presented to the Board at its January 28, 2025 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

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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. At the conclusion of FY 2024, 106 homes have completed the upgrade to enhanced nitrogen-reducing septic systems, with an additional 157 septic tank systems 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 in coordination with the Community & Media Relations Office has led outreach strategies to engage the community, including program promotion via the County's various social media outlets as well as deployment of signage. Most recently, in April 2024, the County's Adopt-A-Road webpage was launched on the County's website for users to identify currently adopted roads and to sign up for roads still in need of adoption. Since the launch of the new webpage, Public Works Operations has received over a dozen requests to adopt roads.
  - During the FY 2025 budget process, the Board approved the Forestry Patrol Deputy in West Leon County, including the Apalachicola National Forest, to address crime and nuisance activity in the area such as illegal dumping, illegal camping and illegal burning. At its December 10, 2024 meeting, the Board received a status report on the County's efforts to mitigate and respond to illegal dumping in our community. The status report provided an overview of how the County and local law enforcement agencies work continuously to combat illegal dumping through enforcement of local and state laws, including the many successful programs, events, and practices in place to prevent illegal dumping.

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- **(2023-51) Implement the comprehensive Action Plan for Lake Munson to support the long-term water quality of the lake and surrounding water bodies.**
  - *FY 2023:* 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. 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.
  - *FY 2024:* On April 9, 2024, the Board received its third six-month update on the Lake Munson Action Plan and lake drawdown status. Since the previous update to the Board in September 2023, the drawdown resumed following Hurricane Idalia and continued until a second temporary suspension in December 2023 due to heavy rain. Since September 2023, enhanced monitoring and water quality sampling continued which indicates the lake bottom sediments continue to consolidate and the system is further stabilizing. In FY 2025, a final aerial survey will be collected, drawdown will conclude, the refill of the lake will begin, and invasive exotic vegetation and algal blooms will be treated. At the Board's direction, the next status update will be presented in May 2025 to provide an update on the progress of the Action Plan and a summary of the data collected and results.

### **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

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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. In light of this, on April 9, 2024, the Board approved an agreement with Jones, Edmunds & Associates, Inc. to conduct a County-specific vulnerability assessment. The Leon County Assessment is anticipated to take approximately one year to complete. Upon completion, the report findings and recommendations will be presented to the Board which will identify and prioritize new resilience projects based on future flood conditions that will be eligible for future construction grants through the Resilient Florida Grant Program. This proactive approach will allow the County to be more strategic through the budget process by identifying and prioritizing funding needs and leveraging opportunities years in advance.

### 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.
- (2024-70) Expand the Biochar Pilot Program at the Leon County Solid Waste Management Facility into a full-scale, sustainable, and carbon reducing processing facility for the community's yard waste.

**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 and FY 2024, 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 (ELI) 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 (Second Harvest) to provide nutritious meals and/or snacks to children at County Libraries. This partnership with Second Harvest promotes and supports the ELI’s

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Civic and Community Engagement focus area by serving as a resource and partner to local nonprofit service providers in addressing food insecurity. 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.

- *FY 2024:* 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.

At the January 23, 2024 meeting, the Board accepted a \$400,000 Public Library Construction Grant from the Florida Department of State for renovations at the County's Main Library. In addition to the main focus areas, the County's Essential Libraries Initiative includes a capital improvements element to the Main Library to support the initiatives of the ELI.

The County is utilizing the state grant to support Phase 1 construction, including designated areas for training, career and workforce development, co-working space, a recording studio, and additional conference and meeting space. The primary objective of the renovations is to provide a fresh and inviting environment essential for fostering new ways of interacting, learning, and accessing information. At the May 14, 2024 meeting, the Board approved the bid award for the Phase I improvements which are anticipated to be completed by the end of Summer 2025.

- **(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

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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 (FDOH) 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. In October 2023, the County received a \$64,313 grant from the FDOH 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. Most recently, in June 2024, the County received an additional \$24,427 in grant funding from the FDOH for the acquisition of ambulance medical equipment necessary to improve and expand patient care.

- **(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

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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.

- *FY 2024:* In the Fall of 2024, IDA partnered with the Leon County Sheriff's Office and the 2nd Judicial Court Administration to submit an application to participate in the Zero Returns to Homeless Cohort through The Council of State Governments Justice Center. The Zero Returns to Homeless Cohort provides technical support to address long-term housing solutions for individuals returning from incarceration through community partnerships and collaboration across state and local systems. While Leon County was not selected, we will continue to explore opportunities to participate in future cohorts.
- At the October 8, 2024, Board meeting, Justice Planners presented the Leon County Detention Facility Needs Assessment Final Report which evaluated current and projected space needs of the Leon County Detention Facility (LCDF) through 2048. Notably, the Report recognizes the County's considerable effort through the Office of Intervention and Detention Alternatives (OIDA) to "deter, deflect, and divert" individuals from LCDF through evidence-based programs such as electronic monitoring and case management. The Report credits the County for putting in place multiple evidence-based programs, strategies, and initiatives that collectively and effectively to divert low-risk individuals from incarceration and manage population in the detention facility.
- **(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



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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.
- *FY 2024:* The adopted FY 2024 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 \$428,000 for specialty health care and pharmaceutical services. In accordance with the County's annual agreements, Bond, NMC, and Apalachee are reimbursed through the Competitive Pool for costs incurred to provide health care services to uninsured and underinsured Leon County residents for primary, dental, and/or mental health visits. At the April 25, 2023 Budget Workshop, the Board approved and subsequently ratified at its May 9, 2023 meeting, an increase for primary care visits 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. During the April 23, 2024 Budget Workshop, the Board approved and subsequently ratified at its May 14, 2024 meeting, to expand the reimbursement increase to include an increase in the dental reimbursement rate from \$125 to \$175 per visit beginning in FY 2025 to also include diagnostic and ancillary costs such as laboratory and X-ray services. In addition, the Board approved an increase in the mental health reimbursement rate from \$80 to \$210 per visit for mental health professionals (e.g., psychiatrists, psychologists, psychotherapists, etc.) beginning in FY 2025 to align with Medicaid rates for reimbursement. In addition to these increases in the dental and mental health reimbursement rates, the FY 2025 budget also supports an increase for primary care visits to \$225 per visit as previously approved by the Board in 2023.
- **(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

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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 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. Several recommended improvements as identified by the study, such as signing/pavement marking improvements, vegetation trimming, and the installation of retro-reflective backplates on signal heads are currently being implemented as part of several ongoing FDOT projects.

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 began and completed various street lighting projects in coordination with FDOT. As of the conclusion of FY 2024, deployment of streetlights had been completed or were underway at nearly 30 sites along state roadways, including eight bus stops and along North Monroe Street, Tennessee Street, Apalachee Parkway, Highway 20, and Capital Circle.

- **(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,

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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. 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 with available funding opportunities through the CSC.
- At the January 23, 2024 Board meeting, additional information was provided along with a recommendation on the proposed realignment of the CHSP categories for the Board’s consideration. As requested by the Board, the agenda item provided further analysis of the CSC funding process and feedback from agencies about the proposed realignment of human services categories. At that time, the Board directed staff to continue to work with the CSC and the City to develop a proposal to replicate and fund the CHSP process for children’s services through the CSC for FY 2027, and to keep all CHSP categories the same for the FY 2025 – FY 2026 two-year cycle.
- At the March 19, 2024 meeting, the Board approved the allocation of \$834,000 in one-time funding from the American Rescue Plan Act (ARPA) to support the CHSP homeless services category and establish one-time funding for emergency shelters for the FY 2025 – FY 2026 funding cycle (\$417,000 each year). The dedication of these ARPA funds will support the collective community effort to reduce homelessness in Tallahassee-Leon County. The ARPA funds are proposed as a one-time solution pending the development of a new process to realign children and family services, currently funded through the CHSP process, to be funded through the CSC in FY 2027. Subsequently, during its FY 2025 Budget Workshop, the Board allocated \$537,500 in line-item funding for the emergency homeless shelters for FY 2025 and FY 2026 to continue support for the Homeless Service category and the newly established line-item funding for emergency shelters beyond the dedication of ARPA funds. Most recently, in November 2024, the County and the City participated in a CHSP workshop with the CSC to discuss the development of a proposal to replicate and fund the CHSP process for children’s services which is anticipated to be finalized by Spring 2025. The County, in coordination with the CSC and the City, will host a series of meetings with local

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nonprofit agencies to discuss the new proposed process. An update on these efforts will be provided to the Board during its upcoming budget development process.

- **(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 North Monroe Street Safety Implementation Plan was completed and approved by the CRTPA Board on September 16, 2024. The CRTPA is currently pursuing federal funding for the improvements identified in the plan.

- **(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. The County continues to leverage opportunities to

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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.

As endorsed by the Survive & Thrive Advocacy Center, the County's adopted 2024 Legislative Priorities included 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. During the 2024 State Legislative Session, the Legislature passed HB 7063 which creates a number of new requirements to support efforts in combating human trafficking in Florida. Among other provisions, HB 7063 requires any nongovernmental entity that enters, renews, or extends a contract with a governmental entity, to provide an affidavit attesting that it does not use coercion for labor or services. The legislation was signed by the Governor on May 13, 2024 and took effect on July 1, 2024.

- **(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

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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.

- *FY 2024:* In the Fall of 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, the series of workshops were held in the Frenchtown and Griffin Heights Neighborhoods, Providence Neighborhood, Woodville Community, and Bond Community 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 also offered free legal representation to income-eligible residents that need assistance with addressing active probate issues or estate planning. In addition, the County’s Spring Home Expo in April 2025 will feature an heir property workshop which will be followed by a series of additional heir property events in the spring.
- **(2022-34) Support law enforcement and community partners’ programs and initiatives to address the causes and impacts of drug related crimes in our community.**
  - 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

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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.

- On April 9, 2024, the Board accepted \$2.4 million in additional opioid litigation settlement funds. At that time, the Board authorized the execution of an agreement with the Northwest Florida Health Network, on behalf of the State of Florida, to receive and utilize the settlement funds for the provision of substance abuse treatment services resulting from opioid abuse and the purchase of EMS equipment to address opioid use disorders in the community. In addition, the Board authorized the execution of an agreement with DISC Village, Inc. to provide substance abuse treatment and ancillary services for individuals with opioid and substance use disorders.
- **(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,

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policies, partnerships, and investments, Leon County continues to actively work with local partners to reduce homelessness and its overall impact in the community.

- **(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.**
  - Based on feedback from Capital Area Health Start Coalition, the Board approved outside agency line-item funding to 2-1-1 Big Bend for the Lyft Transportation Program to provide transportation to essential services, including medical appointments. In addition, the County in partnership with the Children's Services Council (CSC) is working with Bond Community Health Center and Neighborhood Medical Center to address the medical needs of underinsured pregnant individuals through the County's CareNet Program and the CSC's Perinatal Navigator Program. The County also participates in regular calls with the Capital Area Health Start Coalition to coordinate services with community partners.
  
- **(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.**
  - 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 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 March 19, 2024, the Board approved the establishment of outside agency line-item funding for FY 2025, in partnership with the CSC and City of Tallahassee, for the 2-1-1 Big Bend Lyft Program to increase transportation access to the community, including expecting mothers and mothers with young children who need transportation to attend doctor appointments.
  
- **(2023-59) Design and construct the new Northeast Park.**
  - The Blueprint Northeast Park project will provide for the creation of a park in Northeast Leon County that will incorporate a mix of active and passive recreation opportunities. The design and permitting for the Northeast Park is complete and it is currently in the construction phase. A groundbreaking ceremony was held at the park in October of 2024.



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- **(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.**
  - *FY 2023:* 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.
  - *FY 2024:* On October 10, 2023, the Board authorized the submittal of an application for the FY 2023 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. While Leon County was not selected, the County has continued to explore opportunities to secure federal grant funding through HUD. As authorized by the Board at the September 17, 2024 meeting, the County reapplied for \$7 million through the FY 2024 HUD PRO Housing grant for several programs, including the Gap Financing of Multifamily Housing Development projects that would provide low-income households and permanent supportive housing for chronically homeless individuals in areas of Leon County that do not traditionally include affordable housing units. Should the County be awarded the FY 2024 PRO Housing Grant, an agenda item would be presented to the Board to realize any funding and provide greater details on the proposed programs and opportunities to leverage local funding commitments. In addition, an agenda item will be provided to the Board at the January 28, 2025 meeting detailing the County's ongoing efforts to increase the number of affordable rental units available in the community. In addition, 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.
  - In FY 2024, the County's Rental Development Program was launched utilizing the County's increased SHIP allocation to implement Board action from the May 23, 2023 Workshop Addressing Homelessness and address the need for affordable rental units. Through the program, developers are required to seek and secure funding from other federal and/or state programs that mandate that rental units remain affordable long-term (i.e., 30 years or longer). The County's Division of

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Housing Services is currently working in coordination with the Housing Finance Authority of Leon County to solicit funding applications from developers seeking to construct multi-family housing projects with long-term affordability.

- On March 29, 2023, the Governor signed SB 102, a comprehensive affordable housing bill known as the “2023 Live Local Act”. In effect, SB 102 provides a significant funding increase for the state’s primary affordable housing funding programs as well as new tax exemptions and incentives to encourage private investment in affordable housing initiatives. Based on the provisions of the Live Local Act adopted by the Florida Legislature, the County actively works with the City, Housing Finance Authority, and the Property Appraiser to promote property tax exemptions, and flexibility in land use, density, and other local development regulations for newly constructed multifamily development projects that dedicate units for low to moderate income households.
- **(2023-62) Leverage federal funding and new proposed State Housing Initiative Partnership (SHIP) legislation, in partnership with local service providers and stakeholders, to increase the number of rental units for individuals and families exiting homelessness.**

- *FY 2023:* 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. 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 will 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.

To incorporate the Board’s action taken at the May 23, 2023 Workshop Addressing Homelessness, the County's State housing Initiatives Partnership (SHIP) Local Housing Assistance Plan (LHAP) was revised on July 11, 2023, to require that developers seeking County SHIP funds for the construction of multifamily rental developments through Rental Development Program set aside a minimum of five percent (5%) of units for individuals or families exiting homelessness.

- *FY 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. In addition, on October 10, 2023, the Board authorized the submittal of an application for the FY 2023 HUD Pathways to Removing Obstacles to Housing Grant (HUD PRO grant) in the amount of \$10 million. The County’s grant

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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. While Leon County was not selected, the County has continued to explore opportunities to secure federal grant funding through HUD. As authorized by the Board at the September 17, 2024 meeting, the County reapplied for \$7 million through the FY 2024 HUD PRO Housing grant for several programs, including the Gap Financing of Multifamily Housing Development projects that would provide low-income households and permanent supportive housing for chronically homeless individuals in areas of Leon County that do not traditionally include affordable housing units. Should the County be awarded the FY 2024 PRO Housing Grant, an agenda item would be presented to the Board to realize any funding and provide greater details on the proposed programs and opportunities to leverage local funding commitments. In addition, an agenda item will be provided to the Board at the January 28, 2025 meeting detailing the County's ongoing efforts to increase the number of affordable rental units available in the community.

Most recently, in order to further implement the Board's direction and address the highest affordable housing need in our community, the County's interlocal agreement with the Housing Finance Authority of Leon County (HFA) was amended on April 9, 2024, to require the HFA to promote the development of affordable rental units specifically for individuals or families exiting homelessness.

- **(2024-71) 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.**
  - In March 2024, the Board established outside agency line-item funding for the 2-1-1 Big Bend Lyft Program to increase transportation access to the community, including expecting mothers and mothers with young children who need transportation to attend doctor appointments. Specifically, the Board approved the allocation of line-item funding in the amount of \$112,500 to be established for FY 2025 to support 2-1-1 Big Bend's 24-hour Helpline (\$75,000) and Lyft Transportation (\$37,500) programs to enhance the 2-1-1 Big Bend's on-demand transportation service provided in partnership with Lyft.
- **(2024-72) 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.**
  - At the March 19, 2024 meeting, the Board approved the allocation of \$834,000 in one-time funding from the American Rescue Plan Act (ARPA) to support the CHSP homeless services category and establish one-time funding for emergency shelters

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for the FY 2025 – FY 2026 funding cycle (\$417,000 each year). The dedication of these ARPA funds will support the collective community effort to reduce homelessness in Tallahassee-Leon County. The ARPA funds are proposed as a one-time solution pending the development of a new process to realign children and family services, currently funded through the CHSP process, to be funded through the CSC in FY 2027. Subsequently, during its FY 2025 Budget Workshop, the Board allocated \$537,500 in line-item funding for the emergency homeless shelters for FY 2025 and FY 2026 to continue support for the Homeless Service category and the newly established line-item funding for emergency shelters beyond the dedication of ARPA funds.

- **(2024-76) Enhance the County’s State Housing Initiative Partnership (SHIP) program to provide legal assistance and consultation to residents with heir property issues and estate planning needs that will preserve affordable housing for low-income families.**
  - At its July 9, 2024 meeting, the Board approved the FY 2025 SHIP Funding Allocation which included utilizing \$50,000 in SHIP funds to provide title clearing services to income-eligible heirs through a partnership with a qualified legal aid agency. This funding will be used to cover costs associated with locating heirs, and process serving and filing fees that would ultimately establish clear ownership.

### **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 supported 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 leveraged 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.**

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- 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 is required to produce an annual report. The CSMB's FY 2023 annual report was provided to the Board at its April 9, 2024 meeting. At that time, the Board accepted a total of \$370,000 from the City of Tallahassee and the Leon County School Board to support the Council on the Status of Men and Boys.
- **(2022-31) Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to identify and address their specific barriers to food security.**
  - In 2022, the County hosted nine neighborhood dinners, in partnership with Second Harvest of the Big Bend and the Children's Services Council of Leon County, with approximately 300 citizens to discuss food insecurity and how to address the issue in our community. During the Board's June 21, 2022 Budget Workshop, the Board received a comprehensive report with recommended solutions to reducing food insecurity in coordination with local partners. The adopted FY 2023 budget included \$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.
- **(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 final report based on multi-day event was presented to the Board at its February 20, 2024 meeting.

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- **(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.
  - At the April 25, 2023 Budget Workshop, the Board approved and subsequently ratified at its May 9, 2023 meeting, an increase for primary care visits 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. Subsequently, during the April 23, 2024 Budget Workshop, the Board approved and subsequently ratified at its May 14, 2024 meeting, to expand the reimbursement increase from \$125 to \$175 per visit beginning in FY 2025 to also include diagnostic and ancillary costs such as laboratory and X-ray services. In addition, the Board approved an increase in the mental health reimbursement rate from \$80 to \$210 per visit for mental health professionals (e.g., psychiatrists, psychologists, psychotherapists, etc.) beginning in FY 2025 to align with Medicaid rates for reimbursement.
- **(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

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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 worked with agencies and programs that did not meet the performance metrics, providing technical support in partnership with FSU Askew School on evaluating 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.
- **(2024-73) In commemoration of the tenth flight of Honor Flight Tallahassee, expand opportunities to promote the event and engage even more volunteers and veterans both on the flight and at the Welcome Home celebration.**
  - The tenth flight of Honor Flight Tallahassee, an annual one-day trip to Washington, D.C. to honor and celebrate local veterans for their service and sacrifice, took place on April 27, 2024. Throughout the day, CMR promoted the event on Facebook, Instagram, and Twitter to share the experiences of veterans and guardians during the 2024 Honor Flight. In addition, CMR supported the promotion of the evening welcome-home gathering where nearly 300 people joined at the Tallahassee Airport to welcome home the 76 veterans who attended the 2024 Honor Flight Tallahassee.
- **(2024-74) In collaboration with law enforcement agencies, identify and implement solutions to immediately combat crime and nuisance activity in the Pensacola Street and Highway 20 corridor.**

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- At its September 17, 2024 meeting, the Board received an analysis of all crimes reported in Leon County with a focus on the 32304 zip code area as well as solutions to combat crimes and nuisance activities on West Pensacola Street. As outlined in the update, the County has taken considerable action through policy to address nuisance activities in the community including West Pensacola Street. Common forms of nuisance activities include solicitation and panhandling. In 2023, the Board adopted a community campaign in partnership with the City and the CoC to reduce panhandling through the installation of signs on roadways. Signs were installed on 10 County and City maintained roadway frequented by panhandlers. In February 2024, the Board adopted an Ordinance prohibiting unauthorized solicitation on private properties to address concerns of local businesses and provide law enforcement greater authority to reduce such activities. The County also developed a template of signs for businesses to install on their property which aligned with the Ordinance. The County coordinated with the Greater Tallahassee Chamber of Commerce to raise awareness of the Ordinance and distribute the sign template along areas that have a high concentration of panhandling and loitering including North Monroe Street, Downtown Tallahassee, and West Pensacola Street. The County, in collaboration with LCSO, has also participated in follow up conversations related to Operation Alliance, a law enforcement operation to address crime on the Pensacola Street corridor.

