

LEON COUNTY Board Retreat

January 26, 2026

FSU Senate Chambers

10 a.m. – 12 p.m. with breakfast and
refreshments available at 9:00 a.m.



FY 2026 Board of County Commissioners Strategic Planning Retreat

Monday, January 26, 2026, 10:00 a.m. – 12:30 p.m.
Florida State University Senate Chambers – Student Union, Room 3010
75 N. Woodward Avenue, Tallahassee, Florida 32306

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

Agenda and Table of Contents

Section I: Welcome & Strategic Planning Retreat Overview		
10:00 a.m.	Welcome & Opening Remarks <ul style="list-style-type: none">Chairman CabanPresident McCulloughStudent Body President Carson DalePresentation of Proclamation Commemorating 175th Anniversary of Florida State University	Pg. #3
	Strategic Planning Retreat Overview <i>Vincent S. Long, County Administrator</i> <ul style="list-style-type: none">2026 World Cross Country Championship RecapLeon LEADS Strategic Planning Process	
Section II: A Look Ahead to 2026		
10:30 a.m.	Property Tax Reform <ul style="list-style-type: none">Legislative Update & Educational Campaign PreviewBoard Discussion	Pg. #33
11:00 a.m.	Artificial Intelligence <ul style="list-style-type: none">Policy Workgroup UpdateBoard Discussion	Pg. #42
11:30 a.m.	Break	
Section III: Strategic Plan Update for FY 2026		
11:45 a.m.	Strategic Plan Update <ul style="list-style-type: none">Status Report on Strategic Plan ProgressAmendment of Existing or Addition of New Strategic Initiatives	Pg. # 46
12:30 p.m.	Closing Comments & Adjournment <i>County Administrator & Chairman</i>	

Section I: Welcome & Strategic Planning Retreat Overview

Welcome

Chairman's Welcome

Chairman Caban welcomes the Board to the FY 2026 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 plan's ambitious targets, bold goals, and strategic initiatives, this retreat provides the opportunity to evaluate progress and review established metrics. This year's retreat will also facilitate the Board's identification of additional strategic initiatives to ensure we adapt to new challenges and build on successful outcomes in 2026 – the final year of the five-year Strategic Plan.

Ground Rules for the Retreat

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

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

Opening Remarks from Commissioners

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

Strategic Planning Retreat Overview

Statement of Issue:

This section provides an overview of the FY 2026 Strategic Planning Retreat.

Staff Recommendation:

No Board action required.

Background:

2025 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.

Fourteen years ago, in response to the economic collapse and slow recovery of the Great Recession, we put a comprehensive strategic plan in process to optimize resources and align our efforts to achieve big results for our community even in times of tremendous adversity. 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 are nearing the completion of our latest five-year plan with an organization-wide focus which has been key to sustaining Leon County as a model of efficiency, adaptability, and performance.

In recent years, 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 response to Category 4 Hurricane Helene which marked the third declared federal disaster over a five-month period in our area. In January 2025, the County experienced an historic winter storm that brought significant snowfall across Florida's Panhandle and Big Bend regions. These challenges, coupled with continued inflation, rising costs, and recurring threats from the Legislature to impose unfunded mandates and reduce our financial resources through property tax reform, 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 readiness, agility and adaptation to meet new operational, policy, and financial challenges. 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.

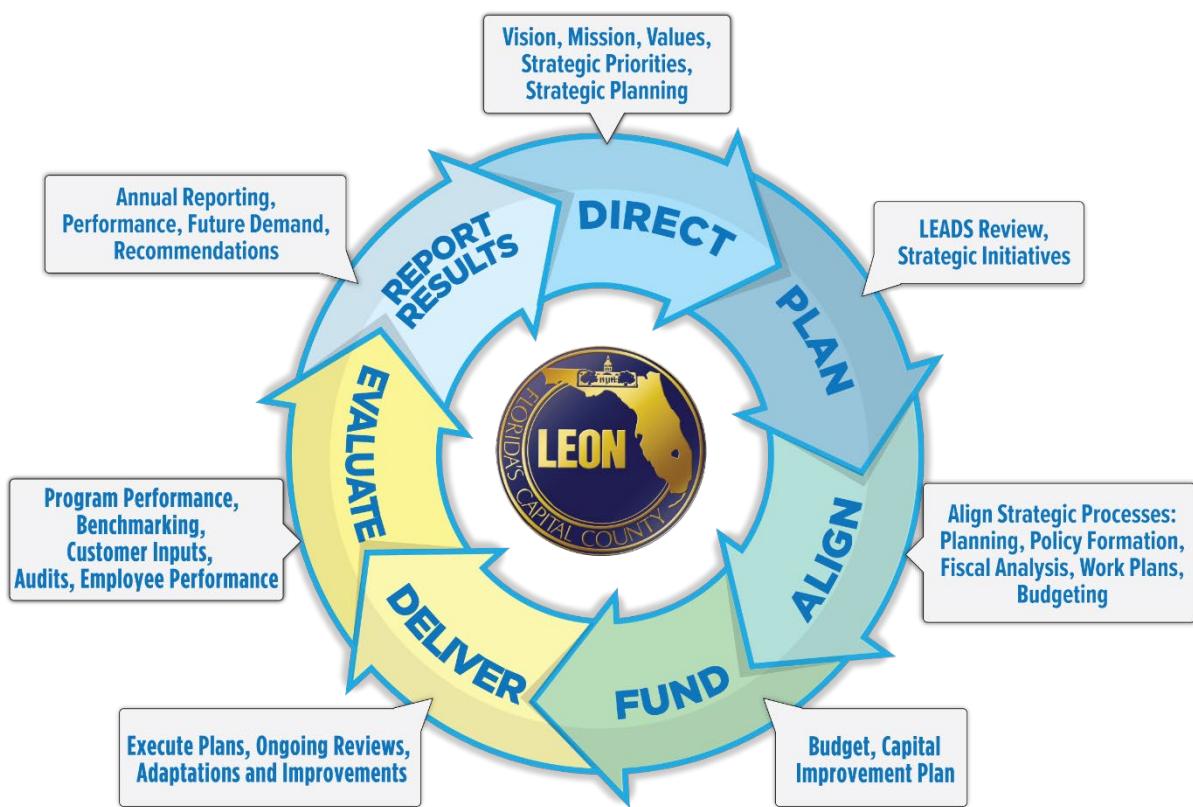
Our Value Proposition

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

Section I: Welcome & Strategic Planning Retreat Overview

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

Leon LEADS Cycle:



Section I: Welcome & Strategic Planning Retreat Overview

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

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

Plan Year	Action	Board Retreat	Plan Adoption by the Board
n/a	Renewal Year	January 2022	Adopted February 2022
1	Update Year	January 2023	February 2023
2	Update Year	January 2024	January 2024
3	Update Year	January 2025	February 2025
4	Update Year	January 2026	January 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 – 2026 Strategic Plan. During the January 2022 Retreat, the Board was presented with the results of a community-wide survey, environmental scan, and a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. As part of the planning process, the Board reestablished the Vision Statement, Mission Statement, and Strategic Priorities in addition to establishing new Strategic Initiatives for each priority area (Economy, Environment, Quality of Life, and Governance). The new five-year Strategic Plan also includes specific five-year Targets and Bold Goals for each priority area. The Board formally adopted the FY 2022 – 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. At the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives, marking the start of the third year of the County's five-year Strategic Plan. Last year, at the January 27, 2025 Board Retreat, the Board adopted an additional 17 Strategic Initiatives for a current total of 102 Strategic Initiatives. The County is currently in its fifth 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 2026 marks the final “Update Year” of Leon County's FY 2022 – 2026 Strategic Plan. The Board has traditionally utilized update years to reaffirm the Mission, Vision, and Strategic Priorities that form the basis of the Strategic Plan; update Targets and Bold Goals; and adopt new Strategic Initiatives. In addition, the Board has used this time to discuss current issues of importance to the County's long-term strategic priorities, as well as those issues on which we expect to focus our efforts and resources in the coming year. As such, in addition to the Strategic Plan update for FY 2026, the Retreat will feature an update on property tax reform with a legislative update and educational campaign preview in Section 2 of the

Section I: Welcome & Strategic Planning Retreat Overview

Retreat. Section 2 of the Retreat will also include an update on the implementation of Artificial Intelligence (“AI”) to support and enhance County operations. Specifically, the Board will receive an update on efforts of the County’s Artificial Intelligence Workgroup which has convened staff from various County departments in developing a proposed policy, handbook, and other resources to lead how AI is utilized, secured, and managed throughout the organization.

Section III: Strategic Plan Update for FY 2026

During the final section of the day, the Retreat will continue with a brief presentation on the County’s fourth year progress on the FY 2022 – 2026 Strategic Plan. This will serve as the end-of-year status report on the County’s Strategic Initiatives, Targets, and Bold Goals. Following this update, the Board will have the opportunity to discuss amending or adding Strategic Initiatives to the current FY 2022 – 2026 Strategic Plan. At this point in the Retreat, the Board will discuss establishing the preliminary list of Strategic Initiatives to be added for the FY 2022 – 2026 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 (*as updated in January 2026*)

LEON COUNTY FY2022-2026 STRATEGIC PLAN

GOVERNANCE



ECONOMY



ENVIRONMENT



QUALITY OF LIFE



UPDATED JANUARY 2026

LEON COUNTY BOARD OF COUNTY COMMISSIONERS



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

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 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 FY2022-2026 Strategic Plan, the 102 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. (BG1)

103%

\$5.16 billion





5-YEAR TARGETS

PROGRESS TO DATE

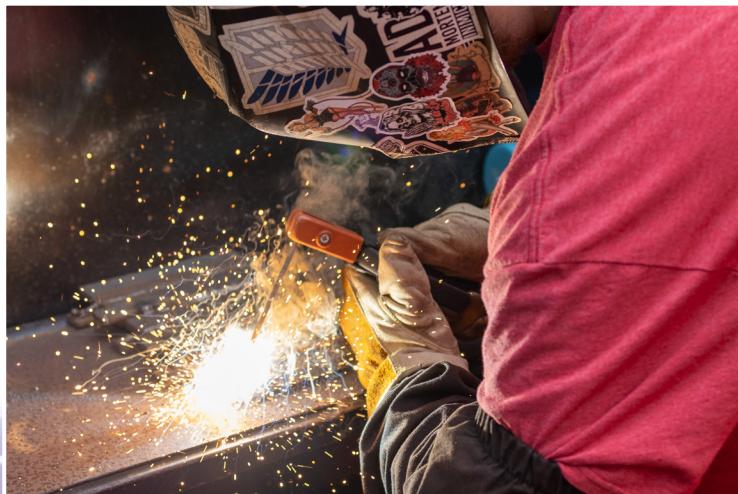
- ▷ Attract 100 State, Regional or National Championships Across All Sports
- ▷ Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures
- ▷ Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives
- ▷ Increase the Number of Certified MWSBEs by 30%