Additionally, in 2024, the Board, in partnership with the City, established and funded line-item funding for the emergency homeless shelters beginning in FY 2025 in coordination with the Children Services Council of Leon County. Line-item funding will provide the County, in partnership with the City and CoC, greater oversight of the emergency homeless shelters and tie funding to activities such as mitigating the impact of homeless clients on the West Pensacola Street corridor including trash, litter, and nuisance activities. During the FY 2025 budget process, the Board approved the Forestry Patrol Deputy in West Leon County, including the Apalachicola National Forest, to address crime and nuisance activity in the area such as illegal dumping, illegal camping and illegal burning.

- **(2024-75) Enhance Citizen Safety and Accessibility by evaluating the County’s Private Road Repair and Maintenance Policy and Programs.**

- On July 9, 2024, the Board approved the creation of two additional road maintenance and repair programs to enhance the safety and maintenance of private roads in the unincorporated area of the County. At that time, the Board adopted the proposed revision to Policy No. 11-1, “Private Road Preventative Maintenance and Repair Program Policy” to expand the County’s existing Private Road Preventative Maintenance and Repair Program to include repavement improvement projects. This expansion now allows property owners on private roads to have their existing paved road fully resurfaced to remediate deteriorating conditions. In addition, the Board adopted Policy No. 24-2, “Private to Public Dirt Road Improvement and Maintenance Program” to create a new program which provides an option to property owners of those private dirt roads to convert to public dirt roads, with future maintenance and improvements being the responsibility of, and funded by,



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the County. Both programs were launched and began accepting applications on October 1, 2024.

### **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.
- (2023-60) 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 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.
  - *FY 2024:* The County worked with community partners to offer a number of events and programs in FY 2024 including the “Created Equal – A Bicentennial Tribute to Black and Brown History”, “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, the Village Square Annual Town Hall, The Longest Table, and Speed Date Your Local Leaders.
- **(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.

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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 111 National Achievement Awards for exceptional County programs and services from the National Association of Counties (NACo). In 2024, the County earned eight NACo awards including one Best in Category award, which recognized Leon County initiatives as best practices in county government.

- **(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. Since the start of the FY 2022 – 2026 Strategic Plan, the County has supported the enrollment of six employees in the Certified Public Manager training.
- **(2022-39) Continue to pursue cost savings through the County's Innovator & Inspirator (I<sup>2</sup>) Program.**
  - Human Resources continues to promote the County's Innovator & Inspirator (I<sup>2</sup>) Program to employees throughout the year. In FY 2022, the County awarded a total of 17 I<sup>2</sup> awards and realized nearly \$1 million in new cost savings and avoidances through the I<sup>2</sup> Program. During FY 2023, the County awarded an additional 14 I<sup>2</sup> awards and realized over \$562,000 in new cost savings and avoidances through the I<sup>2</sup> Program. During FY 2024, the County awarded an additional 20 I<sup>2</sup> awards and realized over \$906,000 in new cost savings and avoidances through the I<sup>2</sup> Program. Since launching in FY 2015, the County's I<sup>2</sup> Program has saved the County \$9.8 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. In FY 2024, Community and Media Relations engaged over 440 neighborhoods through more than 180 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)

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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 amendment to the Comprehensive Plan adopted in June 2023 which updated 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 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

## Section II: Evaluating Our Progress & Executing Our Plan

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.

- *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, and 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.

In addition, in FY 2023, OEV was 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 received 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 leveraged these funds to lead innovative outreach activities to raise awareness of the ACP and increase enrollment among eligible households in Leon County.

- *FY 2024:* On February 20, 2024, the Board received a status report on the Tallahassee-Leon County Local Broadband Technology Planning Efforts. As reported at that time to the Board, OEV and the Tallahassee-Leon County Local Broadband Technology Planning Team continue to aggressively pursue opportunities to extend broadband access to areas that are unserved, underserved, or have no service in Leon County. Building on prior County efforts, the State awarded \$6.5 million to date to support broadband expansion projects in Leon County's rural areas with total project costs representing \$15 million in new broadband investment through 2026 to expand broadband service to 3,000 new households across Leon County. To date, Internet Service Providers have completed broadband expansion in the Chaires community covering more than 11 miles and providing connectivity to 105 premises. Future broadband expansion areas will include the Miccosukee community, Fort Braden community, and communities in northwest and southeast Leon County. The County plans to continue to take advantage of any additional funding opportunities as they are presented, and the Board will be notified upon notification of grant funding awards.

- **(2024-83) Host community outreach events on the Vision 2025 Comprehensive Plan Land Use and Mobility Elements Update to share information and solicit input from citizens, advocacy groups, and neighborhood representatives.**

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- Since the start of FY 2023, Planning staff has led various community events and outreach efforts to share information and solicit input from citizens, advocacy groups, and neighborhood representatives related to the Vision 2025 Comprehensive Plan Land Use and Mobility Elements Update. To date, these efforts have included the "Educational Roadshow" hosted from September 18 to 20, 2023, to engage citizens with informational boards and review Tallahassee and Leon conditions today with exercises on land use and mobility trends. Planning launched a visioning survey from October through November 2023, and a community building blocks survey from December 2023 to February 2024, to help identify what types of elements are needed to best support the community. In addition, four meetings were also hosted on January 29 and 30, 2024, to engage citizens on the Land Use and Mobility Elements at various sites including the County's Main Library, the Smith Williams Services Center, the Jack McLean Community Center, and the Frenchtown Renaissance Center. Additional public input will be sought in the first quarter of 2025 on draft Land Use and Mobility Goals, Objectives, and Policies. Additionally, workshops and public hearings will be held with the Local Planning Agency and with the Board and City Commission in the first half of 2025.
- **(2024-84) Evaluate future opportunities to acquire eligible, non-conservation, federal lands for the provision of affordable housing and public services.**
  - During the Workshop on the 2025 State and Federal Legislative Priorities in October 2024, the Board adopted a legislative priority to coordinate and engage with the County's federal delegation and lobbying team in evaluating opportunities to acquire eligible, non-conservation, federal lands for the provision of affordable housing and public services. As detailed in the Workshop materials, the process for disposal of real property by the federal government is provided by the Federal Management Regulation (Title 41, Section 102, Code of Federal Regulations, referred to as "FRM" under this section). The FMR prescribes policies concerning property management and related administrative activities of the General Services Administration (GSA). Section 102-75 of the FMR provides standards and guidelines for all executive branch agencies related to the disposal of excess property. Under the FMA, each agency must survey real property that it owns at least annually and identify any property that is not utilized, underutilized, or not being put to optimum use. Further, each agency must maintain its real property at the absolute minimum consistent with economical and efficient conduct of the affairs of the agency. Upon identifying property that an agency determines to be in excess of its needs, the agency must notify the GSA. Once a federal agency determines a property is no longer needed to carry out its program responsibilities, the GSA first offers the property to other federal agencies that may have a program need for it. If there is no further federal need for the property, state and local governments are then notified that the surplus property is available as a "public benefit conveyance". However, agencies that own reserved lands, such as those within a National Forest, must generally receive Congressional authorization prior to listing the property as surplus. Accordingly, the Board's adopted legislative priority directed the County's legislative team to coordinate and engage with the

## Section II: Evaluating Our Progress & Executing Our Plan

County's federal delegation and lobbying team to identify and pursue such opportunities when available.

- **(2024-85) Continue to support the Sheriff in offering competitive compensation and benefits to ensure the recruitment and retention of sworn officers.**
  - Starting in FY 2023, the Board included funding in its budgets to support the Sheriff's new compensation plan to enhance recruitment and retention efforts. The new compensation plan was implemented over three fiscal years (FY23, FY24, and FY25). Most recently, the Board included funding in its FY 2025 Tentative Budget to increase the base pay for sworn officers to \$60,000 and the final implementation of the officer pay step plan.

### 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.
- **(2023-65) 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 (LCDF). Since that time, Justice Planners completed data collection and stakeholder interviews related to

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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.

- At the October 8, 2024, Board meeting, Justice Planners presented the Leon County Detention Facility Needs Assessment Final Report. The Report provides recommendations primarily focused on the improvements to the criminal court case process that will ensure that the LCDF has adequate space need and not require an expansion over the next 25 years. Specifically, the Report provides 11 recommendations and 21 associated actions that, if implemented over the next five years, would result in a surplus of bed space and not require any additional infrastructure with an emphasis on improving the criminal court case process. To achieve this outcome, the County, primarily through the Public Safety Coordinating Council, is continuing to coordinate and collaborate with the key stakeholders to implement the recommendations identified by the study.
- Annual updates will be provided to the Board on efforts to implement the recommendations detailed in the Report that would reduce the length of stay and ultimately ensure continued adequate bed space at the LCDF. The updates will include data on the average daily population, bookings, and average length of stay of inmates as well as opportunities and challenges of implementing the recommendations in the Report. The updates will also include information on the County's ongoing investment to extend the life, safety, and functionality of the facility.
- **(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 was provided to the Board during the January 2024 Board Retreat.
- **(2023-67) Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and retention efforts.**
  - Starting in FY 2023, the Board included funding in its budgets to support the Sheriff's new compensation plan to enhance recruitment and retention efforts. The new compensation plan was implemented over three fiscal years (FY23, FY24, and FY25). Most recently, the Board included funding in its FY 2025 Tentative Budget



## Section II: Evaluating Our Progress & Executing Our Plan

to increase the base pay for sworn officers to \$60,000 and the final implementation of the officer pay step plan.

- **(2024-79) 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.**
  - During the 2022 legislative session, Section 50.0311, Florida Statutes, was amended to allow a governmental agency the option to publish certain types of advertisements and legal notices on a publicly accessible County website or other private website designated by the County instead of in a print newspaper if certain conditions are met. Subsequently, on July 11, 2023, the Board authorized the County Administrator to execute a cost sharing agreement with the City of Tallahassee, and any other future governmental agencies, opting to publish certain advertisements and legal notices on the County's publicly accessible website. On May 1, 2024, the County's new digital public noticing system was launched which now allows citizens to access certain County advertisements and legal notices centrally on the County's webpage. The new digital public noticing system streamlines the County's public noticing process to improve accessibility and ease of use while reducing government costs.
- **(2024-80) Launch a comprehensive overhaul of the County's website, featuring a modern user-friendly and intuitive design, connecting citizens with County services and information.**
  - On March 19, 2024, the Board received a presentation on the County's newly improved and redesigned website to provide citizens with intuitive access to information on the County's wide array of services and programs. Subsequently, the County's new website was formally launched on March 21, 2024, which welcomes visitors with captivating visuals, showcasing the beauty of Leon County's scenic landscapes and attractions. Notable improvements of the redesigned website include enhanced navigation tools that empower users to effortlessly access crucial resources such as County Commission meeting agendas, department information, County news and alerts, strategic priorities, and more. Additionally, the County's website relaunch includes the revamp of the Leon County Public Library website at [LeonCountyFL.gov/Library](http://LeonCountyFL.gov/Library), to provide seamless access to an extensive array of library services and resources.
- **(2024-81) Increase awareness and education on Human Trafficking by posting signage at County campgrounds.**
  - Signage to increase awareness and education on Human Trafficking has been posted at several sites throughout the County campgrounds at Coe Landing, Hall Landing, and Williams Landing.

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- **(2024-82) Expand the County’s existing Build Your Bucket training to include year-round neighborhood-level emergency preparedness workshops to increase awareness and resilience.**
  - To date, Leon County Emergency Management has hosted year-round Leon Ready Neighborhood Readiness Trainings in more than 40 neighborhoods across the county.

### GOVERNANCE: In Progress

- (2024-77) Upgrade the Citizens Connect mobile application to ensure the best user experience and technical reliability for the next 10 years of readiness.
- (2024-78) 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.

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### Targets and Bold Goals

With the adoption of the FY 2022-2026 Strategic Plan, the Board established specific Targets that Leon County expects to realize as an organization over the 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 three years of the five-year Strategic Plan, followed by summary of the data included in Table #2.

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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)

**74%**

\$3.69 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%

**52%**

(52 Championships)

New Jobs: **194%** (19,425)

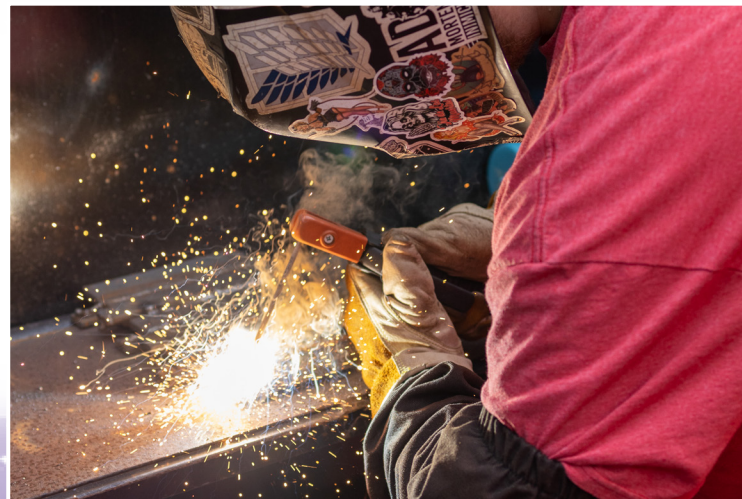
Entrepreneurial Ventures: **58%** (288)

**90%**

(Connected 6,300 students)

**63%**

(Certified 109 new MWSBEs)



## ECONOMY – Analysis of Bold Goal and Targets

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

Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. 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. Most recently, in FY 2024, Downs & St. Germain estimates the economic impact of tourism in Leon County at \$1.29 billion which brings the total tourism economy over the last three years to \$3.69 billion, **74% of the County's five-year Bold Goal.**

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

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 2022, 16 championship sporting events were held in Leon County, with an additional 16 additional championship sporting events held in FY 2023. In FY 2024, 20 championship sporting events were held bringing the total to 52 championships since the start of the County's five-year plan, **52% of the County's five-year Target.** Events hosted in FY 2024 include all nine divisions of the Florida High School Football Association State Championships, the Southwestern Athletic Conference and Atlantic Coast Conference Cross Country Conference Championships, Amateur Athletic Union National Cross Country Championships, and USA Track and Field Cross Country Championships, among others.

### **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 2024, local employment has grown by a total of 19,425 jobs with the total addition of 288 new entrepreneurial ventures being co-created locally, **194% 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 recent job growth figures may be further exacerbated as a result of an economic rebound from the COVID-19 pandemic. In addition, there has been substantial job growth associated with the Amazon Fulfillment Center, which created 300 more full-time jobs than originally anticipated, as well as substantial job growth associated with the recent opening of the North Florida Innovation Labs and Danfoss Turbocor expansion. Recognizing this, staff is not recommending an adjustment to this five-year Target at this time but will continue to monitor employment trends to report to the Board throughout the remainder of the five-year plan.

**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 6,300 students have been connected to skilled job opportunities, **90% 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 Leon Works Expo has since been hosted annually in-person each Spring 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 COVID19 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 109 new MWSBE certifications, **63% 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)

**75%**

374 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% **88%**  
(Reduced GHG emissions by 22%)
- ▶ Double Solar Power Generation at County Facilities **37%**  
(Increased generation by 50 kW)
- ▶ Divert 3 Million Pounds of Household Hazardous Waste from Landfill **73%**  
(Diverted 2.2 million pounds of waste)
- ▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500% **35%**  
(11 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 of the end of FY 2024, the County has 374 septic upgrades and/or conversions completed or in progress, **75% of the County's five-year Bold Goal**. This includes the septic to sewer conversions supported through the Annawood/Belair, Lake Munson, and Woodville Phase 1A Septic to Sewer Projects, 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 22% GHG reduction, or **88% of the five-year Target**. A significant investment of \$17 million 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 FY 2022-2026 Strategic 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 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 is limited. Recognizing this, staff has explored opportunities for solar installation beyond traditional roof or ground mounted installation options, such as floating solar arrays, which may offer the potential to expand the County's investments in solar and solicit a broader set of contractors. To advance the County's Strategic Target, the County will continue to solicit qualified vendors statewide to install additional arrays on County buildings in 2025. Future solar expansion sites include the B.L. Perry Branch Library, Chaires Community Center, and the Courthouse Annex on Thomasville Road, among others. Through competitive solicitation, the County will provide a list of prioritized sites to potential vendors, selecting the most cost-effective energy production approach to implement.

## Section II: Evaluating Our Progress & Executing Our Plan

### **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 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 enhanced services for its Household Hazardous Waste (HHW) program with the creation of a new centrally located drop off site at the Public Works complex at the corner of Blair Stone and Miccosukee Roads. In addition, at the new centrally located drop off site, the County now offers drop off seven-days a week, 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 in hazardous waste material collected. Since the start of FY 2022, the County has diverted a total of 2.2 million pounds of waste, **73% 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. In addition, increasing electric vehicles also involves a continuous evaluation of the County's existing fleet recognizing the need to utilize the full life of existing County vehicles as well as the increase in automobile costs in recent years. Notwithstanding this, since the start of FY 2022, the County has achieved **35% of the County's five-year Target** by increasing the County's electric vehicle fleet by 175% for a total of 11 electric vehicles as of the end of FY 2024. In FY 2025, the County anticipates purchasing six new EVs to reach 65% of the County's five-year Target.

# 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  
225 Residents  
Experiencing Chronic  
Homelessness  
in Permanent  
Supportive Housing**

(BG3)

**78%**

176 placements



## 5-YEAR TARGETS

### PROGRESS TO DATE

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▶ Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families</li> </ul>                               | <p><b>72%</b><br/>(Secured \$108.6 million)</p>        |
| <ul style="list-style-type: none"> <li>▶ Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents</li> </ul> | <p><b>72%</b><br/>(Supported 650 community events)</p> |
| <ul style="list-style-type: none"> <li>▶ Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes</li> </ul>  | <p><b>37%</b><br/>(Constructed nearly 34 miles)</p>    |
| <ul style="list-style-type: none"> <li>▶ Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater</li> </ul>  | <p><b>74%</b> (73,500 residents and visitors)</p>      |



## **QUALITY OF LIFE – Analysis of Bold Goal and Targets**

### **Bold Goal: Support Community Partners to Place 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing**

To work toward this Bold Goal, the County, in partnership with the City of Tallahassee, 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 and FY 2023, a total of 153 permanent supportive housing placements were made. In FY 2024, an additional 23 permanent supportive housing placements have been made for a total 176 placements made to date, or **78% of the County’s five-year Bold Goal**.

### **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, \$32.4 million in benefits were secured for Leon County veterans and their families. For FY 2023, \$37.2 million in benefits were secured. For FY 2024, the County’s Division of Veteran Services estimates \$39 million in benefits were secured, for a total of \$108.6 million in secured benefits or **72% of the County’s five-year Target**.

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

In FY 2022, the County hosted 135 events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds. In FY 2023, the County hosted an additional 111 events. In FY 2024, the County hosted an additional 404 events bringing the total to 650 events hosted, **72% 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. There was a substantial increase in the number of community events supported in FY 2024 associated with the coordination of over 200 community events with the public and private sector to celebrate the 200th anniversary of our Leon County and the City of Tallahassee. 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**

As of the end of FY 2024, the County enhanced the community’s local recreational offerings with the construction of nearly 34 miles of sidewalks, greenways, trails, and bike lanes, **37% 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 the Magnolia Drive, the Ft. Braden History Trail, Debbie Lightsey Nature Park, Pedrick Pond Playground Sidewalk, Lake Jackson Greenway, the Capital Cascades Trail, and Apalachee Regional Park Hiking/Biking

## Section II: Evaluating Our Progress & Executing Our Plan

Trails. Nearly 30 additional miles will be under construction and/or completed in the next year through the advancement of various projects such as the Lake Lafayette Greenway, Monroe-Adams Street sidewalks, and Market District Placemaking.

### **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 11 County-supported performances. In FY 2023, an additional 11 County-supported performances were hosted with over 25,000 residents and visitors in attendance. In FY 2024, an additional 12 County-supported performances hosted over 25,000 residents and visitors. These performances include the first ever 2-day Gospel Music Jubilee Festival, Gipsy Kings, Revivalists, The Flaming Lips, Melissa Etheridge, and more. To date, the County has achieved **74% 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)

**46%**

274 citizen ideas







## 5-YEAR TARGETS

### PROGRESS TO DATE

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▶ Connect 50,000 Volunteers with Service Opportunities Communitywide</li> </ul>   | <p><b>54%</b><br/>(Connected 26,750 volunteers)</p>         |
| <ul style="list-style-type: none"> <li>▶ Reach 100,000 More Citizens Across All County Platforms and Programming</li> </ul>  | <p><b>71%</b><br/>(Reached 70,649 more citizens)</p>        |
| <ul style="list-style-type: none"> <li>▶ Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects</li> </ul>  | <p><b>100%</b></p>  |
| <ul style="list-style-type: none"> <li>▶ Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits</li> </ul> | <p><b>165%</b><br/>(Communicated 3.29 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 274 citizen ideas, improvements, solutions and opportunities for co-creation, **46% of the County’s Bold Goal**. Included in this list are 83 actionable recommendations provided during the 2022 LEADS Listening Sessions, during which the County engaged nearly 300 key stakeholders across 26 listening sessions. The next LEADS Listening Sessions are scheduled to take place in 2025. 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 through FY 2026. A complete list of implemented citizen ideas is included as Attachment #3.

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

Since the start of FY 2022, the County has made over 26,750 volunteer connections, **54% 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 70,649 citizens, **71% of the County’s five-year Target**. In FY 2024, the County reached 21,649 citizens through subscription platforms and programming attendance. This includes 12,600 citizens reached in programs at the libraries, with the Citizen Engagement Series, Created Equal programs, as well as 8,977 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. Prior to the start of the FY 2022 – 2026 Strategic Plan, approximately 75% of the County’s permitting process could be completed online. However, several steps of the process were 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 was underway and the County launched the system software to implement 100% online permitting in April 2024. An update on the program will be provided at the January 2025 Board Retreat.

### **Target #4: Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits**

Since FY 2022, Leon County Emergency Management communicated disaster preparedness messages approximately 3.29 million times, **165% of the County’s five-year Target**. This

## Section II: Evaluating Our Progress & Executing Our Plan

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 to Hurricane Ian (September 2022) and Hurricane Idalia (August 2023). At the January 2024 Retreat, the Board approved increasing the five-year Target to communicate more than 2 million disaster preparedness messages (from previously 1.4 million); however, this increase did not account for any future incidents that may take place and the associated increase in disaster preparedness messaging/impressions. Most recently, the County led an increased level of communication in response to the squall line of storms in January 2024, the Bicentennial Storm in April 2024, the severe tornadoes that hit the community on May 10, 2024, as well as Hurricane Debby and Helene preparedness messaging. As a result, the County has continued to exceed its Strategic Target in communicating disaster preparedness messaging due to another unprecedented year of emergency activations and response to threats in our community in FY 2024.

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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
<b>ECONOMY</b>	<b>Grow the Five-Year Tourism Economy to \$5 Billion</b>	<b>75%</b> (\$3.69 billion)	» Attract 100 State, Regional or National Championships Across All Sports	52% (52 Championships)
			» Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures	New Jobs: 194% (19,425) Entrepreneurial Ventures: 58% (288)
			» Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives	90% (Connected 6,300 students)
			» Increase the Number of Certified MWSBEs by 30%	63% (Certified 109 new MWSBEs)
<b>ENVIRONMENT</b>	<b>Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone</b>	<b>75%</b> 374 septic upgrades and/or conversions completed or in progress to date	» Reduce Greenhouse Gas Emissions Stemming from County Operations by 25%	88% (Reduced GHG emissions by 22%)
			» Double Solar Power Generation at County Facilities	37% (Increased generation by 50 kW)
			» Divert 3 Million Pounds of Household Hazardous Waste from Landfill	73% (Diverted 2.2 million pounds of waste)
			» Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%	35% (11 electric vehicles)
<b>QUALITY OF LIFE</b>	<b>Support Community Partners to Place 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing</b>	<b>78%</b> (176 placements)	» Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families	72% (Secured \$108.6 million)
			» Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents	72% (Supported 650 community events)
			» Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes	37% (Constructed nearly 34 miles)
			» Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater	74% (73,500 residents and visitors)
<b>GOVERNANCE</b>	<b>Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation</b>	<b>46%</b> (274 Citizen Ideas)	» Connect 50,000 Volunteers with Service Opportunities Communitywide	54% (Connected 26,750 volunteers)
			» Reach 100,000 More Citizens Across All County Platforms and Programming	71% (Reached 70,649 more citizens)
			» Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects	100%
			» Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits	165% (Communicated 3.29 million messages)

## Section II: Evaluating Our Progress & Executing Our Plan

### **Options:**

1. Accept the Status Report on the FY 2022-2026 Strategic Plan Progress.

### **Recommendation:**

Option #1.

### **Attachments:**

1. Status Report on Tree Management
2. Report on Development of Southern Leon County
3. List of Implemented Citizen Ideas

## Status Report on Leon County's Tree Management Policies and Procedures

### **Background:**

Leon County has long been known for its abundant and attractive tree canopy. The County is home to thousands of county-designated patriarch trees noted for their exceptional quality and size, and nine iconic, tree-lined "Canopy Roads". In 2024, Leon County was recognized by the Arbor Day Foundation as "Tree City USA" for the 18th consecutive year. Leon County's tree coverage and canopy roads are signature features of our community and are commonly cited as a reason many residents choose to call Leon County home.

A recent Urban Forestry Master Plan completed by the Tallahassee-Leon County Planning Department found that more than 55% of the incorporated area in Leon County is covered by trees. This tree canopy cover is considered green infrastructure and is closely linked to public health, neighborhood vitality, improvements in water and air quality, and minimizing urban heat stress. Per the Master Plan, the tree canopy in Leon County provides an estimated \$15.4 million in benefits to our community every year.

While our tree canopy provides a unique public benefit to the residents and visitors of Leon County, recent severe storms have shown that they may also have a negative impact if not properly managed and maintained. Management of our tree canopy is the responsibility of multiple entities including federal and state agencies, local governments, and private landowners. The following section analyzes each entity's responsibilities within Leon County.

### **Analysis:**

Leon County is subject to the Tree Protection standards of the Environmental Management Act (EMA). These standards are consistent with the Minimum Countywide Environmental Regulations Ordinance, which was adopted in 2012 as a response to the 2010 citizens vote (61.47% approval) to amend the County Charter requiring the establishment of countywide minimum environmental standards. The Minimum Countywide Environmental Regulations, which include tree protections, reflects the consensus agreement of the Board-appointed Citizen's Committee, and the community.

Within Leon County, tree canopy management and maintenance are the responsibility of the respective property owners. As both a regulating body and landowner, Leon County's role in this management effort spans permit and enforcement responsibilities on one side, and appropriate management of individual properties on the other. Below you will find summaries of efforts undertaken by relevant County departments in respect to each of these roles.

#### **Department of Development Support and Environmental Management (DSEM)**

The local Comprehensive Plan and Land Development Code includes policies and implementing regulations intended to protect, maintain, and improve Leon County's tree canopy. DSEM's Environmental Services Division implements and fulfills these regulations through several professional staff. The DSEM team includes an ISA (International Society of Arboriculture) certified and ISA Tree Risk Assessment Qualified (TRAQ) arborist as well as four environmental inspectors and two biologists who are well trained in tree assessment. These highly qualified staff play a crucial role in facilitating review of environmental permits and conducting tree assessments.

The first step in DSEM's tree management involves the assessment of proposed development sites using the Natural Features Inventory (NFI) process (Exhibit A). Through the NFI process, the property owner or developer contracts with an ISA certified arborist, or other qualified professionals, to evaluate all trees on the project site and determine their type, size, and health. DSEM's own ISA certified arborist then reviews this information to ensure its accuracy. All identified exceptional specimens and patriarch trees are categorized for protection, while other trees that are found to be in poor health and those that pose an unacceptable risk may be removed. Other remaining tree removal, as necessary to allow for grading and stormwater management, is then subject to mitigation as required by code.

It should be noted however, that not all tree removals require permitting. In fact, per the Leon County Code of Ordinances, trees on existing residential properties that are deemed by an independent certified arborist to be high-risk may be removed or pruned without obtaining an environmental permit. In 2019, the Florida Legislature adopted Chapter 163.045, Florida Statutes, a law that caught up with our existing local permit exemption allowances, which prohibits local governments from requiring a notice, application, permit, or approval for pruning, trimming, or removing trees on a single-family residential property if the property owner produces documentation from a certified ISA arborist or Florida-licensed landscape architect stating that the tree "poses an unacceptable risk to persons or property" (Exhibit B).

In addition to the above services, DSEM's certified arborist and environmental professionals work to educate residents regarding the proper maintenance of trees and assist those with concerns regarding a potential unhealthy or high-risk tree. In some cases, DSEM's qualified professionals conduct site visits to assess the health of a tree and determine if the tree in question requires a permit for removal.

#### Office of Resource Stewardship – Parks & Recreation

The County oversees more than 3,400 acres of community parks, including 50 miles of maintained trails; much of this acreage features tree coverage. The Parks Division has certified arborists on staff who are trained in Arborist Tree Risk Assessment Qualification. Parks and Recreation staff monitor County lands for fallen or visibly damaged trees. If a damaged tree is identified, staff will perform an initial examination of the tree and should there be safety concerns, a third-party arborist provides a second opinion. High-risk trees are removed by a certified contractor, and dead or dying trees that do not pose a hazard are sometimes left in place to provide environmental benefits and natural habitat.

#### Public Works – Right of Way Management

There are 660 miles of County roads with 2,645 intersections that the County maintains to ensure safe road clearing and visibility in accordance with the State guidelines and safety standards for intersections. There are 373 additional intersections within the City limits which are maintained by the City. Of note, the County's maintenance of 2,645 intersections is divided into two categories, normal intersections (2,446) and intersections on canopy roads (199). The County does not maintain intersections located in private subdivisions. Those intersections are maintained by the individual homeowners or homeowners' associations.

Scheduled maintenance of County-maintained roadways includes mowing of rights-of-way, clear zone maintenance of roadside shoulders and ditches, and the inspection and removal of high-risk trees and branch obstructions. The removal of brush and other objects from intersections to ensure

clear sightlines are part of the routine maintenance functions performed by Leon County on an annual basis. Leon County follows the requirements of the Florida Department of Transportation (FDOT) Green Book, the FDOT Design Manual, and the Leon County Driveway and Street Connection Guidelines and Procedures Manual for sight distance and standards at roadway intersections.

The FDOT Greenbook is the common name for the FDOT Manual of Uniform Minimum Standards for Design, Construction and Maintenance for Streets and Highways. The purpose of this manual is to provide uniform minimum standards and criteria for the design, construction, and maintenance of all transportation facilities off the State Highway System, roads, highways, bridges, sidewalks, curbs and curb ramps, crosswalks, bicycle facilities, underpasses, and overpasses used by the public for vehicular and pedestrian traffic. Sight distance at intersections is the length of roadway visible to a driver when stopped at a roadway intersection. Objects such as walls, trees, bushes, hedges, signs, and other objects within and outside of the right-of-way can affect sight distance. The driver of a vehicle approaching or departing from an intersection should have an unobstructed view of the intersection or clear sight triangle. Sight triangles provide the driver approaching an intersection an unobstructed view of any conflicting vehicles or pedestrians to permit the driver to anticipate and avoid potential collisions by stopping. Leon County follows the requirements of the FDOT Green Book which sets forth geometric and other design criteria for roadways and includes the guidelines on how to develop the clear sight triangles at traditional intersections with exception to the operation of canopy roads.

The canopy roads are primarily owned and maintained by Leon County. However, management of the 199 intersections along the canopy road system is a joint effort by the County and the City and is guided by the Canopy Roads Management Plan. Intersection connections to designated canopy roads should meet the Canopy Roads Review Criteria in the Leon County Driveway and Street Connection Guidelines and Procedures Manual. For canopy roads, the sight triangles are determined during the development review process using the Leon County Driveway and Street Connection Guidelines and Procedures Manual. The sight triangles are smaller on canopy roads to minimize the tree impact while still ensuring public safety. However, driver and pedestrian safety is paramount so objects such as trees, berms, slopes, and other characteristics of the canopy roads are managed appropriately including cut back or removal. If any obstructions are deemed to create a sight distance hazard and a public safety issue, they are addressed. Other considerations to ensure intersection safety include signalization, speed adjustments, and additional signage.

Tree trimming on County-maintained roads is a task completed consistent with an established annual maintenance schedule. In addition to this maintenance schedule, the County responds to citizen reports of leaning trees or trees with declining health, and accordingly evaluates and removes such trees if warranted. In instances where the County is made aware of adverse conditions along State or City roadways, staff works with those entities to resolve the issue to ensure driver and pedestrian safety. This right-of-way management is conducted as authorized by a General Environment permit. It shall be noted that these type of permits (General Environmental Permits) are issued to government agencies (e.g., City of Tallahassee Utilities, Leon County Public Works) to allow routine maintenance of utility easements, roadway shoulders, and parks and recreation facilities.



## Utility Overhead Line Management

Leon County issues General Utility Permits to public and private utility providers (e.g., Talquin Electric, City of Tallahassee Power) for the management of vegetation in and around utilities. General Utility Permits provide for utility companies to conduct routine pruning and trimming of trees near overhead powerlines to help reduce instances of power outages caused by unmaintained trees. Since 2019, Florida Statutes authorize electric utility providers to remove vegetation and maintain trees without a permit in order to protect and preserve utility lines within the right-of-way.

As part of evaluating and ensuring they provide reliable service to their customers\members, the utility providers teams conduct continuous evaluation of their service lines, to identify and proactively take appropriate measures to ensure service reliability. Accordingly, routine pruning and trimming of trees near overhead powerlines take place and help reduce instances of power outages that would otherwise be caused by unmaintained trees. Despite all of these efforts, certain catastrophic events (e.g., tornadoes, hurricanes) will cause fallen trees and/or tree branches that result in power outages.

## Summary

Leon County has long been known and recognized as a community that values trees. Trees are a signature feature that defines our community; however, without proper maintenance, trees can have negative impacts, especially in the event of a severe storm. Management of our tree canopy is the responsibility of multiple entities including local governments, Utility Providers, and private landowners. Leon County has policies and procedures which provide standards for both the preservation of healthy trees and removal of high-risk trees. Trees on residential properties that pose an unacceptable risk to persons or property can be removed without a permit or approvals from local governments. For county owned properties, such as parks and other recreational facilities, staff will continue to monitor and actively remove verified susceptible trees. In addition, maintenance (and inspection) of County rights-of-way will continue to ensure high risk trees and obstructions from trees and tree limbs are identified and properly removed\trimmed as necessary. Leon County staff will also continue to monitor the Citizens Connect reports and properly address any dangerous\hazardous conditions on county-maintained roadways. Similarly, Leon County coordinates closely with our Utility Providers, and ensures their General Utility permits cover the tree maintenance activities that are essential to their service reliability.

In closing, a healthy, well managed tree canopy has been shown to provide public health and economic benefits, and with continued care and regular maintenance trees can continue to provide the benefits our community enjoys while minimizing risks during storm events.

## Exhibits:

- A. Land Development Code Section 10-4.202, Pre-Development Environmental Analysis Reviews
- B. ISA Basic Tree Risk Assessment Form

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**Sec. 10-4.202. Pre-development environmental analysis reviews.**

- (a) Every application for standard form permit, for subdivision approval, for conceptual or final PUD approval, for approval of any project which includes 40 percent or more area of the proposed site located in a conservation or preservation overlay district, for every required application for site and development plan approval, for all roadway projects on new locations, and all widening of existing roadways, shall be accompanied by an environmental analysis which shall become, upon approval, a part of the final development approval. The environmental analysis shall include the following components:
- (1) *Natural features inventory (NFI)*. The identification and mapping of conservation areas, preservation areas, special development zones, and protected trees located on or adjacent to the property under review. A natural features inventory—no impact, may be submitted in lieu of a standard natural features inventory if the property under review is less than 20 acres in size and contains no conservation areas, preservation areas or special development zones. Conservation and preservation areas are defined as:
- a. *Conservation areas*. Altered floodplains, altered floodways, altered watercourses, high quality successional forest, significant grades (10—20 percent), archaeological or historical sites, closed basins, and designated canopy roads protection zones.
- b. *Preservation areas*. Wetlands, waterbodies, floodplains and floodways, natural watercourses, native forests, severe grades (greater than 20 percent slope), areas of environmental significance (springs and other active karst features), habitat for endangered, threatened, or species of special concern.
- (2) The natural features inventory will be performed by a qualified professional and shall include:
- a. Identification of all endangered and threatened species, all species of special concern, and their habitat, which are located on the property, and which are located adjacent to the property to the best of the applicant's knowledge after reasonable investigation. Wildlife corridors must also be identified, as well as habitats for species expected to occur on-site. Species identification shall include scientific names.
1. Identification of species will be based on a visual survey of the site using appropriate methods and at times that maximize chances for species identification. Surveys shall focus on species known to occur on-site, adjacent off-site, or species known to use available habitat type found on-site. A narrative description of survey method used and a map of survey transect and/or point locations are required. Current survey guidelines or protocol provided by state and federal agencies shall be used where applicable. Where guidelines or protocol are not available from federal or state agencies, survey method shall be based on species biology and ecology. Limited survey designs that do not detect species presence should not be used to infer species absence, due to seasonal variations of the species and its habitat. Any signs of habitat use by the species, including evidence of feeding, tracks, trails, or scat shall be reported.
2. An assessment of the species and its habitat will be based on the following factors provided by the applicant: Population size or population estimate; number of individuals on-site; distance to nearest known occurrence; and habitat suitability based on the county's natural community criteria or the individual species needs. State and federal agency guidelines for assessing the species and its habitat shall be used where applicable.
- b. A narrative description and classification map of all on-site plant communities and those which are located adjacent to the property to the best of the applicant's knowledge after reasonable investigation. Species identification shall include Latin names. Quality of the upland plant

## Exhibit A

communities shall be evaluated and provided based on the county's natural plant community criteria. A narrative description of observed non-listed wildlife shall be provided.

- c. Identification of natural grades, including the nature and extent of soils, located on the property, and which are located adjacent to the property to the best of the applicant's knowledge after reasonable investigation.
  - d. Mapped inventory of on-site conservation and preservation features, special development zones, topography, drainage basin and watershed divides, tributaries, underground storage tanks, water wells, soils types and a narrative, drawn, or mapped inventory of adjoining and downstream environmental constraints to the best of the applicant's knowledge after reasonable investigation. Maps must be provided at a standard engineering scale no smaller than one inch equals 400 feet. Submittal of digital files of surveyed feature points in AutoCAD or a GIS feature class, spatially referenced to the county's current geographic datum, shall be required.
  - e. Identification of the 100-year floodplain for properties that have all or a portion of their area located within the 100-year floodplain. Where a FEMA base flood elevation was not provided, the applicant should use the best available data from the inventory of drainage studies to determine the base flood elevation. Available studies may include, but are not limited to, the USGS-91 study, a private engineering study, or the certified results of a county-approved drainage study performed by a professional engineer licensed in the state.
- (3) Standards for the protection of natural features. If an application contains one or more of the preservation/conservation areas and/or special development zones listed in subsection (1) of this section, the applicant shall propose measures to mitigate the adverse effects of the development on such areas, using as a minimum, the standards and guidelines set forth below. Details of the proposed mitigation for on-site preservation/conservation areas must be supplied with the environmental impact analysis application.
- a. *Preservation areas.* Development activity is prohibited in preservation areas, however if there is no other suitable option development may be allowed at one unit per 40 acres not to exceed a total of five percent disturbance for preservation areas. Conservation easements which include the limits of the feature within the subject parcel and the appropriate buffer and setback requirements stated below shall be required for all preservation areas. Conservation easements shall be dedicated in favor of the county.
    1. *Wetlands, waterbodies, and watercourses.* These features shall be protected in accordance with sections 10-4.322, 10-4.324 and 10-4.327(3). Buffers are required in accordance with table 1 of subsection (a)(2)e of this section. A minimum 50-foot vegetated buffer must be maintained from the jurisdictional boundary of all wetlands.
    2. *Floodplains and floodways.* These features shall be protected in accordance with section 10-4.327(3). A drainage or conservation easement is required for the limits of the 100-year floodplain and any floodway as determined during the natural features inventory.
    3. *Native forests.* Native forests shall be protected as follows:
      - (i) Areas determined to be native forest shall be preserved to the boundary determined during the natural features inventory plus a minimum 25-foot buffer and placed in conservation easement.
      - (ii) When impact to the native forest is unavoidable and does not exceed the five-percent disturbance criteria, priority must be given to preserve the largest total area of the native forest by considering adjacent on and off-site native forests and associated wetlands, floodplains, significant and severe slopes, and canopy

## Exhibit A

road protection zones, while ultimately minimizing fragmentation of the natural plant community.