73%
(73 Championships)

New Jobs: **90%** (9,000+)
Entrepreneurial Ventures: **89%** (445)

107%
(Connected 7,500 students)

94%
(Certified 163 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)

116%

580 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%
- ▶ Double Solar Power Generation at County Facilities
- ▶ Divert 3 Million Pounds of Household Hazardous Waste from Landfill
- ▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%

92%

(Reduced GHG emissions by 23%)

37%

(Increased generation by 50 kW)

96%

(Diverted 2.88 million+ pounds of waste)

60%

(16 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)

84%

190 placements



5-YEAR TARGETS

PROGRESS TO DATE

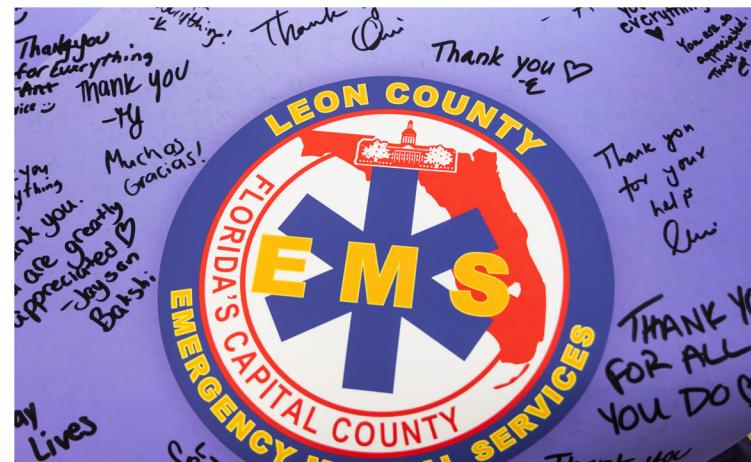
- Secure More Than \$150 Million in Federal, State, and Local Benefits for Leon County Veterans and Their Families
- Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents
- Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes
- Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

99%
(Secured \$149.4 million)

91%
(Supported 820 community events)

56%
(Constructed nearly 50 miles)

105% (104,500 residents and visitors)



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)

77%

464 citizen ideas





5-YEAR TARGETS

PROGRESS TO DATE

▷ Connect 50,000 Volunteers with Service Opportunities Communitywide	77% (Connected 38,650 volunteers)
▷ Reach 100,000 More Citizens Across All County Platforms and Programming	119% (Reached 119,300 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	201% (Communicated 4.02 million messages)



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)



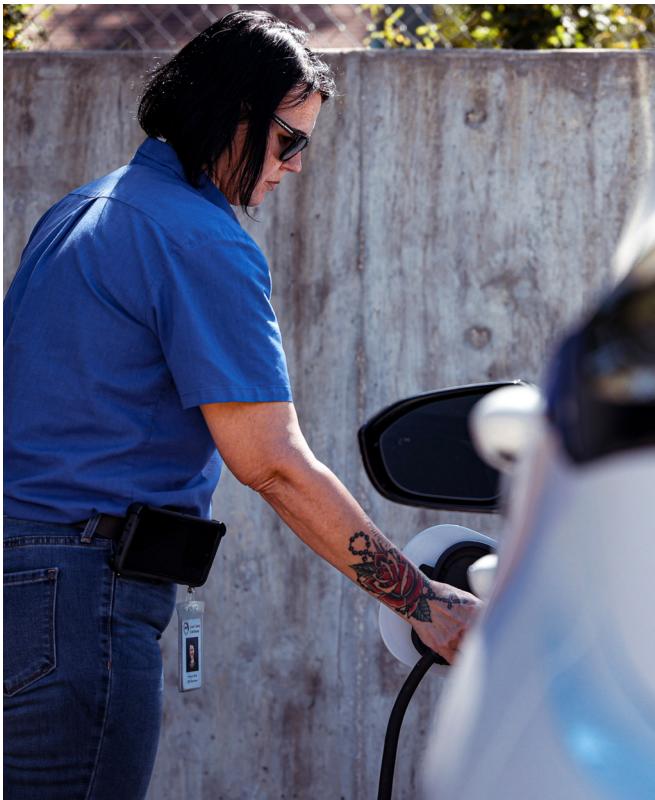
- » (EC1) Engage local, regional, state, and federal partners to encourage the restoration of passenger rail service along the Gulf Coast by leveraging federal dollars under the Infrastructure Investment and Jobs Act. (2023-47)
- » (EC1) Through the Blueprint Intergovernmental Agency, evaluate opportunities 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)
- » (EC2, EC3) Expand our economic competitiveness by hosting the 2025 Motor, Drive Systems, and Magnetics Conference and explore opportunities to attract future magnetic conferences as part of our broader efforts to establish Tallahassee-Leon County as the magnetic capital of the world. (2025-86)
- » (EC2) Coordinate with the Local Technology Planning Teams to evaluate areas lacking reliable broadband and cellular services and additional opportunities to work with industry stakeholders to direct investments in these areas. (2025-87)
- » (EC4) Explore opportunities to attract Top 100 Billboard artists for concerts and performances at various local venues throughout the year. (2025-88)
- » (EC4) Evaluate recreational amenities in Southwest Leon County, including Lake Talquin, J. Lewis Hall Sr. Park, and the St. Marks Trail, for opportunities to host annual events and competitions. (2025-89)

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)
- » (EN2) Engage an engineering consultant to complete the Miccosukee Road Greenway Trail Flood Study to identify solutions to flooding along Miccosukee Road. (2025-90)
- » (EC3) Initiate a feasibility study as a component of Phase II implementation of the Apalachee Regional Park Masterplan. (2025-91)
- » (EN2) Exempt land conservancy groups, such as Tall Timbers, from environmental permitting requirements for activities that support and further their mission of fostering exemplary land stewardship such as tree removal and other vegetation management. (2025-92)



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)
- » (Q4) 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. (2025-93)
- » (Q4) Continue to support the Big Bend Continuum of Care in the coordination and implementation of the annual Point-In-Time Count to collect homeless data critical to securing state and federal funding. (2025-94)
- » (Q3, Q4) Support the Children's Services Council of Leon County in hosting Family Resource Centers at county facilities. (2025-95)
- » (Q3) Explore innovative strategies to enhance pedestrian safety, including traffic safety studies and utilizing automated speed detection technology in school zones. (2025-96)
- » (Q3) Develop a Woodville Rural Community Sense of Place Plan to evaluate land uses and guide future improvements in the Woodville area and coordinate with County Public Works in developing a 5-year improvement plan to include vehicular and pedestrian safety. (2025-97)

STRATEGIC INITIATIVES – GOVERNANCE



- » (G1) Alongside The Village Square, the Knight Creative Communities Institute (KCCI), and other community partners, continue to engage citizens of diverse backgrounds with innovative programs like Created Equal, the Citizen Engagement Series, Build Your Bucket, and so much more. (2022-35)
- » (G2) Continue to set the benchmark for local governments everywhere by earning national, state and local awards for County programs, hosting Florida Association of Counties events like Innovation Day, and sharing best practices with peers, all while remaining committed to learning and improving as an organization. (2022-36)
- » (G3) Launch the internationally recognized Zencity communications platform to address social media misinformation, proactively address citizen concerns, and increase transparency and accountability. (2022-37)
- » (G4) Continue to invest in the professional development of County staff including participation in Certified Public Manager training and enhancements to the County's Management Training. (2022-38)
- » (G5) Continue to pursue cost savings through the County's Innovator & Inspirator (I²) Program. (2022-39)
- » (G3) Further enhance the use of social media neighborhood apps to notify citizens of development projects occurring in their neighborhoods. (2022-40)
- » (G5) Continue to support updates to the Comprehensive Plan that encourage annexation of southside properties within the Urban Services Area. (2022-41)
- » (G5) Pursue Federal funding to provide broadband to underserved rural communities. (2022-42)
- » (G5) Pursue working with Leon County Schools to acquire the Ft. Braden Community Center. (2022-43)
- » (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)
- » (G5) 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. (2025-98)
- » (G2) 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. (2025-99)
- » (G3) Expand efforts to build public awareness of the County's Code Compliance Program through ongoing neighborhood engagement and public information efforts. (2025-100)
- » (G1) Establish a Citizen Charter Review Committee to review the County's Home Rule Charter and propose any amendments or revisions ahead of the 2026 General Election. (2025-101)
- » (G2) Expand effort to reduce graffiti and roadside littering by coordinating with the Leon County Sheriff's Office and the State Attorney's Office to explore the development of a new anti-graffiti/anti-littering program that would install Capital Region Real-Time Crime Center (CRRTCC) cameras in selected areas, on a rotating basis, where graffiti and roadside littering are severe. (2025-102)

FY2022-2026 STRATEGIC PLAN

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the Five-Year Tourism Economy to \$5 Billion	105% (\$5.16 billion)	<ul style="list-style-type: none"> » 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% 	73% (73 Championships) New Jobs: 90% (9,000+) Entrepreneurial Ventures: 89% (445) 107% (Connected 7,500 students) 94% (Certified 163 new MWSBEs)
ENVIRONMENT	Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone	116% 580 septic upgrades and/or conversions completed or in progress to date	<ul style="list-style-type: none"> » Reduce Greenhouse Gas Emissions Stemming from County Operations by 25% » Double Solar Power Generation at County Facilities » Divert 3 Million Pounds of Household Hazardous Waste from Landfill » Increase the Number of Fully Electric Vehicles in the County's Fleet by 500% 	92% (Reduced GHG emissions by 23%) 37% (Increased generation by 50 kWs) 96% (Diverted 2.88 million+ pounds of waste) 60% (16 electric vehicles)
QUALITY OF LIFE	Support Community Partners to Place 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing	84% (190 placements)	<ul style="list-style-type: none"> » Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families » Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents » Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes » Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater 	99% (Secured \$149.4 million) 91% (Supported 820 community events) 56% (Constructed nearly 50 miles) 105% (104,500 residents and visitors)
GOVERNANCE	Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation	77% (464 Citizen Ideas)	<ul style="list-style-type: none"> » Connect 50,000 Volunteers with Service Opportunities Communitywide » Reach 100,000 More Citizens Across All County Platforms and Programming » Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects » Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits 	77% (Connected 38,650 volunteers) 119% (Reached 119,300 more citizens) 100% 201% (Communicated 4.02 million messages)

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.



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: A Look Ahead to 2026

Section II: A Look Ahead to 2026

Property Tax Reform Legislative Update & Educational Campaign

Statement of Issue:

During this section of the Retreat, the Board will receive an update on property tax reform legislation filed for the 2026 Session including outreach efforts to educate legislators and residents on the potential impacts to Leon County, and the ongoing efforts to best position the County's finances for the potential adoption of a constitutional amendment on property tax reform during the November 2026 General Election.

Staff Recommendation:

No Board action required.

Background:

During this section of the Retreat, the Board will receive an update on property tax reform legislation filed for the 2026 Session including outreach efforts to educate legislators and residents on the potential impacts to Leon County, and the ongoing efforts to best position the County's finances for the potential adoption of a constitutional amendment on property tax reform during the November 2026 General Election. Specifically, this section of the Retreat will provide a brief overview the property tax proposals, including their progress within the legislative process, and the estimated fiscal impacts to Leon County. An update will also be provided on the County's planned education efforts to inform Leon County residents of the potential impacts associated with these proposals.

Analysis:

In recent years, providing statewide tax relief has been a priority shared by the Governor, Senate President, and House Speaker. Last year, the 2025 Session was extended by 45 days due to failed negotiations on the state budget and tax cuts – notably with how to provide tax relief through the reduction or elimination of local property taxes being a main point of contention between the House and Senate. Last session, over 30 bills were filed relating to property tax reform ranging from increased homestead exemptions to the complete elimination of property taxes. While none of these bills ultimately passed, the Speaker of the House subsequently appointed a Select Committee on Property Taxes to introduce property tax reform recommendations for consideration during the 2026 Legislative Session and ultimately to be placed on the 2026 General Election ballot.

The following provides a summary of property tax reform legislation filed for the 2026 Session, including the status of the proposals introduced by the House Select Committee on Property Taxes. The Analysis continues with an update on the alternative revenue study to best position the County's finances for the potential adoption of a constitutional amendment on property tax reform and provide the Board with the maximum fiscal options and flexibility to continue to meet the current and foreseeable (and unforeseeable) challenges and opportunities facing our organization and community. The final section of the Analysis previews the County's educational campaign and materials to inform Leon County residents of the potential impacts associated with the property tax reform proposals.

Section II: A Look Ahead to 2026

2026 Legislative Session: House Select Committee on Property Taxes

In Summer 2025, the House Select Committee on Property Taxes was appointed by the Speaker of the House and met several times to engage with various state and local officials to discuss potential property tax reforms. In October 2025, the House Speaker released a memo detailing property tax proposals for consideration during the 2026 Session, ranging from expanded exemption benefits to the elimination of non-school homestead property taxes. The proposals include seven constitutional amendments which, if passed by 3/5 vote of the Legislature, would be subject to 60% voter approval during the 2026 General Election to take effect January 1, 2027. By taking effect on January 1, 2027, the approved constitutional amendment will be reflected in the property values and assessment rolls for the County's FY 2028 budget.

In addition to the proposed reduction and elimination of non-school homestead property taxes, each House proposal also seeks to create a new constitutional provision prohibiting local governments from reducing the funding level for law enforcement in response to the loss of ad valorem tax revenue associated with these proposals beginning in FY 2028. Law enforcement and detention costs make up the largest share of county budgets, including Leon County, with approximately half of all property tax expenditures dedicated to the Leon County Sheriff's Office for law enforcement and management of the Leon County Detention Center. By requiring approximately half of County property tax expenditures to be held harmless following the passage of property tax reform and reduction of ad valorem revenues, the full weight of the financial impacts will be disproportionately imposed on programs and services supported by only half of the County's property tax expenditures. Since the County has other state-mandated duties (Constitutional Offices, Courts and Judiciary, state-mandated payments, etc.), most of funding reduction burden will threaten non-mandatory spending and programs like community human services, parks and recreation, and libraries which do not have their own dedicated funding sources to offset the impacts. In recent weeks, two of the proposals (HB 203 and HB 209) have been amended to also prohibit funding reductions for firefighter and first responder services, in addition to law enforcement, to further constrain local funding decisions.

The 2026 Legislative Session began on January 13, 2026, but all of the property tax proposals began moving in the House during the interim committee weeks prior to the start of Session. Each of the bills were approved by the House Committee on Property Taxes, the first of three assigned committees of reference that will consider bills prior to advancement to the House floor. While the bills are currently in varying stages of consideration in the committee process, and subject to amendments throughout the legislative process, the following provides a brief overview of the seven proposed constitutional amendments – including the latest status and estimated fiscal impact to Leon County as of the publication of this item:

- **HB 201:** Proposes elimination of non-school homestead property taxes.
 - **Estimated Fiscal Impact:** Over \$93 million loss (40% reduction) in property tax revenue for Leon County beginning in FY 2028.

Section II: A Look Ahead to 2026

- **Latest Status:** During pre-session interim committee weeks, HB 201 was approved by the House Committee on Property Taxes and House State Affairs Committee. HB 201 has not yet been scheduled to be heard by the House Ways and Means Committee, which will be its third and final committee stop.
- **HB 203:** Proposes to phase out non-school homestead property taxes over a 10-year period. Each year homeowners would receive an additional \$100,000 exemption. After 10 years, all non-school homestead property taxes would be eliminated.
 - **Estimated Fiscal Impact:** Over \$43 million loss (18% reduction) in property tax revenue for Leon County beginning in FY 2028, with additional funding reductions in subsequent years.
 - **Latest Status:** During pre-session interim committee weeks, HB 203 was advanced by the House Committee on Property Taxes. On January 15th, HB 203 was approved by the State Affairs Committee. Notably, HB 203 was amended to prohibit local governments from reducing the funding levels for firefighter and other first responder services, in addition to law enforcement, beginning in FY 2028.
- **HB 205:** Proposes the exemption of Florida residents over the age of 65 from paying non-school homestead property taxes. The proposal would eliminate and replace existing the local option property tax exemption for low-income seniors.
 - **Estimated Fiscal Impact:** Over \$21 million loss (9% reduction) in property tax revenue for Leon County beginning in FY 2028.
 - **Latest Status:** During pre-session interim committee weeks, HB 205 was advanced by the House Committee on Property Taxes and House State Affairs Committee. HB 205 has not yet been scheduled to be heard by the House Ways and Means Committee, which will be its third and final committee stop.
- **HB 207:** Proposes the creation of a new homestead exemption for non-school property taxes equal to 25% of the assessed value of a homestead property. This proposed exemption would be for the remaining assessed value after the current homestead exemptions are applied.
 - **Estimated Fiscal Impact:** Over \$23 million loss (10% reduction) in property tax revenue for Leon County beginning in FY 2028.
 - **Latest Status:** During pre-session interim committee weeks, HB 207 was advanced by the House Committee on Property Taxes but has not yet been scheduled to be heard by the House State Affairs Committee, which will be its second committee stop.
- **HB 209:** Proposes providing homestead property owners who have property insurance with an additional \$200,000 exemption on non-school property taxes which would be adjusted annually for inflation based on changes in the Consumer Price Index (CPI) from the prior year.
 - **Estimated Fiscal Impact:** Over \$64 million loss (27% reduction) in property tax revenue for Leon County beginning in FY 2028.

Section II: A Look Ahead to 2026

- **Latest Status:** During the Legislature's pre-session interim committee weeks, HB 209 was advanced by the House Committee on Property Taxes, House State Affairs Committee, and House Ways & Means Committee. Notably, during pre-session interim committee weeks, HB 209 was amended by the House Ways & Means Committee to prohibit local governments from reducing the funding levels for firefighter and other first responder services, in addition to law enforcement, beginning in FY 2028. Having passed its three committees of reference, HB 209 is positioned to advance to the House floor for consideration.
- **HB 211:** Proposes elimination of the \$500,000 cap on portability, allowing a homeowner to transfer their entire accumulated Save Our Homes benefit to their new home, even if that home has a lesser value.
 - **Estimated Fiscal Impact:** Less than a \$100,000 initial impact anticipated as there are limited cases of portability exceeding \$500,000 currently in Leon County. As home values increase over time, the impact of this proposal would correspondingly increase.
 - **Latest Status:** During pre-session interim committee weeks, HB 211 was advanced by the House Committee on Property Taxes and House State Affairs Committee. HB 211 has not yet been scheduled to be heard by the House Ways and Means Committee, which will be its third and final committee stop.
- **HB 213:** Proposes limiting the growth in assessed value of non-school homestead property assessments to 3% over three years for homestead property (currently it is 3% per year) and 15% over three years for non-homestead property (currently it is 10% per year).
 - **Estimated Fiscal Impact:** Over \$9 million loss (4% reduction) in property tax revenue for Leon County beginning in FY 2028.
 - **Latest Status:** During pre-session interim committee weeks, HB 213 was advanced by the House Committee on Property Taxes but has not yet been scheduled to be heard by the House State Affairs Committee, which will be its second committee stop.

Additional bills have also been filed in the House and Senate related to property tax reform but have not been scheduled to be considered in committee. At this point of the 2026 Session, uncertainty remains on whether the Legislature will be able to reach a consensus on the property tax plan within the 60-day session set to conclude on March 13, 2026, or if the issue will require an extended or special session later this year. In his opening remarks to the Senate, Senate President Albritton expressed support for providing voters the opportunity to pass meaningful property tax relief but cautioned that are limits to the Legislature's ability in addressing affordability in a 60-day session. Both the Senate President and the Governor have expressed interest in having a special session on property tax reform called later this Spring.

Section II: A Look Ahead to 2026

The County's legislative team is working closely with FAC in advocating county governments shared opposition to property tax reform, while also directly engaging with the County's delegation members on the potential impacts of property tax reductions for Leon County. The County's legislative team will continue to provide updates to the Board on these efforts throughout session.

Alternative Revenue Study to Prepare for Future Impacts to Leon County

As the Legislature continues to seek tax relief for Floridians focusing on property tax reform initiatives which will have direct and potentially significant impacts on the County budget, it is imperative for the Board to continue to diversify the County's revenue sources to lessen our reliance on property tax revenues. Many of the 2026 property tax reform proposals advancing in the House would have devastating impacts to the County's property tax revenues – as much as \$93 million in reduced collections beginning in FY 2028. Recognizing funding levels for law enforcement (and potentially other first responder services if ultimately amended) would be preserved under these measures, these legislative efforts would greatly reduce revenue available to fund all other essential services our community depends upon. In light of these impacts, the Board identified the need for greater revenue diversity to lessen the County's reliance on property tax revenues and a broader examination of alternative revenues available to county governments.

Accordingly, during the FY 2026 budget development process, the Board authorized funding to hire a consultant to assess the County's revenue structure, examine the reliability of alternative revenue sources that may align with the County's operational needs, and identify trends among other Florida local governments to diversify their revenue base and exhaust available revenues consistent with Florida Statutes.

The alternative revenue study is currently underway with an update to be provided to the Board during the April 2026 Budget Workshop, one fiscal year in advance of the anticipated property tax reform impacts. Results of the study will provide strategies to expand our revenue diversification to place the County in the best position to continue to provide essential services in light of significant, recurring threats to major revenue sources. The study recommendations are intended to best position the Board with the maximum fiscal options and flexibility to continue to meet the current and foreseeable (and unforeseeable) challenges and opportunities facing our organization and community.