- (iii) The preserved native forest areas shall be maintained and enhanced in accordance with a vegetation management plan. The plan shall ensure protection and appropriate management of the native forest, including protection from secondary impacts of development. The plan shall, at a minimum, provide the following: Description and mapped limits of the native forest; description of desired future conditions; description of management techniques; management and monitoring schedules; estimated costs; designated responsible management entity; and conservation easement signage.
4. *Severe grades.* Regions of severe grade (areas with greater than 20 percent slope) shall be preserved to the boundary determined during the natural features inventory and placed in conservation easement in accordance with section 10-4.327(2).
  5. *Areas of environmental significance.* Areas of environmental significance include springs and other active karst features. The limits of the feature as determined by the uppermost contiguous contour or slope break plus a minimum buffer width of 35 feet shall be placed in conservation easement as outlined in section 10-4.325.
  6. *Habitat for endangered, threatened, and species of special concern.*
    - (i) Habitats of endangered, threatened, and species of special concern shall be preserved to the boundary of suitable habitat determined during the natural features inventory, plus a minimum 20-foot vegetated buffer, and placed in a conservation easement. Habitat preserve designs and buffers recommended by state and federal agencies shall be followed where applicable. Essential corridors for movement must also be provided.
    - (ii) Where impacts to the habitat cannot be avoided, on-site mitigation may be allowed, provided that the following are demonstrated by the applicant and all other ordinances have been met:
      - A. The preserved habitat areas are placed in a conservation easement.
      - B. Priority is given to preserve the largest areas, considering adjacent off-site habitat that are of highest quality and will most likely protect the population and its habitat by preventing fragmentation. Effects of preserve configuration and protection of corridors must also be considered.
      - C. The mitigation will result in a net benefit to the species and is supported by published scientific research.
      - D. The preserved habitat area is proven to support the population of the species occurring on-site.
      - E. The preserved habitat areas are restored or enhanced where needed.
    - (iii) A habitat protection and management plan shall be required and shall, at a minimum, meet guidelines provided by state and federal agencies. The plan shall ensure adequate protection and appropriate management of the listed species and its habitat, including protection from secondary impacts of development. The plan shall, at a minimum, provide the following: description and mapped limits of the habitat and listed species locations; description of

## Exhibit A

desired future conditions; description of vegetation management techniques; management and monitoring schedules; estimated costs; a designated responsible management entity; conservation easement signage; buffers; protection during construction; and methods for reducing impacts from passive use, invasive plants, and domestic or feral animals.

- b. *Conservation areas.* Development activity is permitted within conservation areas, provided that it is specified in the document establishing the conservation area and is consistent with the following criteria:
1. *Altered floodplains.* Development is allowed within altered floodplains, provided that no floodway is adversely affected, compensating volume is provided for any net fill within the floodplain, and the lowest floor elevation of any structure is placed at or above the flood protection elevation.
  2. *Altered floodways.* Development shall not be allowed in areas designated as floodways, as defined in section 10-1.101. However, public sector infrastructure projects shall be allowed if it can be shown by certified technical methods, approved by the County Administrator or designee, that the development activity will not cause an increase in the 100-year floodplain profile. For floodways not designated as FEMA floodways, it shall be demonstrated that all activities associated within the development shall not increase the 100-year floodplain elevation offsite.
  3. *Altered watercourses.* Development is allowed within altered watercourses pursuant to meeting other Code sections if compensating volume is provided for any net fill within the altered watercourse, and the lowest floor elevation of any structure is placed at or above the flood protection elevation.
  4. *High quality successional forest.* Impacts to the forest must meet the following criteria:
    - (i) If the entire parcel under review is considered high quality successional forest, then the site may be developed at the allowed density with no more than 20 percent disturbance of the site or 4,000 square feet, whichever is greater.
    - (ii) If the site is not entirely high quality successional forest, development density shall be transferred to non-environmentally sensitive areas at the allowed density to the extent practicable. If the transfer option is not used and impact is unavoidable, development may be permitted at a density of one unit per two acres with a maximum disturbance of five percent or 4,000 square feet per two acres, whichever is greater.
    - (iii) Those areas designated to be preserved shall be placed in conservation easement. Priority must be given to preserve the largest total area of the high quality successional forest by considering adjacent on and off-site high quality successional forests and associated wetlands, floodplains, significant and severe slopes, and canopy road protection zones, while ultimately minimizing fragmentation of the natural plant community.
    - (iv) The preserved high quality successional forest areas shall be restored and enhanced in accordance with a vegetation management plan. The plan shall ensure protection and appropriate management of the high quality successional forest, including protection from secondary impacts of development. The plan shall, at a minimum, provide the following: description and mapped limits of the high quality successional forest; description of desired future conditions; description of management techniques; management and

## Exhibit A

- monitoring schedules; estimated costs; designated responsible management entity; and conservation easement signage.
5. *Significant grade area.* Significant (ten percent to 20 percent slope) grade areas shall be protected in accordance with section 10-4.327(2)c.
  6. *Closed basins.*
    - (i) Development activity within closed basins must meet the standard outlined in sections 10-4.301 and 10-1.304.
    - (ii) One-hundred-year storm event flood exclusion area. The applicant shall determine the post-development critical 100-year storm event flood elevation within the closed basin assuming full build-out of all on-site and off-site property within the closed basin. A broad range of storm durations and sequences, up to a ten-day duration, shall be analyzed and the storm sequence generating the highest flood elevation shall be utilized. No on-grade structures or other development activity shall be permitted below the critical 100-year storm event flood elevation other than those which are approved under this division relating to landscaping, stormwater management, sidewalks, roads, and outside passive recreation facilities. All property of the applicant located within the 100-year storm event floodplain shall be encumbered by the applicant with flood easements for the benefit of the public, and deed restrictions enforceable by the local government, prohibiting all uses which violate this restriction. If the applicant owns all of the property within the existing 100-year floodplain and no other sensitive features are present, disturbance to the floodplain may be allowed as long as sufficient storage volume exists for all of the requirements of this subsection and there are no adverse impacts to adjacent property owners. If the pre-existing 100-year floodplain is recontoured within the site under this provision, the lowest elevation of the reconfigured floodplain shall be at least five feet above seasonal high water table and shall not cause any adverse impacts to the aquifer.
  7. *Cultural resources.* Significant cultural resources shall be protected in accordance with section 10-4.329. A cultural resource protection plan is required for areas containing identified significant cultural resources. This plan may require a conservation easement encompassing the cultural resources, provision of public access to the cultural resource site, or other measures to protect, maintain, and manage the resource or to mitigate for impacts to the resource.
  8. *Canopy road.* The canopy road protection zone includes all lands within 100 feet from the centerlines of the roadways. The uses permitted in the canopy road protection zone are those uses permitted in the underlying zoning district. Canopy road citizens' committee review is required when development is proposed within the canopy road tree protection zone. The following special restrictions shall apply within the canopy road protection zone:
    - (i) All structures, including fences, shall be setback a minimum of 100 feet from the centerline of the canopy road unless there is no reasonable alternative in the case of a vested single-family lot of record. Any disturbance to the protection zone shall be minimized to the greatest extent possible, but not cause an unreasonable and undue hardship on the use of the property. Structures are permitted to prevent motorized vehicles from accessing trail approaches;

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- 
- (ii) Any structure which exceeds 40 feet in height must be setback an additional one foot for every one foot in excess of 40 feet in height;
  - (iii) No development may occur in the canopy road protection zone unless authorized for health, safety or welfare of the public;
  - (iv) Any part of the canopy road protection zone that is disturbed for roadway projects must be widened by the same amount that was disturbed in the same location if possible, or another reasonable location, and shall be replanted if necessary, with native, non-invasive canopy trees, understory trees and shrubs;
  - (v) A full analysis of the impact of a development on the affected canopy road as described in section 10-4.206(b) shall be submitted by the applicant as a component of the environmental permitting;
  - (vi) Joint access to canopy roads shall be required for newly created lots unless there is no alternative;
  - (vii) If the site is accessible by roads other than the canopy road, it shall not have direct vehicular access to the canopy road;
  - (viii) The canopy road tree protection zone shall be preserved by a conservation easement or preservation affidavit;
  - (ix) No removal of understory vegetation (underbrushing) shall be allowed within the canopy road tree protection zones, except as specified in a vegetation management plan, submitted to and approved by the County Administrator or designee, which outlines specific planting and maintenance operations designed to restore or maintain the natural vegetation component of a specific canopy road section, and is consistent with the objectives of this division;
  - (x) Repair and maintenance of existing lawfully established structures, including fences, shall meet the following requirements:
    - A. Emergency repairs to existing structures or fences that are necessary for public health, welfare and safety issues, as approved by the County Administrator or designee, are exempt from permitting requirements if the repairs do not impact protected trees, do not increase the encroachment within the canopy road protection zone, and the material is the same or less visually intrusive than that used to construct the original structure or fence.
    - B. Repair and maintenance of existing lawfully established structures and fences may be allowed upon finding in the affirmative in regard to the following factors:
      - a) That it is not in conjunction with a change of use of the subject property;
      - b) That, if it is in conjunction with a fence, that the proposed construction shall be with the same, or less visually intrusive, materials as the fence was originally constructed;
      - c) The proposed methods and techniques for repair and maintenance shall not be detrimental to canopy road protection zone resources.
  - (xi) Sidewalks shall be a maximum of six feet in width. The County Administrator or designee may allow up to a maximum of ten feet in width if mitigation is

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sufficient to offset the negative impacts to the canopy. In determining whether a sidewalk will be permitted in the canopy road overlay, the impacts to other conservation/preservation areas will be considered. A natural feature inventory shall be submitted for assessment and determination of placement of the sidewalk. In cases where the proposed sidewalk would detrimentally impact other conservation/preservation areas in the canopy road overlay, as determined during environmental permitting, the sidewalk shall not be allowed. Emphasis shall be on placing the sidewalk such that impacts to trees and native vegetation are minimized;

- (xii) Gates are permitted over a lawful driveway connection. The appearance shall not be opaque, and it shall be in character with the surrounding area. It shall be a utilitarian type swing gate and located no closer than 30 feet from the edge of the travel lane of the canopy road.
- c. *Special development zones.* Development within special development zones shall meet the requirements in section 10-4.323. All areas to remain protected shall be placed in one or more conservation easements.
- d. *Invasive exotic plant control.* Where a conservation easement is required for protection of preservation areas, conservation areas or special development zones, pursuant to section 10-4.202(2), all invasive exotic plants, identified on the county's list of invasive plant species, located within the easement area shall be controlled. The applicant shall provide a management plan which identifies listed exotic plants located within the easement area, existing percent cover, proposed treatment method, herbicide if required, treatment schedule, and estimated cost. The goal of the plan shall be to achieve less than one-percent cover of invasive exotic plants within the easement area. A management entity responsible for funding and implementation shall be identified. A monitoring report detailing management activities and current percent cover of invasive exotic plant species shall be provided at the time of each operating permit renewal.
- e. *Table of standards for the protection of natural features is included herein as table 1.* If an application includes land on which one or more of the natural features listed within the table is present, the applicant shall propose measures to mitigate the adverse effects of the development on such constraints, using as a minimum the mitigation measures set forth in the table, but in addition may include other appropriate mitigation techniques which would meet the objectives thereof.

**Table 1. Table of Standards for the Protection of Natural Features**

Natural features	
Waterbodies	Conservation easement to O.H.W. line plus 50 feet naturally vegetated buffer.
Watercourses	Conservation easement to O.H.W. plus 50 feet.
Wetlands	Conservation easement to jurisdictional line plus 50 feet.
Floodplain	Drainage easement to critical 100-year post-development floodplain elevation; conservation easement to 100-year floodplain if additional natural features are present.
Native forest	Conservation easement to boundary determined during the NFI plus a minimum 25-foot buffer—A vegetation management plan is required.
High quality successional forest	Conservation easement to boundary determined during the NFI plus a minimum 20-foot buffer—A vegetation management plan is required. If entire site is comprised of HQSF, then the site may be developed at 4,000 square feet per two acres or no more than 20 percent of the parcel. If site is not entirely HQSF, then

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	a maximum disturbance of five percent or 4,000 square feet, whichever is greater.
Severe slopes	Conservation easement in accordance with section 10-4.327(2).
Significant slopes	Conservation easement in accordance with section 10-4.327(2).
Closed basins	Retention of 100-year post-development volume increase/soil tests to verify percolation.
Habitats of special concern, threatened and endangered species	Conservation easement to limits of suitable habitat plus a minimum 20-foot buffer. Protection and management plan required (approved by local, state and federal resource management agencies if applicable).
Areas of environmental significance	Conservation easement to uppermost contiguous slope break plus a 35-foot setback. Conservation easement to uppermost contiguous slope break plus a 50-foot setback for heavy industrial, heavy infrastructure, light infrastructure. minor-light industrial, light industrial park, interchange commercial, and uses involving regulated hazardous materials.
Cultural resources	Protection plan is required if significant cultural resources are present as set forth in section 10-4.329.

- (4) Environmental impact analysis (EIA), consisting of a conceptual development plan and an analysis of its impact on the natural features identified in the NFI. The analysis should address all of the applicable items in the environmental impact analysis application. In general this application includes the following:
- a. A conceptual development plan.
  - b. An assessment of the project impact on any endangered, threatened, or special concern species and its habitat. A description of any management plans which are proposed to eliminate project impact and which have been submitted to the state and federal agencies for review where applicable. Management plans must comply with the requirements of section 10-4.202(a)(3)a.6.(iii) Any permit issued for development on a site which includes endangered, threatened, or special concern species or their habitat shall be contingent upon approval by state or federal agencies where such approval is required by state or federal law.
  - c. Description of proposed changes in vegetative and tree cover, including specific identification of all protected trees 36-inch DBH or greater and all dogwoods four-inch DBH or greater. If the tree debit/credit option is proposed, all protected trees must be specifically identified.
  - d. Description of proposed changes in natural grades, including identification of the nature and extent of soils and soil disturbance, and proposed erosion, sedimentation, and water management techniques and development practices to be employed.
  - e. Evaluation of water quality impacts which may result from the proposed action, including such parameters as pre-development and post-development discharge of nutrients, sediments, and other pollutants.
  - f. Evaluation of changes in volumes and rates of stormwater runoff, including significant impacts on the water table, surface water flows, and water levels of downstream wetlands, watercourses, and waterbodies.

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- g. Evaluation of adequacy of downstream conveyances to carry rate and volume of stormwater runoff to a receiving wetland or waterbody, both during construction and after development. This evaluation may include calculations or modeling.
  - h. Environmental impacts on all additional on-site, adjoining, and downstream conservation and preservation areas, including wetlands, altered and natural watercourses, waterbodies, active karst features, altered and undisturbed floodplains and floodways, significant (ten—20 percent) and severe grades over 20 percent, native forests, high quality successional forests, drainage basins, including closed basins, designated canopy road corridors, cultural resources, special development zones, and areas of environmental significance.
  - i. Verification that all newly proposed lots have sufficient buildable area outside of environmental constraints and special development zone (SDZ) restrictions. Sufficient buildable area shall be considered one-half acre of contiguous area if the lot has a septic system, environmental constraints, and/or SDZ restrictions, or the allowable zoning density if there are no site constraints.
  - j. Mitigation as required in subsection (a)(2) of this section. The EIA may be waived if there is no required mitigation for sensitive features and no anticipated stormwater problems that could affect the site plan (in this case, the stormwater items in the EIA application shall be addressed in stormwater permitting).
- (b) *Sufficiency of applications.* Any application which requires an environmental impact analysis pursuant to subsection (a) of this section, shall not be accepted for filing and processing unless an NFI has been completed and approved by the environmental compliance division. The EIA will be submitted after approval of the NFI and as part of the above application. The EIA shall be sufficiently complete to allow a review of possible adverse impacts of the proposed development activity. Within ten working days after the submission of a NFI or EIA application for a site less than 50 acres or for a site where staff is not performing the site field inventory work, the County Administrator or designee shall determine that the application is approved, approved with conditions, denied or does not contain sufficient information for review, and shall notify the applicant of such determination. Each additional resubmittal will be reviewed within ten working days. Within 15 working days after the submission of a NFI or EIA application for a site less than 50 acres or for a site where staff is performing the site field inventory work, the County Administrator or designee shall determine that the application is approved, approved with conditions, denied or does not contain sufficient information for review, and shall notify the applicant of such determination. Each additional resubmittal will be reviewed within 15 working days.