Leon County Property Tax Education Campaign

As previously shared with the Board, the County will also be leading an educational campaign to inform local residents of how County services would be critically impacted by the reduction or elimination of property taxes. The County's educational campaign will continue to be refined and targeted based on the outcomes of the 2026 Legislative Session. As noted previously, the significant reductions in County property tax revenues, with funding levels preserved for law enforcement, will require reductions in other essential services such as road maintenance, disaster preparedness, code enforcement, libraries and parks, among many others. Accordingly, the County has developed educational materials to educate the community on how property taxes are used locally and how these critical services will be impacted by property tax reductions. In addition to our own materials, the Florida Association of Counties has also

Section II: A Look Ahead to 2026

developed the “Keep Florida Thriving” social media campaign with resources for counties to share which will also be utilized by the County to tell the story of what we do and why it matters. A preview of the County’s educational materials to be presented to the Board during the upcoming Retreat is included as Attachment #1.

The County’s educational campaign will be finalized based on the property tax measure(s) approved during the 2026 Legislative Session and presented as part of the 2026 Final Legislative Session Report for Board consideration. The County’s Community and Media Relations (CMR) team will implement a coordinated, multi-channel outreach plan to educate and inform residents about the campaign and how to access related resources. Outreach will include promotion via print advertising through the Leon County Link (published in the Tallahassee Democrat, Capital Outlook, and Tallahassee Reports) and comprehensive radio promotion on local stations (WFSU, iHeartMedia, and more). In addition, printed educational rack cards and other campaign materials will be distributed and maintained at all County library branches, community centers, park kiosks and other public-facing County locations. Digital outreach will include dedicated web content on LeonCountyFL.gov as well, email outreach, and recurring social media posts on all County platforms to reinforce key messages throughout the campaign.

Conclusion & Next Steps

Most immediately, during the 2026 Legislative Session, the County’s legislative team will continue to work closely with FAC in advocating county governments’ shared opposition to the property tax reform proposals to be considered this year. In addition, the County’s legislative team will continue to directly engage the County’s Delegation Members in advocating against any attempt to reduce or constrain local government finances and the ability to provide high quality public services. Over the coming months, the County will continue its efforts in preparation of the potential passage of property reform measures during the 2026 General Election – including the alternative revenue study and educational campaign to share the potential impacts of these proposals for Leon County citizens. The County’s legislative team will continue to provide updates to the Board on all of these efforts throughout session and beyond.

Attachment:

1. 2026 Property Tax Legislation Impacts on Leon County Graphic

2026 PROPERTY TAX LEGISLATION IMPACTS ON LEON COUNTY



PROPOSED LEGISLATION	DECREASE IN LEON COUNTY PROPERTY TAX REVENUE	
HB 201 Elimination of Non-School Homestead Property Taxes	40%	\$93,000,000+ LOST = Cuts to Essential Services
HB 203 Ten-Year Phase Out of Non-School Homestead Property Taxes	18%	\$43,000,000+ LOST = Cuts to Essential Services
HB 205 Exemption for Florida Residents Age 65 and Older	9%	\$21,000,000+ LOST = Cuts to Essential Services
HB 207 Additional 25% Exemption for Non-School Homestead Value	10%	\$23,000,000+ LOST = Cuts to Essential Services
HB 209 Additional \$200,000 Exemption for Insured Properties on Non-School Homestead Value	27%	\$64,000,000+ LOST = Cuts to Essential Services
HB 213 Limiting Assessment Growth Caps	4%	\$9,000,000+ LOST = Cuts to Essential Services

TAX REFORM THAT COSTS US ALL



HB 201 LOCAL IMPACTS

If HB 201 becomes law, funding levels for law enforcement must be maintained, meaning deeper cuts to non-mandatory County services such as:



Main Library and All Branch Libraries **CLOSED**

- ✗ No public library access anywhere in the County



SLOWER EMS Response Times

- ✗ Slow 9-1-1 ambulance response times, putting more medical emergencies at risk



County Healthcare Support for Uninsured or Underinsured Residents **ELIMINATED**

- ✗ Thousands go without healthcare



Mosquito Control **ELIMINATED**

- ✗ No spraying, no larvicing, and no treatment of standing water



CUTS to Road, Sidewalk, and Traffic Safety Work

- ✗ Fewer potholes fixed, fewer sidewalks and guardrails repaired, fewer signs and pavement markings installed



Disaster Readiness & Community Protection **IMPACTED**

- ✗ Sandbag operations eliminated



CUTS to Stormwater and Right-of-Way Maintenance

- ✗ Leading to more flooding risk, unsafe roadsides, and more litter

And MORE

Section II: A Look Ahead to 2026

Artificial Intelligence Policy Workgroup Update

Statement of Issue:

As local governments across the nation adapt to the impact of evolving technology on their operations, this item provides an update on the ongoing development of a Leon County Artificial Intelligence Policy that will be presented to the Board later this year for consideration. For the Board Retreat, staff will provide a brief presentation on the County's Artificial Intelligence Workgroup and best practices for implementing and safeguarding the use of artificial intelligence within the County organization.

Staff Recommendation:

No Board action required.

Background:

In Summer 2025, the County Administrator convened an Artificial Intelligence Workgroup (AI Workgroup) made up of County employees representing a broad cross section of departments to explore opportunities to protect, support, and enhance County operations through the use of artificial intelligence. The AI Workgroup was charged with identifying best practices among local government organizations to understand how it is utilized, secured, and managed throughout public sector organizations, and drafting a policy for future Board consideration. At that time, the IA Workgroup will develop a handbook, training, and other resources to familiarize County employees with the opportunities associated with this technology.

What is AI and How Does it Impact Local Government?

Artificial intelligence (AI) is best understood as a set of capabilities built into everyday software—not a single standalone tool. In practical terms, AI can help draft text, summarize documents, categorize requests, identify patterns in data, or assist with research. Generative AI is a subset that produces new content (e.g., text, images, audio, code) based on prompts.

For government, AI's potential value is most immediate in routine, repeatable work where staff remain accountable for final decisions and communications. At the same time, AI can produce confident but incorrect outputs, may introduce bias, and can create data-handling and public records complications if used without clear guidelines and procedures. Leon County's approach therefore centers on "human-in-the-loop" accountability: AI may assist, but staff retains responsibility for verifying accuracy, applying professional judgment, and approving outputs before they are used operationally or released externally. Human-in-the-loop is considered a best practice because it requires staff to verify and approve AI outputs before they are used or shared.

Section II: A Look Ahead to 2026

State, National, and International Association Guidance on Artificial Intelligence

National and state local-government organizations are encouraging local governments to adopt AI with clear governance rather than ad hoc experimentation. The National Association of Counties (NACo) has issued the *AI County Compass* toolkit to help counties distinguish low-risk vs. high-risk AI uses and to apply policy models, ethical frameworks, and workforce preparation practices. The Florida Association of Counties (FAC) similarly emphasizes the need for guardrails, standards, and policies so counties can pursue innovation while minimizing adverse effects and protecting public trust. The International City/County Management Association (ICMA) guidance highlights that many local governments are now developing generative AI policies and practical operating rules to support responsible use across common administrative functions. The National League of Cities (NLC) has also convened an AI Advisory Committee and released local-government-focused resources intended to help communities “de-risk” AI adoption and apply it to improve service delivery. The County AI Policy Workgroup has reviewed all of these sources and continues to follow the state, national, and international association guidance in developing the draft policy.

Common themes for responsible implementation across the local government association sources include:

- Risk-tiering: Stronger review for resident-impacting or high-sensitivity uses; streamlined controls for lower-risk productivity use.
- Governance and accountability: Clear roles, approval pathways, and documented human oversight for decisions and public-facing outputs.
- Workforce readiness: Training and guidance so staff understand appropriate uses, limitations, and when escalation is required.

With these common themes in mind, county and municipal peers are moving toward formal AI guardrails including approved-tool requirements, data restrictions, required human review, and transparency practices. For example, Miami-Dade County has published annual AI updates and operational guidelines emphasizing approved tools, data protection, human verification of outputs, transparency, training, and reporting of issues. Flagler County’s AI Acceptable Use Policy emphasizes disclosure, confidentiality protections, accuracy verification, and meaningful human oversight. The City of Jacksonville’s AI policy also reflects a practical focus on transparency, confidentiality controls, and review of AI-generated information before use by City employees.

The following Analysis section provides an overview of AI Workgroup’s progress and emphasis on administrative best practices to integrate AI innovation responsibly throughout the organization. The Analysis also highlights the policy that is being developed to codify procedures to implement AI applications in County work areas.

Analysis:

The AI Workgroup was formed to create a consistent, countywide framework that supports beneficial AI use while managing public-sector risks such as privacy, cybersecurity, bias, public records readiness, and public trust. It is designed to ensure AI governance is not treated as an “IT-only” initiative, but as an enterprise governance issue requiring cross-functional accountability.

The Workgroup is chaired by County Administration and includes major functional representation to ensure a 360-degree view of impacts, including: IT & Cybersecurity; Legal & Compliance; Budget/Finance/Procurement; HR & Workforce Development; Public Safety & Emergency Management; Data Governance/Privacy/Ethics; and Public Information/Community and Media Relations.

Operating under a defined multi-month plan, the AI Workgroup is focused on practical governance standards, risk controls, and training expectations, with an emphasis on capturing measurable “lessons learned” from controlled, lower-risk use cases so the final policy is grounded in real County workflows and oversight needs. During policy development, the County’s administrative posture is to enable limited, lower-risk uses under clear controls while deferring or subjecting higher-risk uses to elevated review. Current administrative direction emphasizes:

- Use of approved tools and disciplined onboarding/vetting pathways.
- Data protection through “do not input sensitive/confidential information” practices unless a tool is explicitly authorized for that data type.
- Coordination with the County Attorney’s Office to ensure retention/export expectations are addressed for AI-related work products, where applicable.
- Inventorying and monitoring AI-enabled features embedded in existing software platforms, where feasible, to support consistent oversight.
- Mandatory human review before AI outputs are relied upon for decisions or released externally (“AI outputs are drafts; staff own the final product”).
- Training and workforce readiness concepts so employees understand both the value and limitations of AI tools, and can use them safely and consistently.

This approach is designed to capture near-term productivity benefits while preventing inconsistent, department-by-department implementation that could increase legal, security, and reputational risk.

Development of a Draft Leon County AI Policy

At a high level, the draft policy and supporting guidance are being structured to include:

- Purpose and scope (who/what is covered).
- Definitions (including AI and generative AI, to reduce ambiguity).
- Governance and roles (who approves tools, who is accountable, how exceptions are handled).
- Human-in-the-loop standards (required review and decision accountability).

Section II: A Look Ahead to 2026

- Data use and security rules (what data may be used, and under what conditions).
- Legal compliance (alignment with applicable state and federal requirements).
- Procurement expectations (vendor disclosures and contract protections appropriate to AI-enabled features).
- Training and compliance (baseline employee understanding and enforceable expectations).

To ensure these requirements are consistently applied in day-to-day operations, the policy will be paired with implementing procedures and tools that translate the standards into practice. This implementation will include an approved-tools process, a risk-tiered intake and review workflow for proposed use cases, minimum documentation expectations (including purpose, data involved, and review steps), staff training and job aids (such as checklists and templates), and defined oversight and reporting so the County can monitor compliance, address issues, and update administrative standards as technology and legal requirements evolve.

These elements are intended to provide clear operational guardrails while remaining flexible enough to adapt as technology and laws evolve. A draft AI policy is anticipated to be presented to the Board for consideration in Fall 2026.

Section III: Strategic Plan Update for FY 2026

Section III: Strategic Plan Update for FY 2026

FY 2022 – 2026 Strategic Plan Progress Report

Statement of Issue:

This section provides the FY 2022 – 2026 Strategic Plan Progress Report. The Board receives biannual status reports on the Strategic Plan at both the June Budget Workshop and Annual Board Retreat.

At this time during the Board Retreat, the County Administrator will provide a brief update on the FY 2022 – 2026 Strategic Plan, including the County’s fourth-year progress on its Strategic Initiatives, five-year Targets and Bold Goals. Thereafter, the Board will have the opportunity to discuss amending or adding Strategic Initiatives to the current FY 2022 – 2026 Strategic Plan.

Staff Recommendation:

No Board action necessary.

Background:

The following 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 as adopted at the January 2022 Retreat. This section continues with an update on the progress made in advancing the County’s Strategic Initiatives, Targets and Bold Goals.

The County’s Strategic Initiatives are specific projects, policies or programs that align with and advance the County’s Strategic Priorities to serve and strengthen the community. Comparatively, 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 are big and difficult to achieve but are worthy of our best efforts because they are big and difficult to achieve. Bold Goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

Analysis:

The County’s Vision and Mission Statements are included below for ease of reference, as are the County’s Strategic Priorities of Economy, Environment, Quality of Life, and Governance. It should be noted that the County’s Vision and Mission Statements, as previously established by the Board, are intended to guide and maintain the organization’s focus on long-term Strategic Priorities throughout the implementation of the County’s five-year plan. For these reasons, this item does not recommend revisions to the Vision and Mission statements.

Vision Statement

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

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

Mission Statement

Mission statements are similar to vision statements, but they are more concrete and action-oriented. Furthermore, a mission statement is a standard element of an organization's strategic plan and explains its reason for existence. It describes the organization, what it does and its overall intention. The mission statement supports the vision and serves to communicate purpose and direction to employees, citizens, vendors and other stakeholders, while also serving as a foundational guide in the establishment of organizational priorities. Leon County's Mission Statement is as follows:

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

Strategic Priorities

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

- Economy
- Environment
- Quality of Life
- Governance

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

- A **Title** (which is a general area of focus),
- A **General Statement** (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- **Directional Statements** (to provide focus and additional specificity for each area).

Strategic Priority - Economy

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

Section III: Strategic Plan Update for FY 2026

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long term economic benefits.
- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Priority - Environment

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

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

Strategic Priority - Quality of Life

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

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.
- (Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.
- (Q5) Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.
- (Q6) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.
- (Q7) Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters.

Strategic Priority - Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity and diversity, 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 2025.

The remainder of this page is intentionally left blank.

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. At the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives. Most recently, at the January 27, 2025 Board Retreat, the Board adopted an additional 17 Strategic Initiatives for a current total of 102 Strategic Initiatives. The County is currently in its fifth year of the five-year Strategic Plan.

As shown in Table #1, as of the end of FY 2025, a total of 96 (94%) of the Strategic Initiatives have been completed, with the remaining 6 (6%) 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 have 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 4 Progress on Strategic Initiatives

	<i>Complete (Ongoing)</i>	<i>Complete (Closed Out)</i>	Complete	In Progress	Total
Status as of October 2025	63	32	96 (94%)	6 (6%)	102
Status by Main Strategic Priority Alignment					
Economy	17	5	22 (96%)	1 (4%)	23
Environment	8	4	12 (86%)	2 (14%)	14
Quality of Life	24	13	37 (95%)	2 (5%)	39
Governance	14	11	25 (96%)	1 (4%)	26

Section III: Strategic Plan Update for FY 2026

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, and 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

Section III: Strategic Plan Update for FY 2026

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.

- **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. During the FY 2024 year, 32 projects were underway to 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, in FY 2024, Blueprint 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.

- **FY 2025:** The Blueprint IA Board provided over \$21 million in its FY 2025 budget to support the continued implementation of 15 key community projects across Leon County. As detailed in the IA Board's FY 2025 Budget Workshop materials, over \$143 million will be invested across 32 community projects over the next five years which will provide 26 miles of roadway improvements, 121 miles of bicycle and pedestrian facility improvements, over 338 acres of parks and public spaces, and thousands of new tree plantings.
- In March 2025, the County received six APWA Project of the Year awards from the Big Bend Branch of the APWA. The awarded projects include the Keystone Court Trash Screen Project, Blountstown Highway Safe Route to School Sidewalk Improvements Project, Fred George Park Wetland Restoration Project, Maylor Road Drainage Improvement Project, Miccosukee Community Center – Concord School Renovations Project, St. Marks Headwaters Greenway, and Buck Lake Road Trailhead Project. In addition, in FY 2025, Blueprint received five awards from state and local organizations including the American Public Works Association, Big Bend Chapter and Florida Chapter, the Florida Department of State, and the American Society of Civil Engineers (ASCE), Tallahassee Branch. The awarded projects included the History and Culture Trail, Lake Jackson Greenway Phase 1, and Northeast Gateway: Welaunee Boulevard.

- **(2022-2) Implement the Economic Development Strategic Plan as adopted and revised by the Intergovernmental Agency.**
 - In February 2022, the Blueprint Intergovernmental Agency adopted the 2022–2027 Economic Development Strategic Plan, establishing a unified framework to guide economic development efforts across Tallahassee-Leon County. Since adoption, the Office of Economic Vitality (OEV) has implemented the Plan’s four core pillars—organizational effectiveness, business expansion and retention, entrepreneurship, and community asset utilization—through coordinated business recruitment, industry engagement, and support for existing employers. These efforts have contributed to over \$1 billion in economic impact through support of major projects such as the Danfoss Turbocor expansion, SoMo Walls redevelopment, and continued support of the Amazon Robotics Fulfillment Center. Implementation of the Economic Development Strategic Plan remains ongoing with progress updates included in the Quarterly Economic Dashboard Reports provided to the Board of County Commissioners.
- **(2022-4) Continue to support the Magnetic Technologies Task Force in growing the cluster of research and businesses in the magnetic technologies industry.**
 - Established by the Office of Economic Vitality (OEV) in 2017, the Magnetic Task Force seeks to cultivate a magnetic technologies cluster around existing local technology assets by identifying gaps in cluster growth, strategies for cluster development, and promotion of existing magnetic technology assets. OEV meets with the Magnetic Task Force every six weeks to identify economic development ventures and partnership opportunities that can generate growth in local magnetic technology assets which align with the magnetics industry and societal needs.

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

 - OEV and the MagLab are also directly engaging with industry businesses on potential research opportunities, partnerships, and potential resources and facilities available locally. As a result of these ongoing efforts, the Magnetic Taskforce has successfully secured research project contracts for the MagLab with clients within the magnetics industry. Notably, in 2022, the Magnetic Taskforce executed an agreement between the MagLab and Philips, one of the largest global MRI manufacturers, for assistance in

Section III: Strategic Plan Update for FY 2026

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 in future years.

- The Magnetic Task Force 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. Notably, OEV recruited the world's largest magnetics conference to be hosted in Leon County in February 2025. During the conference, OEV and local partners engaged nearly 300 advanced magnetic technology corporate representatives and researchers to highlight the assets and resources in our ecosystem that align with business expansion in their respective industries. Building on this success, Leon County will again host the Motor, Drive Systems, and Magnetics (MDSM) Conference again in March 2026.
- **(2022-5) Implement the Division of Tourism's Strategic Plan.**
 - On March 8, 2022, the Board approved the FY 2022 – 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 – 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, are provided to the Leon County Tourist Development Council (TDC) on an annual basis. Most recently, the TDC received an update on the Division of Tourism's Strategic Plan at its November 2025 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 July 2022, the County was selected to host the 2026 World Athletics Cross Country Championships at Apalachee Regional Park (ARP). Since that time, the County undertook a multi-year, coordinated planning effort involving the Division of Tourism, Parks and

Recreation, and numerous community and state partners to prepare ARP and the surrounding community to meet World Athletics' international hosting standards. These efforts included the formation of a Local Organizing Group, coordination with World Athletics, USA Track & Field, and the U.S. Olympic and Paralympic Committee, extensive volunteer recruitment, fundraising and sponsorship development, security and logistics planning, and targeted capital improvements to the course and supporting facilities. On January 10, 2026, the 2026 World Athletics Cross Country Championships was held in Leon County with thousands of athletes, spectators, and volunteers from over 50 countries in attendance generating over \$4 million in direct economic impact for our community. The County also continues to utilize ARP as the site for major state, regional and national cross-country competitions. In FY 2025, five competitions were hosted at ARP, including the Florida State University Invitational, National Junior College Athletic Association (NJCAA) Cross Country Regionals, Southwestern Athletic Conference (SWAC) Cross Country Championship, National Collegiate Athletic Association (NCAA) Cross Country Regionals, and the Florida High School Athletic Association (FHSAA) Cross Country State Championship.

- **(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.**
 - *FY 2023:* 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.
 - *FY 2024:* 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

Section III: Strategic Plan Update for FY 2026

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.

- *FY 2025:* The Division of Tourism has utilized the master plan to identify capital improvements necessary to achieve the International Mountain Biking Association (IMBA) Bronze Mountain Biking Trail Destination designation. The Division of Tourism continues to conduct stakeholder meetings to coordinate other actions items identified in the master plan.
- In advancement of ongoing trail enhancements throughout the 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. Looking ahead, in FY 2026, the County will complete construction of a two-mile single-track mountain bike trail at Debbie Lightsey Nature Park and begin construction of trail enhancements at the J.R. Alford Greenway.
- **(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 passed by Congress and signed into law by the President in November 2021, the IIJA provides a historic level of investment in the nation's infrastructure, totaling more than \$1 trillion through FY 2026. 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 for local projects has been made available through formula-based allocations and subgrants distributed at the state level to support a variety of infrastructure initiatives throughout the country.
 - 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.
 - *FY 2023:* 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 implemented new cybersecurity initiatives and expanded existing cybersecurity solutions at no cost the County.