(Code 1992, § 10-4.202; Ord. No. 07-20, § 2, 7-10-2007; Ord. No. 08-03, § 1, 1-29-2008; Ord. No. 08-23, § 3, 11-25-2008; Ord. No. 09-23, § 3, 7-14-2009; Ord. No. 12-07, § 5, 5-8-2012; Ord. No. 14-10, § 6, 6-10-2014; Ord. No. 17-10, § 2, 6-20-2017; Ord. No. 18-18, § 1, 12-11-2018; Ord. No. 23-06, § 1, 3-21-2023)



# Basic Tree Risk Assessment Form

Exhibit B  
Attachment #1

Client \_\_\_\_\_ Date \_\_\_\_\_ Time \_\_\_\_\_  
 Address/Tree location \_\_\_\_\_ Tree no. \_\_\_\_\_ Sheet \_\_\_\_\_ of \_\_\_\_\_  
 Tree species \_\_\_\_\_ dbh \_\_\_\_\_ Height \_\_\_\_\_ Crown spread dia. \_\_\_\_\_  
 Assessor(s) \_\_\_\_\_ Time frame \_\_\_\_\_ Tools used \_\_\_\_\_

## Target Assessment

Target number	Target description	Target zone			Occupancy rate 1 – rare 2 – occasional 3 – frequent 4 – constant	Practical to move target?	Restriction practical?
		Target within drip line	Target within 1 x Ht.	Target within 1.5 x Ht.			
1							
2							
3							
4							

## Site Factors

**History of failures** \_\_\_\_\_ **Topography** Flat  Slope  \_\_\_\_\_ % **Aspect** \_\_\_\_\_  
**Site changes** None  Grade change  Site clearing  Changed soil hydrology  Root cuts  Describe \_\_\_\_\_  
**Soil conditions** Limited volume  Saturated  Shallow  Compacted  Pavement over roots  \_\_\_\_\_ % Describe \_\_\_\_\_  
**Prevailing wind direction** \_\_\_\_\_ **Common weather** Strong winds  Ice  Snow  Heavy rain  Describe \_\_\_\_\_

## Tree Health and Species Profile

**Vigor** Low  Normal  High  **Foliage** None (seasonal)  None (dead)  Normal \_\_\_\_\_ % Chlorotic \_\_\_\_\_ % Necrotic \_\_\_\_\_ %  
**Pests** \_\_\_\_\_ **Abiotic** \_\_\_\_\_  
**Species failure profile** Branches  Trunk  Roots  Describe \_\_\_\_\_

## Load Factors

**Wind exposure** Protected  Partial  Full  Wind funneling  \_\_\_\_\_ **Relative crown size** Small  Medium  Large   
**Crown density** Sparse  Normal  Dense  **Interior branches** Few  Normal  Dense  **Vines/Mistletoe/Moss**  \_\_\_\_\_  
**Recent or planned change in load factors** \_\_\_\_\_

## Tree Defects and Conditions Affecting the Likelihood of Failure

### — Crown and Branches —

Unbalanced crown  LCR \_\_\_\_\_ % Cracks  \_\_\_\_\_ Lightning damage   
 Dead twigs/branches  \_\_\_\_\_ % overall Max. dia. \_\_\_\_\_ Codominant  \_\_\_\_\_ Included bark   
 Broken/Hangers Number \_\_\_\_\_ Max. dia. \_\_\_\_\_ Weak attachments  \_\_\_\_\_ Cavity/Nest hole \_\_\_\_\_ % circ.  
 Over-extended branches  Previous branch failures  \_\_\_\_\_ Similar branches present   
**Pruning history**  
 Crown cleaned  Thinned  Raised  Dead/Missing bark  Cankers/Galls/Burls  Sapwood damage/decay   
 Reduced  Topped  Lion-tailed  Conks  Heartwood decay  \_\_\_\_\_  
 Flush cuts  Other \_\_\_\_\_ Response growth \_\_\_\_\_  
 Main concern(s) \_\_\_\_\_

**Load on defect** N/A  Minor  Moderate  Significant  \_\_\_\_\_  
**Likelihood of failure** Improbable  Possible  Probable  Imminent  \_\_\_\_\_

### — Trunk —

Dead/Missing bark  Abnormal bark texture/color   
 Codominant stems  Included bark  Cracks   
 Sapwood damage/decay  Cankers/Galls/Burls  Sap ooze   
 Lightning damage  Heartwood decay  Conks/Mushrooms   
 Cavity/Nest hole \_\_\_\_\_ % circ. Depth \_\_\_\_\_ Poor taper   
 Lean \_\_\_\_\_ ° Corrected? \_\_\_\_\_  
 Response growth \_\_\_\_\_  
 Main concern(s) \_\_\_\_\_

**Load on defect** N/A  Minor  Moderate  Significant   
**Likelihood of failure** Improbable  Possible  Probable  Imminent

### — Roots and Root Collar —

Collar buried/Not visible  Depth \_\_\_\_\_ Stem girdling   
 Dead  Decay  Conks/Mushrooms   
 Ooze  Cavity  \_\_\_\_\_ % circ.  
 Cracks  Cut/Damaged roots  Distance from trunk \_\_\_\_\_  
 Root plate lifting  Soil weakness   
 Response growth \_\_\_\_\_  
 Main concern(s) \_\_\_\_\_

**Load on defect** N/A  Minor  Moderate  Significant   
**Likelihood of failure** Improbable  Possible  Probable  Imminent

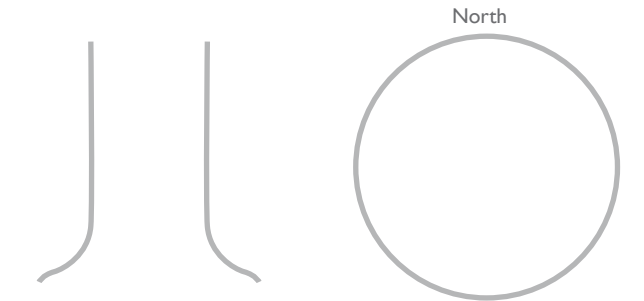
Risk Categorization																							
Condition number	Tree part	Conditions of concern	Part size	Fall distance	Target number	Target protection	Likelihood												Consequences				Risk rating of part (from Matrix 2)
							Failure				Impact				Failure & Impact (from Matrix 1)				Negligible	Minor	Significant	Severe	
							Improbable	Possible	Probable	Imminent	Very low	Low	Medium	High	Unlikely	Somewhat	Likely	Very likely					
1																							
2																							
3																							
4																							

Matrix 1. Likelihood matrix.

Likelihood of Failure	Likelihood of Impacting Target			
	Very low	Low	Medium	High
Imminent	Unlikely	Somewhat likely	Likely	Very likely
Probable	Unlikely	Unlikely	Somewhat likely	Likely
Possible	Unlikely	Unlikely	Unlikely	Somewhat likely
Improbable	Unlikely	Unlikely	Unlikely	Unlikely


Matrix 2. Risk rating matrix.

Likelihood of Failure & Impact	Consequences of Failure			
	Negligible	Minor	Significant	Severe
Very likely	Low	Moderate	High	Extreme
Likely	Low	Moderate	High	High
Somewhat likely	Low	Low	Moderate	Moderate
Unlikely	Low	Low	Low	Low



Notes, explanations, descriptions \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Mitigation options \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Residual risk \_\_\_\_\_

Residual risk \_\_\_\_\_

Residual risk \_\_\_\_\_

Residual risk \_\_\_\_\_

Overall tree risk rating Low  Moderate  High  Extreme

Work priority 1  2  3  4

Overall residual risk Low  Moderate  High  Extreme

Recommended inspection interval \_\_\_\_\_

Data  Final  Preliminary **Advanced assessment needed**  No  Yes-Type/Reason \_\_\_\_\_

Inspection limitations  None  Visibility  Access  Vines  Root collar buried Describe \_\_\_\_\_

## Development of Southern Leon County

### **Background:**

On December 10, 2024, the Board requested information for discussion at the Board Retreat regarding the future growth and development of the southern portions of Leon County, specifically Woodville. This update provides information focused on the growth and development framework, history of investments in and around Woodville, and consideration of a strategic initiative to develop a Woodville Sense of Place Plan to guide the future growth and development of the Woodville Rural Community.

This information aligns with the following FY 2022 – FY 2026 Strategic Plan Priorities:

- *Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits. (EC1)*
- *Promote Orderly growth and sustainable practices. (EN3)*
- *Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)*
- *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)*

Woodville is a small rural community in unincorporated Leon County, located approximately five miles from the City of Tallahassee and the urban services area. Woodville is adjacent to the Wakulla County line and is surrounded by low density and rural land uses as described later in this update. According to the most recent census, nearly 4,100 people reside in Woodville including less than 1,200 households.

### **Analysis:**

On December 10, 2024, the Board requested information for its Annual Retreat to discuss the future growth and development in southern portions of Leon County, specifically Woodville. Included in this update is information on the broader Southside Action Plan which the Board will also discuss next month at its Workshop on the Southside Action Plan scheduled for February 25, 2025.

### **Growth Management Framework**

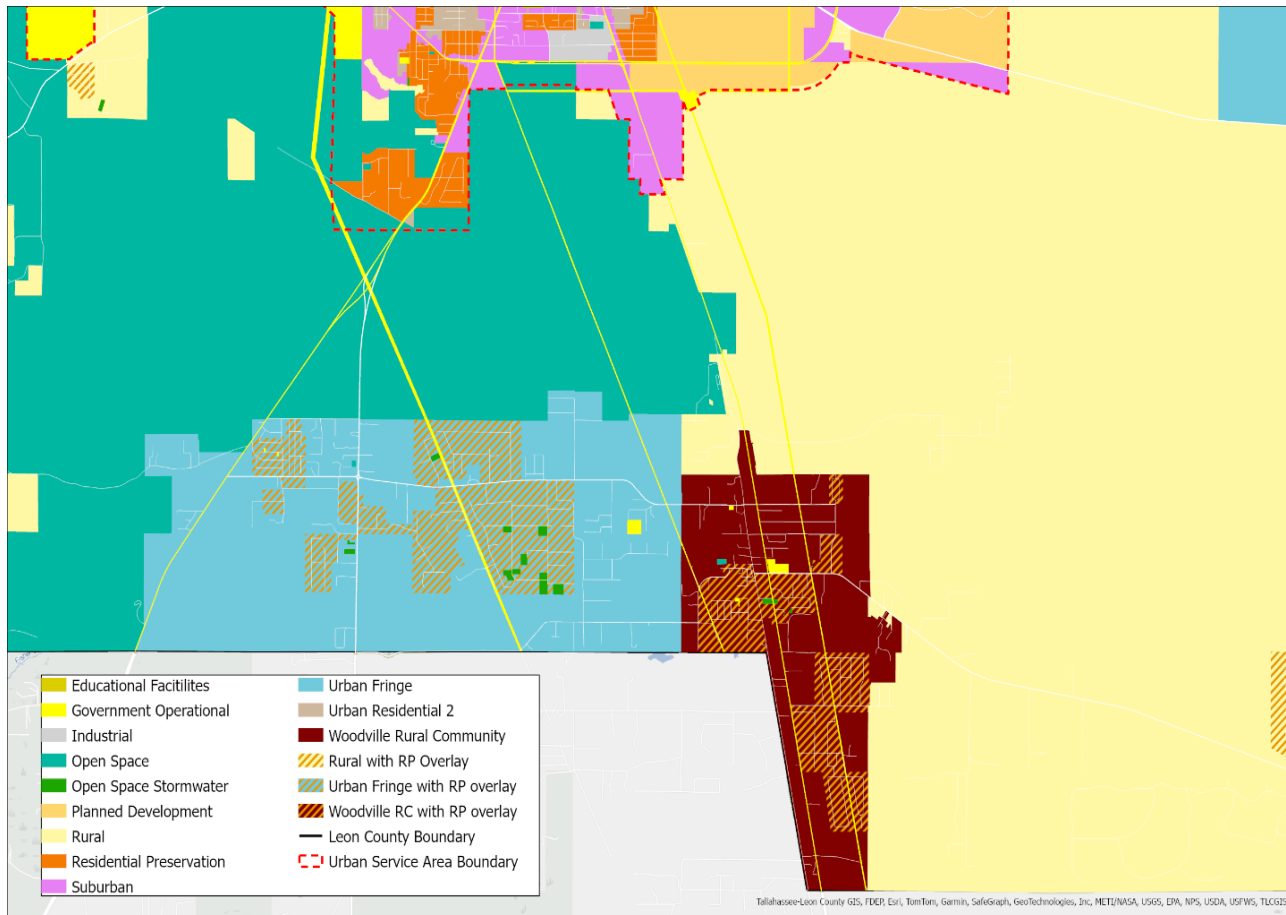
The Tallahassee-Leon County Comprehensive Plan includes a growth and development strategy that directs development “to those areas which have in place, or have agreements to provide, the land and water resources, fiscal abilities, and the service capacity to accommodate growth in an environmentally acceptable manner (Objective 1.1: [L]).” This objective is achieved through having an urban services area and designated rural communities. The size and location of the Urban Services Area “is based upon the area necessary to accommodate 90% of new residential dwelling units within the County by the Plan Horizon; the ability to provide urban infrastructure; and, the presence of environmentally sensitive lands and water bodies, requiring protection from the impacts of urban development (Objective 1.1: [L]).”

In addition to accommodating growth inside the Urban Services Area, growth and development can also be accommodated in designated rural communities. Policy 1.1.1 of the Land Use Element specifically states, “In order to discourage urban sprawl, new development shall be concentrated

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in the urban service area plus in the Woodville Rural Community future land use category and the rural communities of Capitola, Chaires, Ft. Braden and Miccosukee, as designated on the future land use map.” Figure #1 (also included as Exhibit A) shows the location of the Urban Services Area, Woodville Rural Community, and other Future Land Use Map designations for southern Leon County.

*Figure #1: Land Uses in Southern Leon County*



### *Woodville Rural Community*

On April 11, 2000, the Board authorized a review of zoning in the Woodville area. County staff had encountered situations that indicated that the Rural Community zoning and commercial site location standards in place at the time worked well for other designated rural communities (i.e., Fort Braden, Miccosukee, Capitola, and Chaires) but might not be appropriate for the Woodville area since Woodville experienced higher development pressure than the other rural communities. In some cases, these zoning and commercial location standards in place at the time prohibited commercial development on properties located along Woodville Highway. Based on the review, the Board ultimately adopted a Comprehensive Plan text amendment establishing a new Woodville Rural Community Future Land Use Category separate from the Rural Community Land Use Category that applies to Fort Braden, Miccosukee, Capitola, and Chaires. This text amendment allowed different zoning districts to be applied to the Woodville area whereas only one zoning district could be used previously. This text amendment became effective on June 28, 2002,

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allowing commercial development along Woodville Highway in areas where it was previously restricted or prohibited. Subsequent to the Comprehensive Plan amendment, rezoning applications were approved which implemented the changes to the development patterns in Woodville to enable more commercial development within the designated Woodville Rural Community.

As shown on Figure #1, the Woodville Rural Community is located in the southernmost portion of Leon County adjacent to the Wakulla County line extending north to Rhodes Cemetery Road. The Woodville Rural Community is surrounded by land designated as Rural to the east and Urban Fringe to the west. Policy 2.2.12 of the Land Use Element defines the Woodville Rural Community:

Policy 2.2.12: [L] WOODVILLE RURAL COMMUNITY

The Woodville Rural Community shares many of the same characteristics as other Rural Communities but has experienced different types of growth pressures than the other areas designated as Rural Community. Therefore, it has received a separate Future Land Use designation with specific objectives and policies to address the issues unique to Woodville. Nonresidential development is limited to a maximum of 50,000 square feet per building and 50,000 square feet per parcel; residential development is limited to a density of 4 dwelling units per acre. Through the transfer of development units system provided for in Policy 4.2.5 [C] residential densities of up to 8 dwelling units per acre may be allowed.

The allowable uses, residential densities, and commercial intensities allowed in the Woodville Rural Community facilitate this area of the County being a community node or hub in southern Leon County in an area otherwise characterized by very low-density residential development and agricultural uses. Currently, there are over two dozen office, retail, and warehouse developments along Woodville Highway within the area designated as Woodville Rural Community. The area surrounding Woodville Highway is largely low-density residential uses, primarily single-family homes on lots ranging from approximately 0.5 acres to over 2 acres. Additionally, there are several active permits in Woodville as described in the next section. Despite this development activity, growth and development in Woodville is still constrained by a lack of urban services such as central water and sewer, and roadway capacity. However, there are major infrastructure projects ongoing and planned for southern Leon County that will support future growth in the Woodville area which are described in the next section.

### Growth and Development in Southern Leon County

Leon County and the private sector both have significant ongoing projects in southern Leon County. This section provides an overview of public investments, major ongoing and proposed development projects, and permitted projects in the southern portion of Leon County.

#### *Public Investment in Southern Leon County*

Leon County, the Blueprint Intergovernmental Agency (Blueprint), and the Florida Department of Transportation are investing significantly in the area of Capital Circle south to the Wakulla County line. The County has over 20 infrastructure projects that have been completed in recent years, are ongoing, or planned in this area. These projects range from roadway and stormwater improvements, community safety and mobility enhancements, new amenities for parks, and utility

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projects that include the \$63 million in investments for septic to sewer projects which has direct positive impacts on water quality. Table #1 provides the status of these infrastructure investments.

*Table #1: Leon County Infrastructure Projects in Southern Leon County*

<b>Capital Improvements Project</b>	<b>Status</b>
<b>Roadway Projects</b>	
Springhill Road Bridge Replacement	Design
Rural Dirt Road Stabilization	Ongoing
Leon County Welcome Signs	Ongoing
Natural Bridge Road Bridge Replacement	Completed January 2017
<b>Stormwater Projects</b>	
Old Plank Road at the Chicken Branch Crossing	Ongoing
Lake Henrietta Sediment Removal	Ongoing
<b>Community Safety &amp; Mobility</b>	
Westway Road Sidewalk: Crawfordville Road to Capital Circle SW--SRTS	Ongoing
Tram Road Multi - Use Trail: Crossing Rocks Road to Capital Circle SE	Ongoing
Canyon Creek Road Sidewalk: Shumard Drive to Old Woodville Road	Ongoing
Bur Oak Drive Sidewalk: Shumard Drive to Forest Grove Road--SRTS	Completed in 2024
Shumard Drive Sidewalk: Canyon Creek Road to Bur Oak Drive--SRTS	Completed in 2024
Tram Road Multi - Use Trail: Gaile Avenue to Crossing Rocks Road	Completed in 2024
Woodville Highway Sidewalk: Natural Bridge Road to Hickory Lane	Completed in 2022
Natural Bridge Road Sidewalk: Woodville Highway to Taff Road	Completed in 2018
<b>Parks &amp; Recreation</b>	
Gil Waters Park Restroom	Future Project
J. Lewis Hall Park, Woodville Community Center, and Woodville Branch Library Improvements	Described on the next page
<b>Miscellaneous Engineering</b>	
Vulnerability Assessment	Ongoing
Pavement Condition Assessment and Management	Ongoing
<b>Utility Projects</b>	
NE Lake Munson Wastewater Retrofit	Ongoing
Woodville Sewer Phase 1A (Septic Tank to Central Sewer)	Ongoing
Advanced Treatment Pilot Projects	Ongoing
FDEP Septic Upgrade Incentive Grant	Ongoing
Comprehensive Wastewater Facilities Plan	Completed in 2023
Water Quality Education Program	Completed in 2021



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Exhibit B provides a map of the Leon County Septic-to-Sewer Projects in southern Leon County and the project limits for the City of Tallahassee's Southside Triangle sewer project. As this map shows, the County has several sewer infrastructure projects recently completed, ongoing, or planned in southern Leon County for a total of 374 septic to sewer conversions, including the area designated as the Woodville Rural Community which will support future growth and development of this area. In addition, as reported to the Board on June 11, 2024, the conceptual design for the City's Southern Triangle Water & Sewer Expansion project began in 2022 and will be completed this year. This phase will be followed by acquisition of easements and rights-of-way, which will take approximately two years (through 2026). As the needed easements and rights-of-way are obtained, construction will begin and take approximately three years (through 2029) for full completion. There are currently 203 properties within the Southern Triangle for which central sewer service is not currently available, and approximately 156 properties that do not have existing City water infrastructure within 100 feet of the properties. Once the project is completed, all residents and properties within the Southern Triangle will have access to the City's central water and sewer system.

In addition to the infrastructure projects provided in Table #1, Leon County has invested millions in community, roadway, and sidewalk infrastructure within the Woodville area. Most recently, the County has invested over \$800,000 in enhancements at J. Lewis Hall Park, the largest active recreational complex in unincorporated Leon County, as well as at the Woodville Community Center and Woodville Branch Library, creating a destination for recreating and community activities in southern Leon County.

Improvements at J. Lewis Hall Park include:

- Playground improvements
- Pavilion
- Parking lot resurfacing
- Baseball scoreboards
- Walking trail and amenities
- Restroom rehabilitation

Improvements at the Woodville Community Center and Woodville Branch Library include:

- Flooring refresh
- Interior painting
- HVAC system repairs
- Dehumidifier for the library
- New dog park

### *Major Roadway Capacity Investments in Southern Leon County*

Through Blueprint, Leon County and the City of Tallahassee have worked with the State of Florida to prioritize road capacity investments in southern Leon County to support and enable future growth in the area. Through the Blueprint 2000 program, Capital Circle SE was widened from Connie Drive to Crawfordville Highway with an investment of over \$87 million. This project

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widened over 6.5-miles of Capital Circle from two lanes to six lanes to increase capacity of the road, added additional traffic signals to improve safety, included extensive landscaping, and added 5-foot sidewalks and a 10-foot-wide trail to enhance bicycle and pedestrian mobility. Capital Circle SW, from West Orange Avenue to Crawfordville Road, is currently being widened with a total investment of \$187.4 million. Consistent with other phases, this 5.8-mile project will widen the road from two to six lanes, include bike lanes, a 10-foot-wide multi-use trail as part of the Capital Circle Southwest Greenway, and a 5-foot sidewalk. Project implementation is being managed by the Florida Department of Transportation (FDOT) with Blueprint investing approximately \$4.6 million for the PD&E and up to \$2.8 million for enhanced lighting. Completion of this project is anticipated by the end of 2026.

Connecting to Capital Circle, the State plans to widen Crawfordville Road in Leon County from the Wakulla County line north to Wakulla Springs Road, which will result in all segments of Crawfordville Road being widened to four lanes. The State's current widening project is comprised of two segments:

- The Wakulla County line to LL Wallace Road – 1.69 miles
- LL Wallace Road to Wakulla Springs Road (State Road 61) – 1.61 miles

The design for both segments is currently underway. Based on the progress towards completing the design of these segments, FDOT has programmed \$5.9 million for right-of-way (ROW) acquisition in State Fiscal Year (FY) 2026 and 2027 (beginning July 1 annually). Funding for construction has not been allocated; however, construction funding is anticipated to be programmed once the design phase has been completed and ROW acquisition commences. Additionally, FDOT has contracted with the City of Tallahassee to install streetlights on Crawfordville Road between Capital Circle and McKenzie Drive. This project is anticipated to be completed by the end of 2025.