Section III: Strategic Plan Update for FY 2026

- 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 through the program. OEV leveraged these funds to lead innovative outreach activities to raise awareness and increase enrollment among households in Leon County that were eligible for the program. OEV continues to aggressively pursue federal funding to extend broadband access to areas that are unserved, underserved, or have no service in Leon County. Building on prior County efforts, \$6.5 million was awarded in FY 2024 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.
- **FY 2025:** Most recently, in December 2025, the County was awarded a \$16.8 million grant through the U.S. Department of Transportation Safe Streets and Roads for All (SS4A) program which was created under the IIJA. The grant will support design and construction of safety improvements along the North Monroe Street corridor, from Tharpe Street to Capital Circle Northwest. 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.
- **(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.

- *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 Chamber of Commerce's 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 2025:* In October 2024, the North Florida Worlds of Work Expo was held at the Tallahassee State College and Lively Technical College. During the event, over 3,000 students were connected to over 120 employers from across the Big Bend region representing various industries. In addition, OEV continues to collaborate with entities whose primary focus is on talent development and recruitment. OEV routinely meets with organizations such as CareerSource Capital Region, CareerSource 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.
- **(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.**
 - *FY 2024:* On February 29, 2024, the Blueprint IA Board accepted the Fairgrounds Master Plan which guides the investment of \$30 million for the redevelopment of the Fairgrounds site to become a vibrant community venue that hosts a diverse array of events. Since that time, Blueprint has procured a consultant for the design of improvements as outlined under the plan.
 - *FY 2025:* On February 25, 2025, the Board held the Southside Action Plan Workshop, which included an update on the Fairgrounds Master Plan. At that workshop, the Board directed staff to renegotiate the Fairgrounds lease with the North Florida Fair Association to enable full implementation of the Master Plan's redevelopment vision. Since that time, the County has continued coordination with the Fair Association Board on development of a new lease agreement that would allow redevelopment of the Fairgrounds property. This effort has included preparation of a draft site concept to support and inform lease discussions. Additionally, contingent upon successful lease renegotiation, the Board directed staff to initiate a Comprehensive Plan amendment to ensure that the redevelopment and improvements contemplated in the Fairgrounds Master Plan can be

realized. In early 2026, staff will bring an agenda item to the Board seeking direction on preferred lease negotiation terms, including whether to pursue minimal lease modifications to implement Phase I improvements or a broader lease restructuring to support long-term redevelopment of the site.

- **(2023-46) Partner with the City of Tallahassee, Capital City Chamber of Commerce, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically experienced poverty and racial inequity through initiatives including Bank On Tallahassee.**
 - *FY 2023:* At its February 21, 2023 meeting, the Board accepted a \$75,000 CityStart Grant through the Cities for Financial Empowerment Fund (CFE) to plan, promote, and/or implement programs, services, and/or initiatives focused on long-term and sustainable economic empowerment in households and neighborhoods that have traditionally experienced financial instability. At that time, the Board approved contracting with the Capital City Chamber of Commerce to utilize the CityStart Grant to advance the Bank On Tallahassee initiative which creates access to financial institutions to low-income households. On September 20, 2023, the County hosted the Advantage Conference Financial Summit in partnership with the Capital City Chamber of Commerce to engage local financial stakeholders in identifying opportunities to enhance financial stability in the community to support the development of the County's Financial Empowerment Blueprint.
 - *FY 2025:* On January 28, 2025, the Board approved the Leon County Financial Empowerment Blueprint, a community strategic planning document to promote long-term and sustainable economic empowerment in neighborhoods historically affected by financial instability. The Blueprint, developed in partnership with the Capital City Chamber of Commerce and the City of Tallahassee, outlines the County's ongoing goals and strategies aimed at enhancing financial security and promoting racial wealth equity within the community.
 - The Blueprint will be utilized to seek additional funding through the Cities for Financial Empowerment Fund and Bloomberg Philanthropies to advance initiatives such as Bank on Tallahassee and Neighborhood First Program in coordination with the City and Capital City Chamber of Commerce. These funds will be leveraged specifically to build on the County's efforts to increase homeownership, enhance financial education programs, and improve access to health and human services. The published Financial Empowerment Blueprint is being utilized to raise awareness of the County's efforts to enhance access to financial empowerment and wealth building opportunities.
 - In July 2025, the County received a \$20,000 planning grant from the Cities for Financial Empowerment Fund to support the Capital City Chamber of Commerce's efforts to establish a financial empowerment center (FEC) in the community. A local FEC will serve

residents in Bond, Frenchtown, Griffin Heights and other high poverty areas by offering financial counseling, small business support, and access to social services. The funds will be utilized to conduct research, surveys, and engagement led by the Capital City Chamber, in collaboration with the County, to assess community need and residential support for a local FEC.

- **(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.
 - Recognizing the federal funding opportunities previously available through the IIJA, the County's state and federal legislative priorities have included support of 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 which was distributed to the Governor and Legislature during the 2025 Legislative Session. While legislation did not pass during the 2025 Legislative Session authorizing the

Section III: Strategic Plan Update for FY 2026

State to join the SRC, bills have been refiled in both the House and Senate (HB 53, SB 1254) for the 2026 Session. The County's legislative team will continue working with the bill sponsors supporting the advancement of these bills and provide updates to the Board on these efforts throughout 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 2025, the 10th annual Leon Works Expo was held on April 25th at the Donald L. Tucker Civic Center, where over 1,000 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 that require more than a high school diploma but less than a four-year degree, such as fleet management, building maintenance/construction, and computer technology.

The program currently operates in collaboration with Leon County Schools to recruit eligible students enrolled in Career & Technical Education (CTE) courses and programs to be connected with entry-level apprenticeship opportunities offered through the County.

- **(2023-50) Continue efforts to promote opportunities for youth training and development with the County.**

- Leon County continues to collaborate with Leon County high schools, CareerSource Capital Region, and other community partners to promote the Leon Works Junior Apprenticeship program. In 2023, with the Board's approval to open participation in the program to all students who attend a charter, public, private, and virtual school within Leon County, the County expanded program outreach efforts to these additional high schools. As part of this effort, the County distributed promotional material with program information to the schools for display and distribution to students. The County was also requested to provide an informational session on the program for students at Florida A&M University Developmental Research School.

The County 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 also supports Worlds of Work, a youth job training initiative led by the Greater Tallahassee Chamber of Commerce which engages 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 roof damage. Immediately after the tornado event, staff began working with the County's design consultants, in conjunction with the County's insurance provider, for plans to restore the building to its pre-tornado condition

to be reopened by summer 2026. The Division of Tourism continues to maintain its presence in Cascades Park to provide visitor information while the facility restoration is underway.

- **(2025-86) Expand our economic competitiveness by hosting the 2025 Motor, Drive Systems, and Magnetics Conference and explore opportunities to attract future magnetic conferences as part of our broader efforts to establish Tallahassee-Leon County as the magnetic capital of the world.**
 - In February 2025, Leon County hosted the 2025 Motor, Drive Systems, and Magnetics (MDSM) Conference which is the largest magnetics conference in the world. During the conference, OEV and local partners engaged nearly 300 advanced magnetic technology corporate representatives and researchers to highlight the assets and resources in our ecosystem that align with business expansion in their respective industries.
 - The successful hosting of the 2025 MDSM Conference has positioned Leon County as a host location for future industry events and collaborations. Following the 2025 MDSM Conference, the conference organizer expressed strong interest in hosting the MDSM conference in Leon County in 2026 and establishing a recurring presence going forward. In response, OEV convened a planning group of representatives from the County's Division of Tourism, the National High Magnetic Field Laboratory, Florida State University, Danfoss, and the City of Tallahassee to develop a proposal package aimed at recruiting the MDSM Conference for future years. As a result of these efforts, Leon County will again host the Motor, Drive Systems, and Magnetics (MDSM) Conference again in March 2026.
- **(2025-87) Coordinate with the Local Technology Planning Teams to evaluate areas lacking reliable broadband and cellular services and additional opportunities to work with industry stakeholders to direct investments in these areas.**
 - OEV continues to lead coordination with the Tallahassee-Leon County Local Technology Planning Team to advance efforts to expand broadband and cellular access. These efforts include coordination with FloridaCommerce on broadband mapping to identify unserved areas, supporting local internet service providers in leveraging grants to support infrastructure deployment, and preparation to leverage future grants as they become available.
 - In October 2025, the FloridaCommerce Office of Broadband submitted Florida's Broadband Equity, Access, and Deployment (BEAD) Program proposal to the National Telecommunications and Information Administration. The BEAD Program is a federal program that provides funding to states to support local efforts in expanding broadband service to unserved and underserved areas. Through this program, \$8 million is anticipated to be distributed by the State of Florida for broadband providers in Leon County to expand access to approximately 1,282 unserved and underserved homes and businesses.

- **(2025-89) Evaluate recreational amenities in Southwest Leon County, including Lake Talquin, J. Lewis Hall Sr. Park, and the St. Marks Trail, for opportunities to host annual events and competitions.**
 - The County's Division of Tourism and the Parks and Recreation Division are actively seeking opportunities to utilize recreational amenities in Southwest Leon County for annual events and competitions. The County's Division of Tourism participates in biannual industry meetings to engage with various event organizers on opportunities to recruit new sporting events and competitions at Leon County's recreational sites.
 - The County's J. Lewis Hall Sr. Park hosted the United States Specialty Sports Association (USSSA) Capital City Baseball Showdown in April 2025 and the USSSA Capital City Cup in September 2025, with additional baseball tournaments to be planned for spring 2026. In FY 2026, the County anticipates completing various improvements at J. Lewis Hall Sr. Park including the installation of new spectator netting, new scoreboards on baseball fields, and covered batting cages which will enhance future baseball tournaments at the park.
 - In March 2026, GoPro's 2026 Team Kayak Series Bass Fishing Tournament will be held on Lake Talquin with over 125 fishermen from across the country. In FY 2026, the County will complete parking enhancements at Williams Landing on Lake Talquin, the County's most popular boat launching facility, which will support ongoing efforts to attract and host future fishing tournaments.

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 Avenue. In December 2018, the Board approved sale of the Tourism Building, and utilized the proceeds to support needed renovations to the historic Amtrak Building to serve as the new site of the Division of Tourism and Visitor Information Center. 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. Immediately after the tornado event, staff began working with the County's design consultants, in conjunction with the County's insurance provider, for plans to restore the building to its pre-tornado condition to be reopened by summer 2026.

Section III: Strategic Plan Update for FY 2026

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 by FY 2030.
- **(2024-69) Implement the statewide planning, coordination, and fundraising efforts to successfully host the 2026 World Cross Country Championships at Apalachee Regional Park.**
 - On January 10, 2026, Leon County hosted the 2026 World Athletics Cross Country Championships at Apalachee Regional Park, culminating more than three years of coordinated planning, infrastructure preparation, and fundraising. Since being awarded the bid in July 2022, the County's Tourism and Parks and Recreation Divisions formed a Local Organizing Group with World Athletics, USA Track & Field, and various other partners to support the extensive planning of the event. The world-class event welcomed thousands of athletes, spectators, and volunteers from over 50 countries to Leon County generating over \$4 million in direct economic impact for our community.