Importantly, the CRTPA Board adopted the FY 2026 – FY 2030 Project Priority Lists at its June 17, 2024 meeting. This Project Priority List includes the widening of Crawfordville Road in Leon County as the #4 priority (of 14 total roadway and capacity projects). This project prioritization is important because FDOT considers the adopted Project Priority Lists in its decisions as to which projects to add to the annual FDOT Five-Year Work Program.

Additionally, the Florida Department of Transportation has invested over \$9 million for Preliminary Engineering and Right-of-Way Acquisition for improvements to Woodville Highway. The widening of Woodville Highway from Capital Circle SE to Paul Russell Road is ranked as the #1 Roadway and Capacity project on the FY 2026 – FY 2030 Project Priority List adopted by the CRTPA.

The widening of Capital Circle, Crawfordville Highway, and Woodville Highway all increase capacity to accommodate future growth and development in the southern portion of Leon County.

#### *Major Ongoing Private Development Projects*

The Tallahassee-Leon County Office of Economic Vitality (OEV) tracks major ongoing developments across the City of Tallahassee and Leon County. Major projects are defined as

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developments of 20 or more residential units and/or 10,000 square feet (sq ft) or more of non-residential uses. As Table #2 shows, there are currently 862 residential units and 180,000 sq ft of non-residential development at various stages of development in southern Leon County.

*Table #2: Major Ongoing Development Projects in Southern Leon County, January 2025*

<u>Project Name</u>	<u>Type of Development</u>	<u>Units/S.F.</u>	<u>Jurisdiction</u>	<u>Status</u>
Tallahassee Ranch Club Subdivision	Single Family Residential Homes in the subdivision	162 units	County	On-going
Cottages at Capital Circle	Multifamily Residential	206 units	City	Project Approved
Woodville Highway Subdivision	Single Family Residential	414 units	City	Project Approved
Charlie Ward Champions Ranch PUD	Community Facility	160,000 sq ft	City	Under Review
Capital City Plumbing	Commercial (Warehouse)	20,000 sq ft	County	Pre-Application
Arden Gates	Single Family Residential	80 units	County	Pre-Application

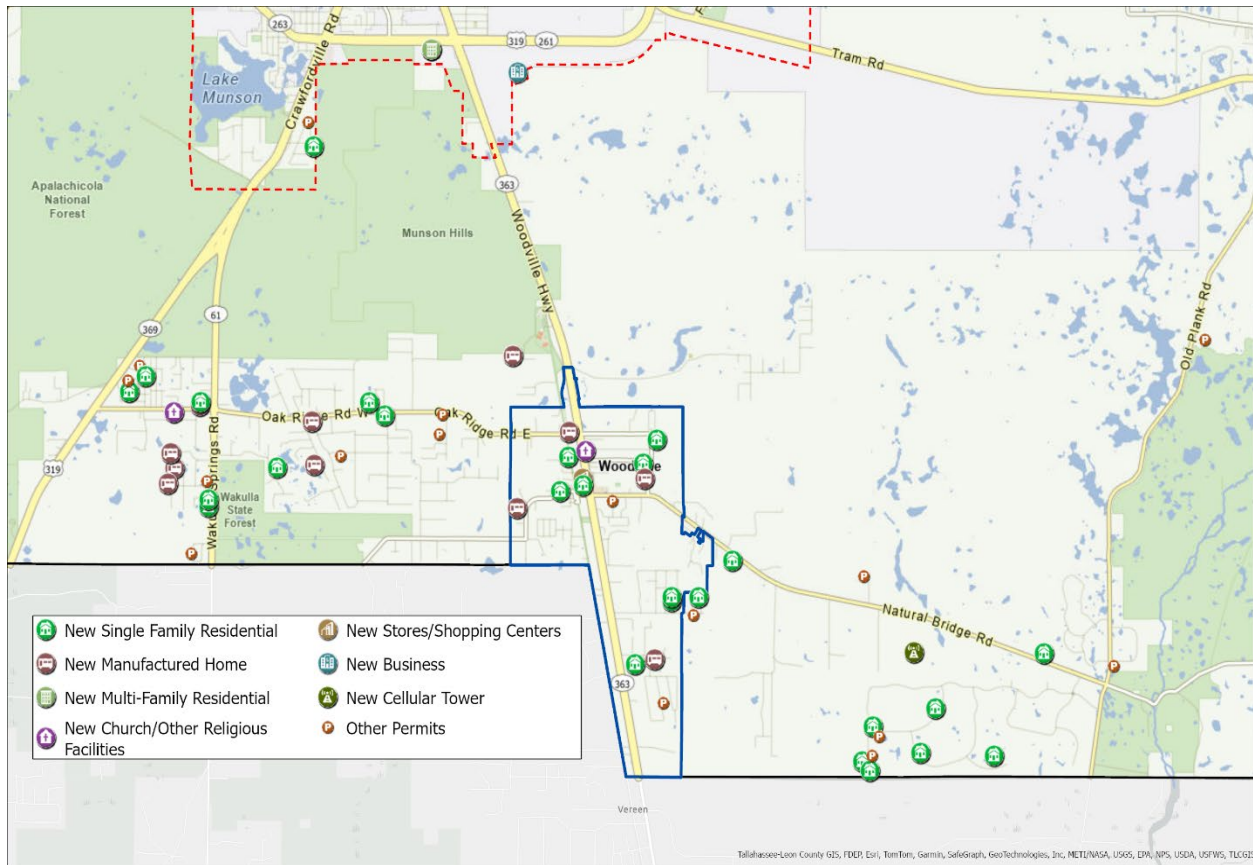
Major ongoing projects are the most visible signs of growth in a community and, as one would expect, mostly occur in the City limits and urban services area. However, it is also important to continuously monitor development and growth patterns at a granular level. This is done through the issuance of building and development permits as described in the next section.

#### *Active Permitted Projects in Southern Leon County*

Leon County Development Support and Environmental Management (DSEM) and the City of Tallahassee Growth Management Department track all permitted projects. While the previous section included major ongoing projects (defined as developments of 20 or more residential units and/or 10,000 sq ft or more of non-residential uses), Figure #2 (also included as Exhibit C) shows the location of all 61 active development permits (as of December 27, 2024) in southern Leon County. These include a variety of residential and non-residential permits.

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Figure #2: Map of Active Permits in Southern Leon County



The review of development activity shows a variety of development projects occurring across the southern portion of Leon County.

### Consideration of a Woodville Sense of Place Plan

While there are significant investments from both Leon County and the private sector already taking place in and around Woodville, the community may welcome and benefit the development of a Woodville Sense of Place Plan to guide future investments and development.

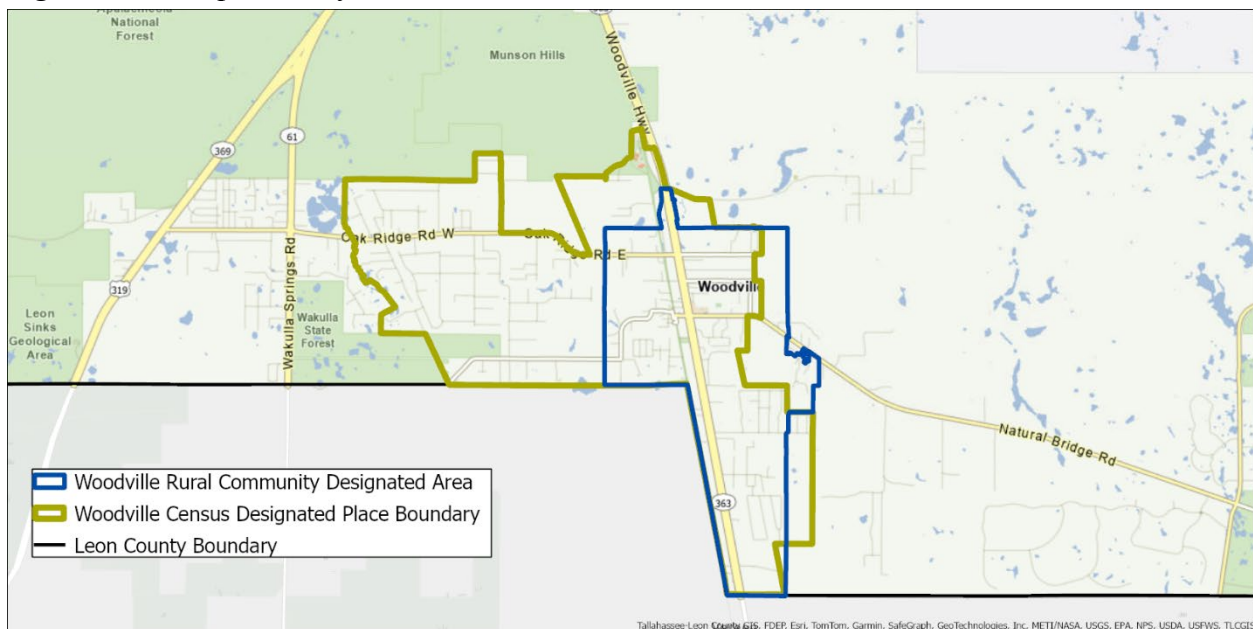
Creating a sense of place plan is a process that promotes the distinctive characteristics and elements of a place and aims to expand on the positive experiences of those who live or visit there. The process considers historical attributes of people and the area, important current features and assets, and the future desires of a community. Sense of place plans aim to capitalize on these things to further the identity and viability of a place.

Similar to the Miccosukee Rural Community Sense of Place plan approved by the Board in April 2018, a sense of place plan for Woodville would evaluate various factors such as the history and identity of the area, land development opportunities, opportunities to enhance community services, and transportation safety.

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A Woodville Sense of Place Plan would specifically evaluate the current boundary of the Woodville Rural Community and consider opportunities for expanding the area designated as the Woodville Rural Community in the Comprehensive Plan. As shown in Figure #3 (also included as Exhibit D), there are currently differences between the area designated as the Woodville Rural Community on the Future Land Use Map and the boundary of the Woodville Census Designated Place. Through the development of a sense of place plan, an analysis would give consideration to expanding the area designated as the Woodville Rural Community. Expanding the boundary of the Woodville Rural Community would increase entitlements and the development potential in the area currently designated Urban Fringe.

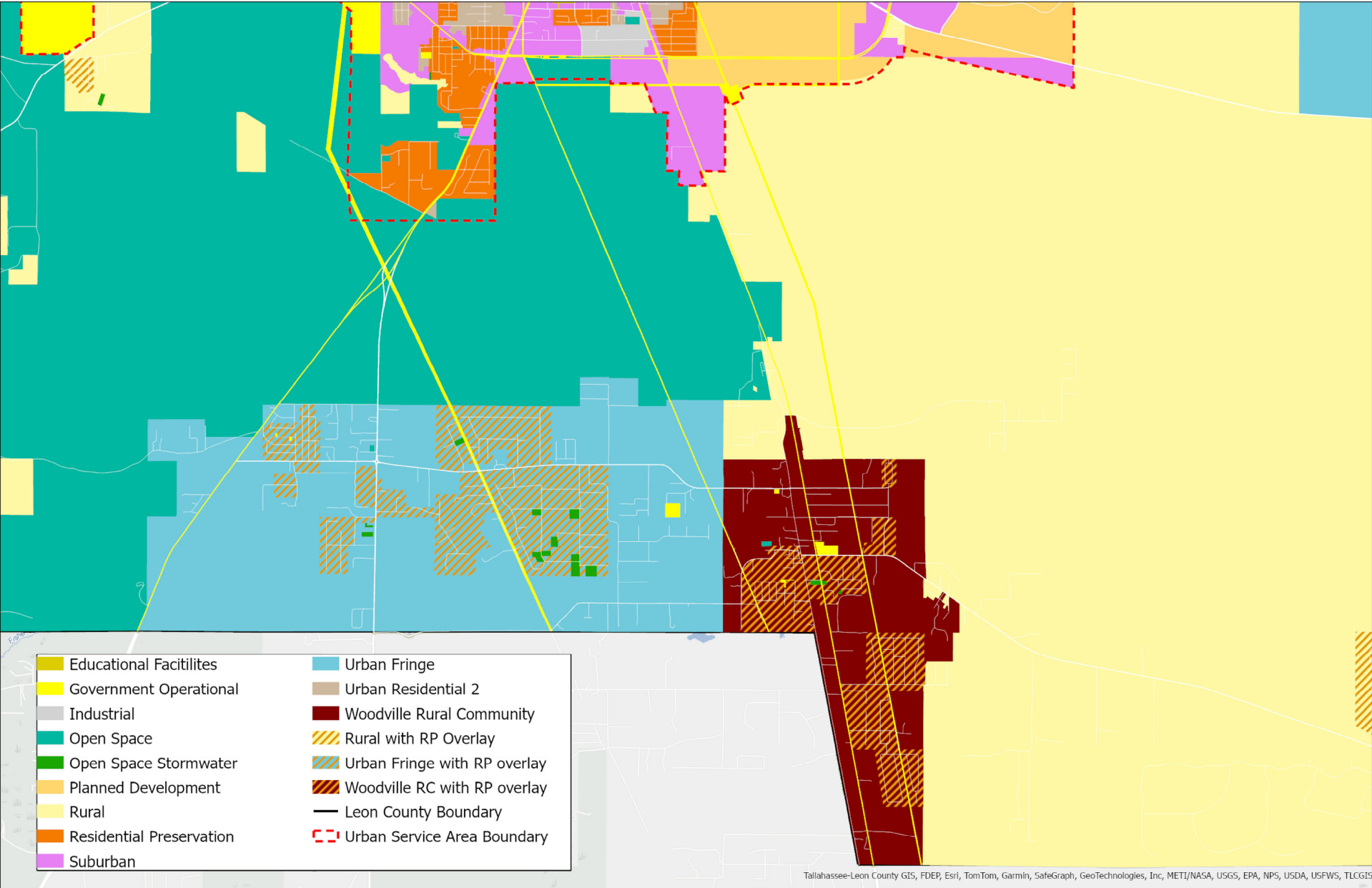
*Figure #3: Comparison of Woodville Boundaries*



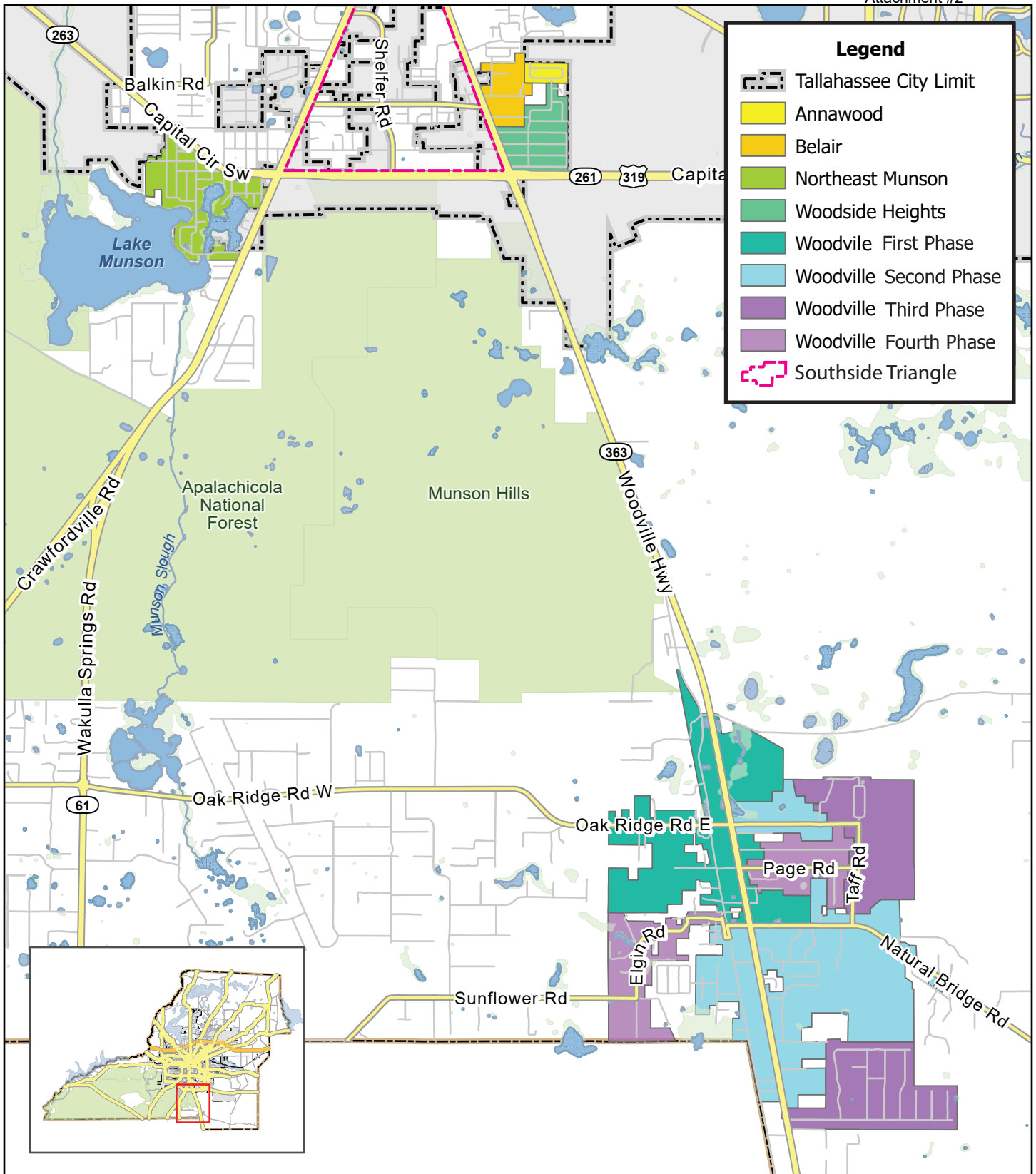
Additionally, a Woodville Sense of Place Plan would evaluate zoning, allowable uses, and allowable densities and intensities in the Woodville area in light of the infrastructure improvements identified in this update. The expansion of central sewer and the added capacity to major roadways will offer opportunities for additional growth and development in the Woodville area. Should the Board adopt a new strategic initiative to develop a Woodville Sense of Place Plan, additional information and next steps will be included in the materials prepared for the Board's Workshop on the Southside Action Plan to be held on February 25, 2025.