ECONOMY: In Progress

- **(2025-88) Explore opportunities to attract Top 100 Billboard artists for concerts and performances at various local venues throughout the year.**

The remainder of this page is intentionally left blank.

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. This funding supported 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 (PFA).
- *FY 2023:* On January 24, 2023, the Board accepted \$1.1 million in additional FDEP Springs Restoration Grant funds for the Septic Upgrade Incentive Program. In total, the County has been allocated \$2.2 million in state grant funds which will support nearly 300 property owners to upgrade existing septic tanks. In March 2023, the program was launched and offers property owners reimbursement of up to \$7,500 for voluntarily upgrading septic systems with an advanced nitrogen-reducing system. Implementation of the program is ongoing and is anticipated to upgrade or replace nearly 300 septic tank systems in the Wakulla Springs PFA.

In FY 2023, the Board 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 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.

- *FY 2025:* At the December 10, 2024 meeting, the Board amended the County's existing FDEP grant agreement for the Advanced Septic Systems Pilot Project to extend the term through March 2026. This extension will allow the County to upgrade the final two septic systems under the project which will result in the conversion of more than 80 septic systems. In addition, at its September 15, 2025 meeting, the Board accepted \$4,275,000 in additional FDEP Springs Restoration Grant funding to support Phase 2 of the Woodville Sewer System Project.
- **(2022-13) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan.**
 - Leon County, in coordination with the City of Tallahassee, completed a comprehensive, multi-year review and update of the Land Use and Mobility Element of the Tallahassee-Leon County Comprehensive Plan. On May 13, 2025, the Board voted to transmit to the State proposed amendments to the Land Use and Mobility Element. On September 17, 2025, the City also voted to transmit the proposed amendments. In December 2025, the County and City adopted further proposed Land Use and Mobility Element revisions, submitting revisions to the State on December 23, 2025. The State's confirmation of adoption of the Land Use and Mobility Element amendments in early 2026.
- **(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 28, 2025, 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 88% of action items and 85% of goals in the ISAP completed/ongoing or in progress. The next Annual Sustainability Program Status Report with the latest progress made in FY 2025 will be presented to the Board at its January 27, 2026 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.**

Section III: Strategic Plan Update for FY 2026

- 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. 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 to ensure the County's eligibility for FDEP's Septic Upgrade Incentive Program grant. Specifically, the revised Policy establishes the eligibility and implementation criteria necessary for the County to administer a voluntary incentive program for additional septic system replacements in the Wakulla Springs PFA.

Subsequently, on September 13, 2022, the Board accepted a \$1.11 million grant from FDEP Springs Restoration Program for implementation of the County's Septic Upgrade Incentive Program. While the program was planned to launch by the end of 2022, the County was notified it would be awarded an additional \$1.11 million in early 2023 so the program launch was postponed until an amended grant agreement was executed for the County to realize the full \$2.22 million for program implementation. In March 2023, the program was launched and offers property owners reimbursement of up to \$7,500 for voluntarily upgrading septic systems with an advanced nitrogen-reducing system.

At the conclusion of FY 2025, 225 homes have completed the upgrade to enhanced nitrogen-reducing septic systems, with an additional 71 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.

- **(2022-17) Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards.**
 - On October 14, 2025, the Board received a comprehensive status report on the County's Basin Management Plan updates, outlining the County's phased, basin-by-basin approach to modernizing flood mitigation and water quality planning. In October 2023, the County accepted \$600,000 in Resilient Florida grant funding to complete a Leon County Vulnerability Assessment. The assessment identifies flood-prone areas, evaluates risks to critical infrastructure under current and future rainfall conditions, and establishes priority focus areas that will directly inform the scope, sequencing, and project recommendations of future Basin Management Plan updates. Funding to advance the Basin Management Plan updates is anticipated to begin in FY 2027.
- **(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.**
 - *FY 2023:* 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.
 - *FY 2024:* 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.
 - *FY 2025:* 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.

- In May 2025, Leon County staff supported a Leon County Sheriff's Office-led community cleanup along the Pensacola Street Corridor, resulting in the removal of approximately 920 pounds of trash. The County promoted the event, assisted with on-site coordination, and provided equipment to support volunteer cleanup efforts, while also sharing information on how residents can report illegal dumping and access free disposal options.
- **(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 the Florida Fish and Wildlife Conservation Commission (FWC) 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 April 2024 a six-month status update was presented to the Board outlining

the progress so far, including implementation of the invasive exotic vegetation management program, and a look ahead. In May 2024 the drawdown concluded, and the refill of the lake began.

- **FY 2025:** In June 2025, the Board received a status update summarizing conditions one year after completion of the drawdown and implementation of the Action Plan. The update confirmed measurable improvements in water quality and ecosystem health, including nitrogen concentrations remaining below State targets, declining phosphorus levels, and the maintenance of approximately 250 acres of open water. The update also highlighted continued evaluation of innovative management technologies and outlined next steps to support ongoing lake management. In addition, on August 26, 2025, the County hosted a Lake Munson Town Hall at the Woodville Community Center, engaging over 30 residents in the area. This event allowed the County to share project results, explain ongoing and future lake management strategies, and respond to resident questions regarding water quality, vegetation management, and long-term maintenance of Lake Munson.
- **(2025-90) Engage an engineering consultant to complete the Miccosukee Road Greenway Trail Flood Study to identify solutions to flooding along Miccosukee Road.**
 - In FY 2025, the County contracted with Atkins as an engineering consultant to complete the Miccosukee Road Greenway Trail Flood Study to identify flooding solutions along Miccosukee Road. The study will identify the potential sources of flooding and provide recommendations for improvements along the roadway. An update on the study and recommendations will be presented to the Board in FY 2026.

ENVIRONMENT: Complete – Closed Out

- **(2022-12) Evaluate requiring advanced wastewater treatment (AWT) for new construction.**
 - At the January 24, 2023 Board meeting, the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) Report was presented which evaluated wastewater management alternatives to traditional septic systems in order to reduce nitrogen entering the groundwater in unincorporated Leon County. The CWTFP Report recommended advanced wastewater treatment technologies for new development and for retrofitting existing conventional septic tanks and drainfields where it will most reduce nitrogen from entering the groundwater.
- **(2022-14) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees.**
 - At its December 9, 2025 meeting, the Board accepted a status report on the Alternative Mobility Funding System Study (AMFSS), which evaluated potential alternatives to the County's existing transportation concurrency fee system.

The multi-phase study, initiated jointly by the City of Tallahassee and Leon County, developed a tiered multimodal transportation impact fee structure based on location and development characteristics. However, as detailed in the status report, recent changes in state law preempt local governments from adopting new or more restrictive land development regulations, including new mobility or impact fee systems. In addition, statutory changes to the Florida Impact Fee Act impose updated data and timing requirements that render continuation of the AMFSS infeasible without restarting the study. As a result, the Board accepted the recommendation to conclude the AMFSS and maintain the existing transportation concurrency management system, with staff continuing to monitor legislative developments related to the County's consideration of transportation fee alternatives.

- **(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.**
 - *FY 2022:* 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.
 - *FY 2024:* 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 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.
 - *FY 2025:* In October 2025, an update was presented to the Board on the Leon County Vulnerability Assessment which is being conducted in three phases: (1) Exposure Analysis; (2) Sensitivity Analysis; and (3) Adaptation Analysis. As of October 2025, the County's consultant has completed the Exposure Analysis, the first key component of the assessment, which can be used by staff for planning both storm preparation and recovery. Completion of the remaining two components of the assessment are anticipated in Spring 2026.

- **(2025-92) Exempt land conservancy groups, such as Tall Timbers, from environmental permitting requirements for activities that support and further their mission of fostering exemplary land stewardship such as tree removal and other vegetation management.**
 - On September 15, 2025, the Board voted to amend the County's Environmental Management Act (EMA) Ordinance to exempt land conservancy groups from environmental permitting requirements for certain land stewardship activities. Specifically, the amended Ordinance will not require environmental permits for land conservancy groups to conduct routine land stewardship activities, such as tree removal and vegetation management, when those activities are carried out pursuant to an accredited land trust management plan. As presented to the Board, this exemption will reduce regulatory barriers while preserving environmental protections and supporting long-term conservation and stewardship efforts.

ENVIRONMENT: In Progress

- **(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.**
- **(2025-91) Initiate a feasibility study as a component of Phase II implementation of the Apalachee Regional Park Masterplan.**

The remainder of this page is intentionally left blank.

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, FY 2024 and FY 2025, 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 SW Greenway and Debbie Lightsey Nature Park, Lake Jackson Greenway, Thomasville Road Trail Greenway, University Greenway, and Southwood Trail. In January 2025, the Final 2025-2035 Miccosukee Canopy Road Greenway Management Plan was approved by the Board and submitted to the State of Florida Acquisition and Restoration Council. The State approved the plan in April 2025. This plan provides the site-specific management framework for one of the County's signature greenway corridors and supports continued implementation of the Tallahassee-Leon County Greenways Master Plan through long-term stewardship, public access, and capital improvement planning.
- **(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 areas 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.

Section III: Strategic Plan Update for FY 2026

- *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 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.

FY 2025: The County utilized the state grant to support Phase I 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. At its December 10, 2024 meeting, the Board accepted a \$150,000 donation from the Friends of the Library to support new technology purchases, including Sound Booth recording equipment, remote-access door controls, and upgraded computers and monitors.

Section III: Strategic Plan Update for FY 2026

On September 26, 2025, the County celebrated the grand opening of the Main Library's renovated second floor which added several features, including 15 new meeting spaces, expanded seating and accessibility, and introduced workforce development amenities such as a CAT Excavator simulator for hands-on career training.

On September 15, 2025, the Board authorized the submission of a grant application for \$500,000 through the Florida Department of State's Public Library Construction Grant to support Phase II renovations planned for the Main Library's first floor, including a café space, family computing center, and expanded Library of Things storefront.

- **(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. Each year, Leon County EMS has continued to successfully pursue various grant opportunities to support its ongoing efforts to improve medical outcomes and survival rates as outlined below.
 - FY 2022: In June 2022, the County was awarded \$56,910 in grant funds through the Florida Department of Health to support and enhance the County's EMS citizen CPR training program and for implementation of ultrasound equipment and training to enhance diagnostics to aid in providing appropriate prehospital treatment.
 - FY 2023: In October 2022, the County was awarded \$50,784 from the Florida Department of Health (FDOH) County Grant to improve and expand prehospital 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.
 - FY 2024: 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

Section III: Strategic Plan Update for FY 2026

local commercial organizations. 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.