Exhibits:

- A. Map of Land Uses in Southern Leon County
- B. Map of Septic-to-Sewer Projects in Southern Leon County
- C. Map of Active Permits in Southern Leon County
- D. Comparison of Woodville Boundaries



Tallahassee-Leon County GIS, FDEP, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, USFWS, TLCCGIS




**Legend**

- Tallahassee City Limit
- Annawood
- Belair
- Northeast Munson
- Woodside Heights
- Woodville First Phase
- Woodville Second Phase
- Woodville Third Phase
- Woodville Fourth Phase
- Southside Triangle

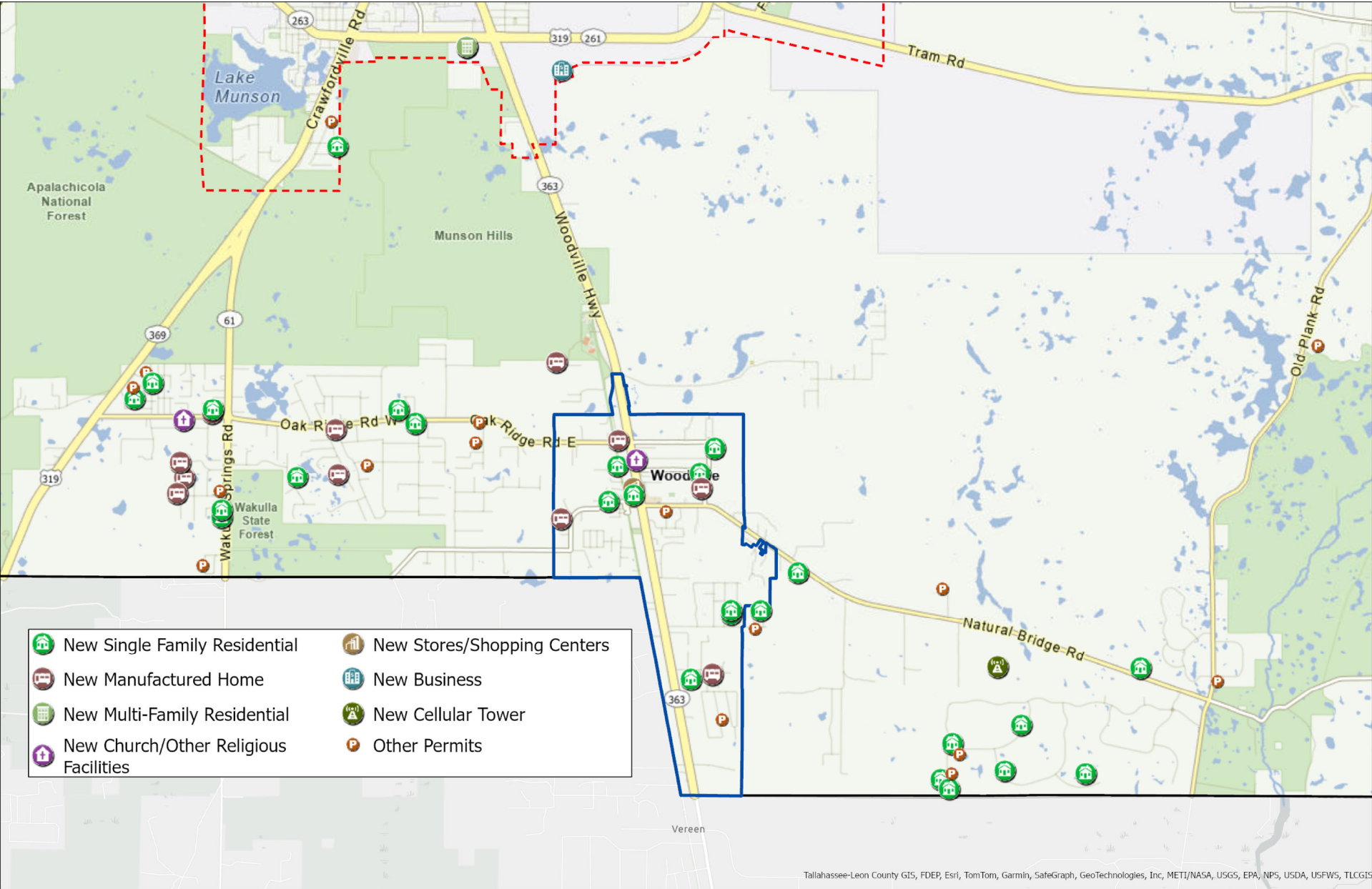


This product has been compiled from the most accurate source data from Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office. However, this product is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office assume no responsibility for any use of the information contained herein or any loss resulting therefrom.



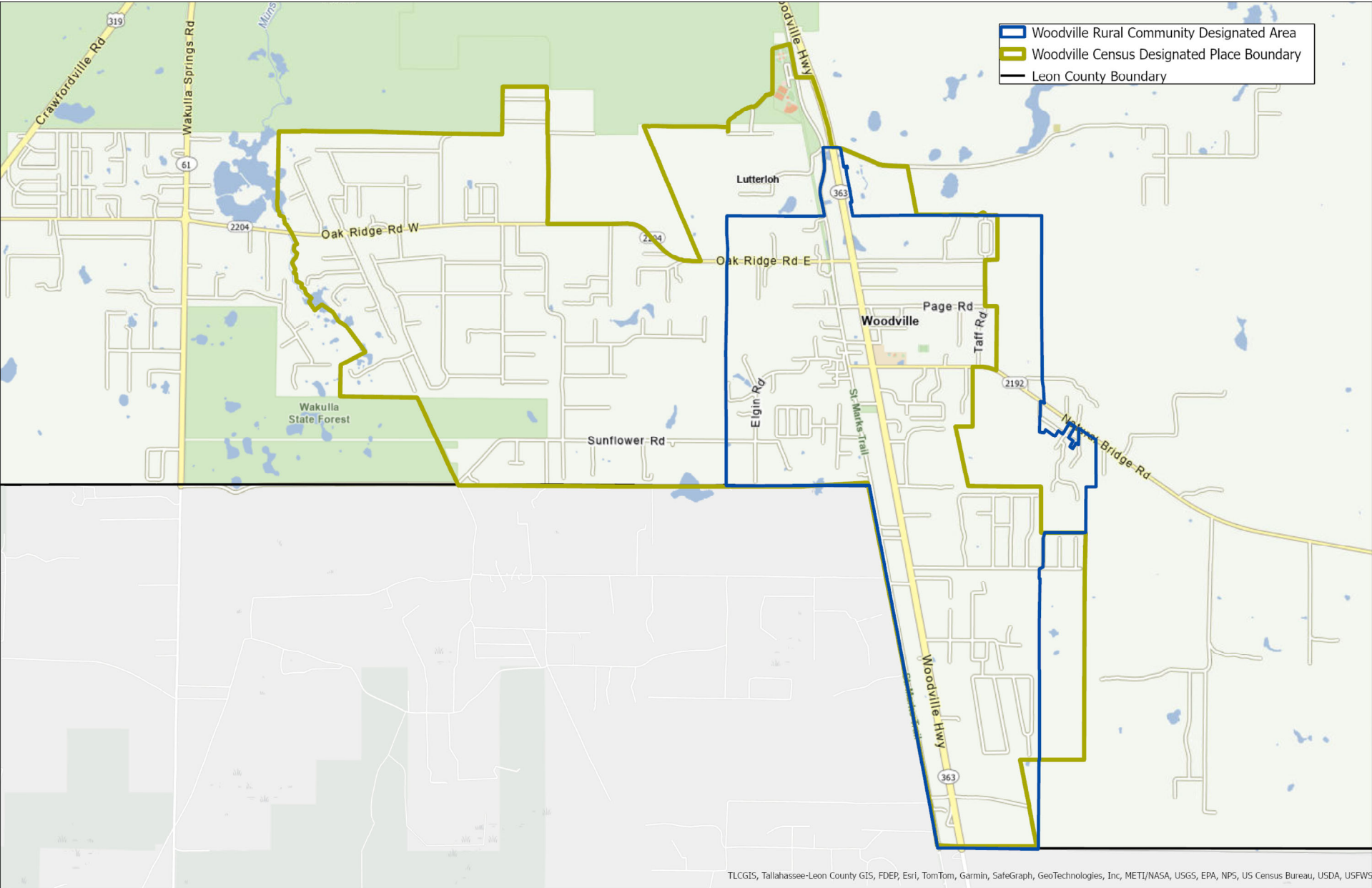
**Leon County  
Septic-to-Sewer Projects  
and City of Tallahassee  
Southside Triangle Project**

Date Drawn: 9/19/2023



Tallahassee-Leon County GIS, FDEP, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, USDA, USFWS, TLCCGIS





TLCGIS, Tallahassee-Leon County GIS, FDEP, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS

# List of Implemented Citizen Ideas

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
<b># Citizen Ideas (Non-LEADs):</b>	195			
<b># LEADS Recommendations:</b>	83			
<b>Total # of Citizen Ideas:</b>	<b>278</b>			
<b>% Target Achieved:</b>	<b>46%</b>			
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.

<b>Name of Citizen or Citizen Committee</b>	<b>Description of Citizen Idea/Improvement/Solution</b>	<b>Implementing Department</b>	<b>Year Implemented</b>	<b>Description of Implementation</b>
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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).
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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



Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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

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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 oppurtunities 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 oppurtunities to enhance programing offered at County sites.

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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.
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 2022	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 2022	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.

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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 is 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

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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.
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.

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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.

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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 the 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, Killlearn 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	The County 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	In response to citizen's requests, the compost bin sale has become a permanent program. The Office of Sustainability has hosted 2 Compost Bin Sales in FY 2022, 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.
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.



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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.

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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	During the development of the strategic plan, EVLC recommended establishing a new mission and vision statement to guide OEV over the next five years, and the adoption of core strategies to emphasize a focus on business stewardship, navigation, and customer service; support for minority and women owned small businesses; and promote 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.

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Brien Sorne	<p>From citizen:</p> <p>"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.</p> <p>We suggest you include the url, like this: "click on this link (www.TheURL.whatever)""</p>	Community Relations & Resilience (CMR)	FY 2022	CMR is editing news releases to include long URL.
Rick Oppenheim	<p>From citizen:</p> <p>Please include Waste Pro trash pickup schedule in Holiday Closure news releases.</p>	Community Relations & Resilience (CMR)	FY 2022	CMR included link to schedule.
Debra Saenz	<p>From citizen:</p> <p>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.</p>	Community Relations & Resilience (CMR)	FY 2022	Continued to broaden and promote committee recruitment and meeting notices.

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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.

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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.

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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

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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.

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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.



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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.

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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

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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.

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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 incorporated 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.

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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
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.

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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 County completed the addition of lights as part of the History Walking Trail project.
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

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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.



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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.
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 prosoed	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

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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 benefitting 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.

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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 as ensuring 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 2024	The final concept approved by the IA Board at 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.

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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 2024	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.
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 <a href="http://www.LeonCountyWater.org/LakeMunson">www.LeonCountyWater.org/LakeMunson</a> .
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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	<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: Multifamily Development Gap Financing Program (Funding Request: \$5 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: Multifamily Development Gap Financing Program (Funding Request: \$5 million).</p> <p>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).</p>

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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>

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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 Campell	<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>



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FHSAA	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.	Tourism Development	FY 2024	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.
Pam Spencer	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."	Community Relations & Resilience (CMR)	FY 2023	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.
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.

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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.

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Angela Miller	Free classes for the community Sewing Needle point Crochet 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 Blueprint 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.

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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.
Robin Hassler Thompson	Human Trafficking Awareness Signs at Campgrounds	ORS (Parks)	FY 2024	Strategic Initiative adopted; implementation update needed.
Grant Gelhardt	Modifying the County's single-use plastic policy to mirror the City of Tallahassee's policy; Single Use Plastics policy update (see the City Policy for some ideas) and Sustainable Events guidelines on County Property	ORS (Sustainability)	FY 2024	agenda items will be brought back regarding these topics as detailed below: 1.Single-use Plastic Policy: The County's current 2019 Policy limits straws and Styrofoam at Leon meetings and events and permitted Parks special events. Currently, the county policy does not apply to all single-use plastic such as cutlery and cups. By comparison, the City has a 2021 policy that prohibits all single-use plastic on City property and at City events. Staff is currently working with stakeholders, such as our Insights & Input group, in preparation to bring a policy update back to the Board. Like the City, the policy will recommend prohibition of single-use plastic on County property and at County events. Staff is preparing to bring this agenda, and policy update, back to the Board in May.
Grant Gelhardt	Conversion of the county light vehicle fleet to an EV vehicles (with a aspirational goal of 100% by 2035); Adopt the goal of 100% EV's in the County's light vehicle fleet by 2035	ORS (Sustainability)	FY 2024	agenda items will be brought back regarding these topics as detailed below: The County's current goal is to convert 30% of light duty fleet to electric by 2030. As markets evolve so do the availability, diversity, and affordability of EV fleet and related charging infrastructure. We continue to assess these changes in light of the County's EV target. An agenda to propose raising the 30% target to higher and achievable levels will be provided for Board review and action in June.

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Grant Gelhardt	Adopt a green event policy guideline for events; it would be nice if they were in place for the 2024 NCAA South Regional Cross Country Championship meets at Apalachee Regional Park. And - - World Cross Country Championships that will be held at Apalachee Regional Park	ORS (Sustainability)	FY 2024	agenda items will be brought back regarding these topics as detailed below: 2.Green Events Guide: The County has in effect a "Green Event Guide" which was first instituted in 2019. The goal of this guide is to educate and achieve behavior change at events (hosted by the county, the public or any entity) to increase sustainable practices and reduce pollution. I am working with our Insights & Input group (including Grant) to update the guide toward increasing its use and impact; including updates to the guide's event checklist, vendor form, and food donation listing. Consistent with Board direction provided yesterday, an agenda item will be brought back in May.
Citizen Feedback on the Capital Cascades Trail Segment 4 Project	At the February 2023 Open House for the Capital Cascades Trail Segment 4 Project, Blueprint received feedback from citizens on including edible landscaping as a part of the project design for the segment.	PLACE (Blueprint)	FY 2023	The Blueprint project team is proposing to implement edible landscaping on CCT Segment 4 based on the comments received during citizen feedback.
Anonymous	Solid Waste received input from a concerned citizen that noticed dumping near Southside Scrap and Recycling on Hannon Mill Road so "no illegal dumping" signage was added to that area.	ORS (Solid Waste)	FY 2024	"No illegal dumping" signage was added to that area.
Anonymous	Addition of new swing set at Pimlico Park	ORS (Parks)	FY 2024	Parks and Recreation installed a new swing set at Pimlico Park.
Tallahassee Pickleball Association	New Pickleball nets on wheels to quickly and easily set-up and break down courts allowing for more seamless use by multiple users.	ORS (Parks)	FY 2024	Parks provided new portable pickleball nets.
Chaires Little League	Provide covered and lighted batting cages at Chaires Park to increase functionality and safety.	ORS (Parks)	FY 2024	Parks upgrading the batting cages.
Chaires Little League	Install windscreens to dugouts to provide shade for players and spectators. New windscreens provide additional shade and reduce heat related illnesses.	ORS (Parks)	FY 2024	Parks installed new windscreens.
Gulf Wind Track Club	Provide new trail markers at JR Alford Greenway to provide better wayfinding. The new signage also helps identify locations on the trails that need maintenance and improved response for emergency incidents.	ORS (Parks)	FY 2024	Parks installed new wayfinding signage.
Fort Braden Community Group	Paving the walking trail at the Fort Braden Community Center.	ORS (Parks)	FY 2024	Parks worked with OMB and Facilities to fund and implement the new paved walking trail.

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Sustainability Insights and Inputs Citizen Group	Updating the Single-Use Plastic Straw and Expanded Polystyrene Products(19-6) and Green Fleet Policies (12-1).	ORS (Sustainability)	FY 2024	The Office of Sustainability is in the process of updating two policies for the Board as a result of engagement from a citizen input group, "Insights and Inputs". They are the Single-Use Plastic Straw and Expanded Polystyrene Products(19-6) and Green Fleet Policies (12-1).
Survive and Thrive Advocacy Center	Recommended that the County support legislation to allow the Florida Department of Business and Professional Regulation to revoke business licenses from businesses that are complicit in human trafficking and/or refuse to work with law enforcement investigating human trafficking.	Administration	FY 2024	The Board voted to support a policy proposal for legislation to allow the Florida Department of Business and Professional Regulation to revoke business licenses from businesses that are complicit in human trafficking and/or refuse to work with law enforcement investigating human trafficking.
Survive and Thrive Advocacy Center	Recommended the County's deployment of signage at campground to increase awareness and education on Human Trafficking,	ORS (Parks)	FY 2024	The Board adopted a Strategic Initiative to "Increase awareness and education on Human Trafficking by posting signage at County campgrounds" which is currently in progress.
Jack Campbell	Immediately prior to the County's 2024 Legislative Workshop, the State Attorney for the 2nd Judicial Circuit, Jack Campbell, addressed the Board to express his opposition to an ongoing review to consolidate the State's judicial circuits. At that time, the State Attorney requested the Board's adoption of a legislative priority in opposition to judicial consolidation currently being considered by the Judicial Circuit Assessment Committee.	Administration	FY 2024	The Board directed staff to include its opposition to consolidating the State's 20 judicial circuits in its legislative priorities.
Tallahassee Housing Authority	County support for Springfield Apartments Master Plan or the redevelopment of the Springfield Apartments located in the Griffin Heights Neighborhood.	Human Services & Community Partnerships	FY 2024	As requested by the Board, an agenda item was presented at the May 14, 2024 meeting to consider a funding request from the Tallahassee Housing Authority in the amount of \$175,000 to produce a master plan for the redevelopment of the Springfield Apartments located in the Griffin Heights Neighborhood.
Commission on the Status of Women & Girls	Recommended revisions to the County's Parental Leave Policy to match or exceed the State's current paid parental leave policy	Human Resources	FY 2024	At the April 2024 Budget Workshop, the Board approved revisions to the County's Paid Parental Leave Policy to be expanded to eight weeks of paid leave following birth or adoption of a child.
CareNet Providers Feedback	Increases to the CareNet Provider Reimbursement Rates for Dental and Mental Health Visits			As suggested and requested by the CareNet providers, the Board voted to increase the County's reimbursement rate for mental health and dental visits provided by the providers.

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Local Businesses	Proposed Ordinance Prohibiting Unauthorized Solicitation on Private Property	Human Services & Community Partnerships	FY 2024	During the November 14th meeting, the Board directed staff to evaluate the prohibition of solicitation and panhandling on private properties to address concerns of aggressive panhandling and solicitation shared by local business that have increased in recent months at their respective establishments.
Al Lawson	Rep. Al Lawson came before the FAMU Board of Trustees to petition the City & County for the renaming Wahnish Way from Orange Ave to FAMU Way to Althea Gibson Way	DSEM	FY 2024	On March 19, 2024 the Board voted to install honorary designation signage on Wahnish Way from Orange Ave to FAMU Way
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to provide the North Monroe Charrette Final Report to Blueprint for consideration with the North Monroe Gateway project.	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to provide the North Monroe Charrette Final Report to the Capital Region Transportation Planning Agency to discuss potential Safe Streets and Roads for All funding options for further safety improvements on North Monroe Street	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to provide the North Monroe Corridor Charrette Final Report to the consultant for the Land Use and Mobility Element update to the County/City Comprehensive Plan	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.

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Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to have DesignWorks division of the Planning Department conduct an analysis of at least three existing shopping centers on North Monroe Street between Interstate-10 and Capital Circle NW to compare the existing development to potential private redevelopment opportunities. This analysis would identify potential barriers to private redevelopment, opportunities to incorporate the input received from citizens through the charrette process, and potential land development code updates that may encourage private redevelopment.	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to evaluate the desired uses from the community as compared to allowed uses based on zoning along the North Monroe between Interstate-10 and Capital Circle NW	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to identify historic locations along the North Monroe Corridor and evaluate options for providing interpretive signage at these locations	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to continue investment in Leon County Park amenities along and adjacent to the corridor and evaluate opportunities for additional amenities at parks in the future.	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to strategize ways to promote the Corridor's unique character and natural amenities to the broader community	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.



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Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to benchmark transit ridership data for comparison to future conditions following improvements to transit stops and sidewalk improvements.	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Input provided during North Monroe Charrette	Based on stakeholder input and participation, Planning identified an action item to coordinate with Capital Region Transportation Planning Agency to request that North Monroe Street improvements be included in future updates to the Regional Mobility Plan or other transportation plans where appropriate	PLACE (Planning)	FY 2024	For continued improvement along the North Monroe Corridor, 10 action items were identified in the North Monroe Charrette Final Report based on stakeholder input and participation. The progress of these action items will be tracked and reported back to the Board through the twice-a-year strategic initiative updates.
Citizen Feedback	At the recommendation of AARP, the County's Strategic Plan Environmental Survey was utilized to collect citizen feedback on opportunities to advance age-friendly priorities. Responses to the Environmental Survey recommended offering a more livable community for seniors, including greater access to senior services (27%).	PLACE (Planning)	FY 2024	The feedback was utilized in development of the County's Age-Friendly Action Plan which was presented to the Board on May 14, 2024.
Citizen Feedback	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 2024	In coordination with Community and Media Relations, enhance information via social media outlets (ie; FaceBook; LinkedIn and Twitter); to receive customer response and feedback. The quarterly social media posts are utilized to advise the public of our availability to answer any code compliance related questions.
Kip West	On behalf of Babe Ruth Baseball, Kip West suggested the addition of a batting cage to the future Northeast Park.	PLACE (Blueprint)	FY 2024	The Blueprint team evaluated Kip's idea and agreed it would be a good compliment to the planned baseball/softball fields at the new Park. The batting cage was integrated into the design plans for the Northeast Park. Blueprint will be constructing the foundation for the batting cage in 2025 and Kip West and Babe Ruth Baseball are working to fundraise for the remaining components. Blueprint, Leon County Parks and Recreation, and Babe Ruth Baseball will work together to build the batting cage before the Park opens to the public in 2026.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
KCCI	The 2020 volunteer Catalyst Class proposed a family-oriented, educational, bicycle play area for the Market District. This proposal resulted in Blueprint incorporating technical trail features into the final Market District Park design, completed in FY 2024.	PLACE (Blueprint)	FY 2024	Based on the KCCI proposal, Blueprint incorporated five technical trail features from Progressive Bike Ramps into the nine-acre Market District Park design. These technical trail features are designed to be used by all ages and abilities. Technical trail features are purpose-built features that add a degree of difficulty and fun to a trail. In general, sometimes these features are built to span areas, other times they exist purely as an alternate line to a trail. The five technical trail features that will be constructed in Market District Park beginning in early 20204 are adjacent to a multiuse shared use trail and can be ridden over by a bike or enjoyed by runners or other trail users.
Anonymous Rural Waste Site User	A community member observed that the recycling dumpster labels were worn and lacked clear instructions, inspiring them to bring their own magnet reading "Please flatten boxes" to encourage better recycling habits.	ORS (Solid Waste)	FY 2024	The Solid Waste Director partnered with the Community Media Relations (CMR) team to create magnetic, educational recycling labels. These were placed on all Rural Waste Site recycling containers to enhance clarity and promote proper recycling practices.
Tallahassee Pickleball Association	The Tallahassee Pickleball Association highlighted the growing popularity of pickleball and suggested adding two additional courts to Daniel B. Chaires Community Park to meet demand.	ORS (Parks)	FY 2024	Parks and Recreation expanded the park's amenities by painting two additional pickleball courts, providing more opportunities for players to enjoy the sport.
Gloria V.	A citizen recommended addressing water and mud puddling near the entryway of the Bradfordville dog park, particularly around the water spigots, to improve accessibility and cleanliness.	ORS (Parks)	FY 2024	Parks employees installed concrete pads at the entryway and under the water spigots, effectively resolving the issue and enhancing the park's usability for visitors and pets.
Jocelyne Fliger	My idea is that County landscaping crews can be trained on specific Code Enforcement issues so they can deal with them during the course of their regular workday. Mainly, they could look for signs placed illegally in rights of ways or on electrical posts, and for hedges and landscaping that blocks views of traffic. I have seen landscaping crews mow an area only to put back up the illegal yard signs on public easements.	Public Works (Operations)	FY 2024	DSEM and Public Works staff were informed that signs within ROW are to be removed (and properly disposed-off) when these are encountered during staff primary functions (i.e. Mowing, Bldg.\Env. Inspections, etc.).
Anonymous	On the library's website, move digital services like Hoopla and Libby to a more intuitive spot on the menu.	Community Relations & Resilience (CMR)	FY 2024	CMR staff created a Digital Library section of the new website to help citizens find digital services like Hoopla and Libby more easily.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Lisa Harvey	The citizen requested the Friends of the Library have more visibility on the refreshed website because if citizens can't find the Friends website it may affect donations, which help fund library services.	Community Relations & Resilience (CMR)	FY 2024	CMR added the Friends of the Library to the rotating spotlight on the library's homepage and moved the FOL out on the menu by one level to help citizens more easily find this resource.
Anonymous	Make the search box for the library catalog easier to find from the homepage.	Community Relations & Resilience (CMR)	FY 2024	On the library's website, CMR integrated the catalog search, website search, and events search include a single search box so citizens could find everything they're looking for in one location.
Commission on the Status of Women and Girls	The CSWG advocated for the expansion of Leon County's Paid Parental Leave Policy.	Administration	FY 2024	During the FY 2025 budget process, the Board approved increasing the Paid Parental Leave benefits to provide eight weeks of 100% paid leave for County employees following the birth or adoption of a child. Previously, the County provided full compensation for the first two weeks of parental leave followed by incremental reductions through week six.
Hurricane Helene After Action Report Finding/Recommendation	Local and national media require access to the Public Safety Complex to provide timely and accurate disaster-related information to the public. To ensure secure and specific access, media personnel needed proper identification for designated areas of the building	ORS (Facilities)	FY 2024	County Facilities staff will coordinate with CMR to issue credentials to approved media partners. Access will be restricted to public gathering spaces, restrooms, and other similar facilities to ensure security and operational efficiency. No filming or documentation of any sort will occur in restricted areas.
Hurricane Helene After Action Report Finding/Recommendation	Local radio remains a vital resource before and after a disaster, offering real-time updates and reaching diverse audiences. CMR has expanded outreach through live radio broadcasts and citizen feedback has been very positive	Community Relations & Resilience (Emergency Management)	FY 2024	In addition to WFSU-FM, strengthen partnerships with local radio stations and programming, such as The Morning Show with Preston Scott on 100.7 WFLA and other iHeartMedia, Inc. affiliates, to enhance situational awareness and help the community better prepare for and respond to disasters.
Hurricane Helene After Action Report Finding/Recommendation	During Helene, LCEM issued its first countywide wireless emergency alert, significantly increasing traffic to the County's Emergency Information Portal website. This surge highlighted the critical role of the website and the associated Citizens Connect mobile application in providing timely, coordinated information to the public. To ensure continued reliability and functionality during high-demand periods, the technical infrastructure and stability of these platforms should be routinely assessed and improved.	Information & Technology (MIS)	FY 2024	evaluate and enhance the technical infrastructure of the Emergency Information Portal and Citizens Connect mobile app to support increased traffic and ensure stability during emergencies. Improvements should focus on mobile responsiveness, scalability, and seamless integration with County systems to enhance citizen engagement and access to timely information during disaster events.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Hurricane Helene After Action Report Finding/Recommendation	Disaster education and resilience training can begin effectively at a young age, fostering a culture of preparedness from an early stage. By using engaging, age-appropriate methods like mascots Billy the Bucket and Teddy Bear-a-medic, preparedness can be treated as a fun and interactive activity rather than something intimidating or anxiety-inducing. This approach helps children learn valuable safety skills while reducing fear associated with emergencies.	Community Relations & Resilience (Emergency Management)	FY 2024	Continue exploring youth-focused opportunities to deploy Billy the Bucket and Teddy Bear-a-medic in educational initiatives. Partner with Leon County Schools to expand hurricane preparedness outreach programs for children, ensuring they receive engaging, age-sensitive training in advance of each hurricane season. These efforts should emphasize readiness in a way that is both entertaining and informative for young audiences.
Hurricane Helene After Action Report Finding/Recommendation	During Helene, the EOC issued a countywide Wireless Emergency Alert (WEA) to announce a mandatory evacuation order for mobile and manufactured homes. The alert directed residents to the Emergency Information Portal for further details, causing a significant surge in website traffic that approached bandwidth limits, resulting in slow load times.	Information & Technology (MIS)	FY 2024	Before issuing WEAs, the EOC should notify the Office of Information Technology to ensure the County's website infrastructure is optimized to handle a potential surge in online traffic, maintaining accessibility and performance.
Leon County CDBG Citizens Advisory Task Force	On September 19, 2024, the CATF held a meeting at which time it recommended the County submit a Small Cities CDBG application for the Housing Rehabilitation category in support of the County's commitment to preserving the stock of affordable housing for low- to moderate-income households in the unincorporated area of Leon County.	Human Services & Community Partnerships	FY 2024	Based on the demand for affordable housing preservation, the decrease in County SHIP revenue, and the recommendations of the CATF, the County submitted a Small Cities CDBG application for the Housing Rehabilitation category to enhance the County's existing home rehabilitation programs.
Citizens	The County received numerous complaints from citizens regarding the Tharpe Street/Mission Road railroad crossing located in Northwest Leon County.	Public Works (Engineering)	FY 2024	In April 2024, after numerous citizen complaints, Leon County Public Works contacted FG&A to install a new surface at the railroad crossing at Tharpe Street and Mission Road.
CHSP Citizen Review Teams	For FY 2025, the funding allocation to CHSP agencies will total of \$3,930,967 million in County and City funding. One Citizen Review Team (CRT), comprised of Leon County residents, is assigned to each human service category to evaluate agency applications and make funding recommendations for a total of 12 teams. CRTs analyzed agency applications and presentations of 47 agencies and 82 programs.	Human Services & Community Partnerships	FY 2024	As recommended by the CRTs, CHSP funds will support 44 agencies that provide a total of 77 human services programs in FY 2025.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
May 10th Tornadoes After Action Report Finding/Recommendation	Citizens relying on home medical devices and oxygen, who had no power, faced difficulties obtaining additional backup devices from their equipment provider, resulting in 9-1-1 calls and ambulance transports to hospitals. Staff and patients attempted to call the vendors' emergency numbers but did not receive assistance.	EMS	FY 2024	The County will continue to engage durable medical supply companies regarding the need for them to provide support for their patients. Regularly update the emergency contact information from each vendor and making that information available in the EOC and EMS dispatch.
May 10th Tornadoes After Action Report Finding/Recommendation	Obtaining transportation services for citizens requiring transport to the special needs shelter presented challenges following the tornadoes. The hours of operation of the providers conducting this service limited its availability. While everyone was transported, diversifying options will better serve emergency responders and citizens for future emergencies.	EMS	FY 2024	The County will evaluate the resources available to transport citizens to the special needs shelter and determine if there is a way to provide services after hours.
May 10th Tornadoes After Action Report Finding/Recommendation	During the May 10 Tornado Outbreak, some citizens expressed a need for designated tornado shelters. This feedback highlighted concerns about safety and the availability of secure locations to seek refuge during severe weather event	Public Works (Engineering)	FY 2024	The County will evaluate the costs and benefits of constructing tornado shelters in Leon County, considering the infrequent occurrence of tornadoes in North Florida. This assessment should include a detailed cost analysis, risk assessment, and potential safety benefits for the community.
May 10th Tornadoes After Action Report Finding/Recommendation	Following the May 10 Tornado Outbreak, the Brookestone Senior Living apartment complex and other complexes experienced significant issues, including prolonged power outages and lack of backup power, causing hardship and safety concerns for elderly residents.	Community Relations & Resilience (Emergency Management)	FY 2024	The County will evaluate opportunities for increased coordination and resource sharing between state agencies, such as the Florida Department of Elder Affairs and the Florida Agency for Health Care Administration (AHCA), and local emergency management officials. This evaluation should include processes for local emergency management officials to notify Florida AHCA when facilities are providing care analogous to that which is provided by licensed assisted living facilities, leading to gaps in emergency preparedness and safety. This will help ensure comprehensive emergency planning and support for vulnerable populations.
May 10th Tornadoes After Action Report Finding/Recommendation	Some vendor-operated PODs were distributing commodities different than the allotted water, shelf-stable meals, and tarps. Doing so caused confusion among disaster survivors who expected different items day-to-day or at other locations.	Community Relations & Resilience (Emergency Management)	FY 2024	County site managers will ensure PODs always offer the same commodities at all locations.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Stanley Sims	At the April 9, 2024 meeting, Mr. Sims made a recommendation for the addition of a new seat and membership category for appointment to the Leon County Affordable Housing Advisory Committee (AHAC), specifically for an individual who currently benefits from a rental housing assistance program, has benefited from an affordable homeownership program, or experienced an eviction within the last 10 years.	Human Services & Community Partnerships		At the June 11, 2024 meeting, the Board approved to Modify the Membership of the Leon County Affordable Housing Advisory Committee as recommended.
Public Safety Coordinating Council	The PSCC recommended use FY 2024 Diversion Program funds to implement a Rental Housing Assistance (RHA) Program for homeless individuals released from the Leon County Detention Facility	Intervention and Detention Alternatives	FY 2024	On September 17, 2024, the Board approved use of FY 2024 Diversion Program funds to implement a Rental Housing Assistance Program for homeless individuals released from the Leon County Detention Facility, and to enter into an agreement with Leon County Sheriff's Office for the administration of the program.
Towing Representatives	County staff met with the representatives of the 15 towing companies which are currently on LCSO's rotation towing system. Based on their feedback, the anticipated implementation of a mobile application by the Consolidated Dispatch Agency to enhance the rotation system is supported, and given that the fee schedule was last updated in 2013, a new revised ordinance is recommended.	Administration	FY 2024	On October 8, 2024, the Board directed staff to bring back an agenda item with proposed revisions to the County's Towing Ordinance.
Citizen Feedback	As the Dempsey Mayo Road Extension design progressed, County staff coordinated with a multitude of stakeholders to gain input and facilitate changes to the design and safety standards of both the Dempsey Mayo Road extension and new roundabout at the intersection of Miccosukee Road.	PLACE (Planning)	FY 2024	As a result of feedback, the developer agreed to several enhancements beyond the minimum design standards improving safety and pedestrian crossings.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Citizen	During FY 2024, the County received 24 illegal dumping complaints in the County ROW.	DSEM	FY 2024	As requested by the Board, an item was presented at the December 10th on the County's efforts to mitigate and respond to illegal dumping in our community. Leon County government and local law enforcement agencies work continuously to combat illegal dumping through enforcement of local and state laws. In addition, Leon County has implemented many successful programs, events, and practices aimed at reducing illegal dumping and creating public awareness. These programs and events offer convenient, cost-free solutions aimed at preventing illegal dumping and have been vital in ensuring our community remains safe and clean.
Children Services Council	The CSC has been in coordination with the County and City to develop a proposal to replicate and fund the CHSP process for children's services through the CSC.	Human Services & Community Partnerships	FY 2024	In November 2024, the County and the City participated in a CHSP workshop with the CSC to discuss the development of a proposal to replicate and fund the CHSP process for children's services which is anticipated to be finalized by Spring 2025.
Meta Calder	Through collaboration between the League of Women Voters, Leon County Sustainability, Leon County Supervisor of Elections, and Marpan Recycling, the County was able to collect and recycle campaign signs during the 2024 election cycle. Corrugated plastic, frequently used for campaign and yard signs, is not accepted in single-stream recycling in Leon County. However, the 2024 election cycle presented an opportunity to recycle these signs, as the temporary surge in corrugated plastic volume makes it more feasible to process and recycle compared to smaller, inconsistent amounts.	ORS (Sustainability)	FY 2024	Candidates and residents were able to dispose of signs at all Leon County Branch Libraries, the household hazardous waste drop-off on Blairstone Road, Marpan Recycling, and the Supervisor of Elections building. After collection, volunteers from the League of Women Voters manually separated signs from their metal stands at Marpan so that both materials could be recycled.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Grant Gelhardt	Idea to update the County's sustainable event guidelines.	ORS (Sustainability)	FY 2024	<p>Board direction to provide an update on the County's green/sustainable event guidelines. (01/23/2024)</p> <p>The Sustainable Events Guide was created as an educational resource for hosting sustainable events to leverage the impact of plastics reduction and expand awareness within County operations and throughout the community. The Guide consolidates preceding standalone resources and expands their informative capacity.</p>
Sustainability Insights and Input members	Members assisted in identifying topics and speakers for Sustainability Summit Sessions	ORS (Sustainability)	FY 2024	. The monthly meetings, titled "Insights & Input," provide frequent opportunities for staff and stakeholders with an advanced knowledge of sustainability to discuss the County's ongoing sustainability efforts, hear new ideas, talk through challenges, leverage existing resources, and brainstorm future opportunities. The feedback received from Insights & Input is valued and integrated into the County's ongoing efforts.
Sustainability Insights and Input members	Insights and Input members were valuable in gathering feedback about the development of the Sustainable Events Guide in 2024	ORS (Sustainability)	FY 2024	. The monthly meetings, titled "Insights & Input," provide frequent opportunities for staff and stakeholders with an advanced knowledge of sustainability to discuss the County's ongoing sustainability efforts, hear new ideas, talk through challenges, leverage existing resources, and brainstorm future opportunities. The feedback received from Insights & Input is valued and integrated into the County's ongoing efforts.
Series of meetings were with stakeholders	In FY 2024, a series of meetings were with stakeholders that provided an opportunity to connect with banking institutions, human and healthcare service providers, business owners, and educators to solicit feedback about local financial empowerment efforts and identify opportunities to enhance those efforts to develop the County's Financial Empowerment Blueprint	Human Services & Community Partnerships	FY 2024	The information and input from the meetings and engagement efforts led to the following three priority areas reflected in the County's Financial Empowerment Blueprint to be presented to the Board in January 2025.



<b>Name of Citizen or Citizen Committee</b>	<b>Description of Citizen Idea/Improvement/Solution</b>	<b>Implementing Department</b>	<b>Year Implemented</b>	<b>Description of Implementation</b>
Financial Empowerment Summit in September 2023	The event brought together over 100 public, private, and nonprofit stakeholders, including financial educators, government officials, community leaders, and residents. The Summit provided a forum for in-depth discussions on the key barriers to financial empowerment in Leon County and possible solutions to develop the County's Financial Empowerment Blueprint.	Human Services & Community Partnerships	FY 2024	The information and input from the meetings and engagement efforts led to the following three priority areas reflected in the County's Financial Empowerment Blueprint to be presented to the Board in January 2025.
Trusted People Neighborhood Steering Committee	The meeting is comprised of leaders and stakeholders of neighborhoods such as Bond, Frenchtown, Griffin Heights, South City, and Woodville to solicit feedback from neighborhood residents on the County's Financial Empowerment Blueprint.	Human Services & Community Partnerships	FY 2024	The information and input from the meetings and engagement efforts led to the following three priority areas reflected in the County's Financial Empowerment Blueprint to be presented to the Board in January 2025.
City's Neighborhood First Plan Citizen Action Teams	Meetings were held with the City's Neighborhood First Plan Citizen Action Teams to solicit feedback from neighborhood residents County's Financial Empowerment Blueprint.	Human Services & Community Partnerships	FY 2024	The information and input from the meetings and engagement efforts led to the following three priority areas reflected in the County's Financial Empowerment Blueprint to be presented to the Board in January 2025.

**Section IV: Strategic Plan Update for FY 2025**

## **Section IV: Strategic Plan Update for FY 2025**

### *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:**

With the formal adoption of the FY 2022 – 2026 Strategic Plan, the Board approved a total of 43 Strategic Initiatives in the first year of the five-year plan. The Board subsequently adopted an additional 24 Strategic Initiatives at the January 23, 2023 Board Retreat, which marked the start of the second year of the County’s five-year Strategic Plan. Most recently, at the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives for a current total of 85 Strategic Initiatives.

At this point in the Retreat, the Board will discuss amending or adding Strategic Initiatives to the current FY 2022-2026 Strategic Plan. This annual process of amending or adding Strategic Initiatives ensures that the optimized resources of the organization are aligned with the Board’s priorities.

#### **Analysis:**

Strategic Initiatives are specific actions that can be accomplished in the coming years to advance the County’s Strategic Priorities and may reflect the County’s response to new opportunities or changing conditions that have taken place or are anticipated. Initiatives are intended to be at a level that warrants Board direction or places an emphasis on a specific issue the Board wishes to highlight.

In addition to new Strategic Initiatives identified by the Board at the Retreat for inclusion in the FY 2022 – 2026 plan, staff has identified several potential Strategic Initiatives (provided 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.

## *Section IV: Strategic Plan Update for FY 2025*

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 noted previously, staff has identified several potential Strategic Initiatives for the Board to consider for inclusion in the Strategic Plan as outlined below. In addition, Strategic Initiatives may be proposed by the Board at the Retreat. New or amended Strategic Initiatives require a supermajority vote to be included in the FY 2022-2026 Strategic Plan.

#### **Economy**

- Expand our economic competitiveness by hosting the 2025 Motor, Drive Systems, and Magnetics Conference and explore opportunities to attract future magnetic conferences.

#### **Environment**

- Engage an engineering consultant to complete the Miccosukee Road Greenway Trail Flood Study to identify solutions to flooding along Miccosukee Road.

#### **Quality of Life**

- Continue to coordinate with DISC Village, Inc., and the Leon County Sheriff's Office in leveraging opioid settlement funding to provide substance abuse treatment and ancillary services for individuals with opioid and substance use disorders in the community.

#### **Governance**

- Coordinate with the Public Safety Coordinating Council, the Judiciary, Court Administration, and other partners in implementing the jail population management strategies identified by the Leon County Detention Facility Needs Assessment Report.
- Execute all 41 after-action recommendations from 2024, addressing key findings and lessons learned from the Bicentennial Storm, the May 2024 Tornado Outbreak, and Hurricane Helene to strengthen County preparedness, response, and recovery efforts.

*Section IV: Strategic Plan Update for FY 2025*

**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