- *FY 2025:* On March 18, 2025, the Board received a \$81,125 grant from FDOH to support the County's annual "Press the Chest" Cardiopulmonary Resuscitation training event and for the purchase of additional 40 AEDs to be made available in public spaces. In September 2025, the Board received a \$12,000 grant from FDOH to continue supporting the "Press the Chest" event.
- **(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's Office of Intervention and Detention Alternatives (OIDA) 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. OIDA 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, OIDA is working with the HOST deputies to support returning citizens in complying with court-ordered conditions.

OIDA continues to leverage webinars and other resources provided by the National Association of Counties on innovative alternatives to incarceration. OIDA 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 OIDA's assessment and referral processes to best support reentry of past offenders.

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

Section III: Strategic Plan Update for FY 2026

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, OIDA 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, OIDA 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.
- *FY 2025:* At its September 17, 2024 meeting, the Board approved the Public Safety Coordinating Council's recommendation to use FY 2024 Diversion Program funds, in the amount of \$100,000, to implement a Reentry Housing Assistance Program for homeless individuals released from the Leon County Detention Facility. Since that time, the County has partnered with the Leon County Sheriff's Office RISE Center for the administration of the program and delivery of ancillary support services to assist participants with achieving long-term housing sustainability. In addition, in FY 2025, OIDA began the administration of the Diversion Fee Assistance (DFA) Program which was previously administered by the State Attorney's Office. Through the program, OIDA coordinates with the State Attorney's and Public Defender's Office to identify indigent defendants that are eligible to receive 50% of application diversion fees covered through the program.

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 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 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.**

Section III: Strategic Plan Update for FY 2026

- *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 weekly with these providers to ensure access to affordable health care services through the community healthcare partnerships.

The County allocated \$800,000 under its American Rescue Plan Act (ARPA) expenditure plan to the community's primary healthcare providers to ensure they have the necessary resources to serve the medical needs of Leon County's low-income residents. Specifically, the County allocated \$500,000 to Neighborhood Medical Center, Inc. and \$300,000 to Bond Community Health Center, Inc. to support capital improvements for the medical facilities utilized to provide healthcare services for low-income residents.

- *FY 2023:* The adopted FY 2023 budget included \$1.7 million to support the primary healthcare program, with \$1.3 million dedicated for the Primary Health Care Competitive Provider Reimbursement Pool (Competitive Pool) and \$413,000 for specialty health care and pharmaceutical services. On July 12, 2022, the Board approved the request from Bond and NMC to designate \$301,942 of the Competitive Pool as the required local match funds needed for these entities to receive an additional \$494,892 in federal Low-Income Pool funds to provide primary care services to more Leon County residents.
- *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.

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 supported an increase for primary care visits to \$225 per visit as previously approved by the Board in 2023.

Section III: Strategic Plan Update for FY 2026

- *FY 2025:* The adopted FY 2025 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.
- **(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. Since 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), CR 260 Silver Lake Road, the Miccosukee Road Bridge Replacement, and the Smith Creek Road Bike Lane 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 the Springhill Road Bridge Replacement, realignment of Old Bainbridge Road, and intersection improvements at Woodville Highway and Natural Bridge Road. Notably, \$210,000 is allocated in the County's FY 2026 Budget to leverage \$1.1 million in FDOT funding for the of Woodville Highway and Natural Bridge Road intersection improvements.

- 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. 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. In March 2025, the County executed Local Agency Program Agreements with FDOT to support the construction of the Canyon Creek Road Sidewalk Construction project. Most recently, in November 2025, the Board approved a Local Agency Program Agreement with FDOT for the construction of the Old St. Augustine Road Sidewalk project.

Section III: Strategic Plan Update for FY 2026

- 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 2025, deployment of streetlights had been completed or were underway at nearly 40 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.**
 - **FY 2023:** On March 21, 2023, the Board approved a Memorandum of Understanding (MOU) between Leon County, the City of Tallahassee, and the Children Services Council of Leon County (CSC) to partner on opportunities to collaborate and coordinate on funding, program delivery, program evaluation, and outcome measures for human services that primarily focus on children and families. As reflected in the MOU, the County, City, and CSC will continue to coordinate resources such as staffing, technology, program evaluation, performance measures, and funding to maximize the effectiveness of services to local children, youth, and families. Staff from the County, City, and CSC meet regularly to discuss strategies to maximize County and City investment through the Community Human Services Partnership (CHSP) and better address service gaps in the community.
 - **FY 2024:** 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.

Section III: Strategic Plan Update for FY 2026

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 FY2025-FY2026 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.

- **FY 2025:** 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.

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. The County, in coordination with the CSC and the City, hosted a series of meetings with local nonprofit agencies to discuss the new proposed process.

On December 9, 2025, the Board approved a realignment of Leon County CHSP funding by shifting County support previously allocated to CHSP children, youth, and family service categories to establish dedicated line-item funding for emergency homeless shelters serving children and families experiencing homelessness. The Board also requested a status report be brought back in March 2026 to include which organizations have been funded by CSC Leon.

- **(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 (CMR) 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 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. In addition, for Florida's Missing Children's Day, CMR worked with Leon County Sheriff's Office to conduct a media campaign to honor child protection efforts being led within the community and to raise awareness of the availability of Missing Child and AMBER Alerts.
- **(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.

Section III: Strategic Plan Update for FY 2026

Specifically, this program provides low-income residents equitable access to resources that enhance digital literacy, home improvement and maintenance, healthy and sustainable food sources, and resources that develop and build skills to improve employment opportunities and economic mobility.

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

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

- *FY 2024/2025:* 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. At its July 9, 2024 meeting, the Board approved utilizing \$50,000 in SHIP funds to provide title clearing services to income-eligible heirs in partnership with Legal Services of North Florida. In addition, the County’s Spring Home Expo in April 2025 featured an heir property workshop which was followed by a series of additional heir property events throughout the year.

- **(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 the Office of Intervention and Detention Alternatives (OIDA) work collaboratively in supporting local efforts to address the causes and impacts of drug related crimes. OIDA 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 OIDA 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 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.
 - On September 17, 2024, the Board accepted an additional \$1.38 million in opioid litigation settlement funds and authorized the execution of an agreement with the Leon County Sheriff's Office (LCSO) to enhance substance abuse treatment in the detention facility and provide training for school resource officers to facilitate conversations in schools to reduce substance use. Beginning in 2026, LCSO will utilize a share of the settlement funds to implement a 12-week outpatient-level substance use disorder treatment program for incarcerated individuals at the Leon County Detention Facility. LCSO will also utilize school resource officers to conduct targeted outreach with young men and boys on opioid prevention and misuse fostering a community-wide approach to addressing the opioid crisis. In addition, on October 14, 2025, the Board accepted \$926,843 in additional opioid litigation settlement funds which will be utilized to continue the County's agreement with DISC Village, Inc. in FY 2026 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.**
 - Through its initiatives, policies, partnerships, and investments, Leon County continues to actively work with local partners to reduce homelessness and its overall impact in the community.

On May 23, 2023, the Workshop Addressing Homelessness was held in partnership with seven neighboring counties and 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. 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 and engagement, strengthened partnerships, and additional investments that will better position the community to address homelessness. Among these recommendations were the proposed 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.
- In FY 2025, the County provided \$537,500 line-item funding for five emergency homeless shelters in coordination with the City of Tallahassee and the Children's Services Council of Leon County. The County has participated in several community meetings with the City and Big Bend Continuum of Care (CoC) to gather community input on the development of corridor plans identifying measures to reduce unsheltered homelessness. CoC will host meeting in corridor area to present corridor plan and gather additional community feedback. The corridor plans will then be presented to the Board in July 2026.
- **(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.**

Section III: Strategic Plan Update for FY 2026

- On March 21, 2023, the Board approved a Memorandum of Understanding (MOU) between Leon County, the City of Tallahassee, and the Children Services Council of Leon County (CSC), to partner on opportunities to collaborate and coordinate on funding, program delivery, program evaluation, and outcome measures for human services that primarily focus on children and families. As reflected in the MOU, the County, City, and CSC will continue to coordinate resources such as staffing, technology, program evaluation, performance measures, and funding to maximize the effectiveness of services to local children, youth, and families. Staff from the County, City, and CSC meet regularly to discuss strategies to maximize County and City investment through the Community Human Services Partnership (CHSP) and better address service gaps in the community. On 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 with construction anticipated to be completed by early 2027.
- **(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

Section III: Strategic Plan Update for FY 2026

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 continued to explore opportunities to secure federal grant funding through HUD. In addition, on October 10, 2023, the Board authorized the Housing Finance Authority of Leon County (HFA) 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 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.

- **FY 2025:** During the 2024 Legislative Session, the Legislature amended the Live Local Act to provide local governments that have a sufficient level of units for workforce housing the ability to opt-out of the property tax exemptions for workforce housing (up to 75%). Leon County was determined to have a sufficient level of units for workforce housing and was determined to be eligible to opt-out of the property tax exemption beginning in 2025. However, the County did not opt-out of the property tax exemption available to developers in an effort to encourage and incentivize private sector development of affordable rental units. The County actively works with the City, HFA, and Property Appraiser's Office to promote the property tax exemptions as well as the highest allowable uses for development to encourage the construction of more affordable housing.

Section III: Strategic Plan Update for FY 2026

During its FY 2026 budget process, the Board approved a locally funded gap financing program to support affordable rental developments, including \$250,000 in General Revenue, \$125,000 in SHIP funds, and \$125,000 in Blueprint funding, further strengthening the County's ability to leverage state and federal resources to deliver affordable rental units.

- **(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 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 (HFA) 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 were leveraged to secure federal tax credits funding and state loan financing. 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.
- *FY 2025:* On May 13, 2025, the Board authorized the HFA to seek up to \$50 million in State-issued bonds that may be converted and used to finance multiple future affordable rental housing developments serving very-low and extremely-low-income households.

Section III: Strategic Plan Update for FY 2026

Most recently, on December 9, 2025, the Board authorized the HFA to issue \$15 million in multifamily housing revenue bonds for the Leon Arms Affordable Housing Rental Development, which will preserve 100 affordable rental units dedicated to very-low and extremely-low-income households. Consistent with the Board's previous direction, proposed projects for bond financing will be required to set aside units for very-low-income households as well as individuals and families exiting homelessness.

- At its 2026 State and Federal Legislative Priorities Workshop, the Board adopted a legislative priority supporting increased flexibility in the State Housing Initiatives Partnership (SHIP) program to better address the highest affordable housing needs. Specifically, the priority supports expanding allowable uses of SHIP funds to strengthen the development and preservation of affordable rental housing, with a focus on multifamily projects serving very-low-income households and individuals and 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.**
 - As of FY 2025, the Board has 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, line-item funding in the amount of \$112,500 has supported 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. 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.**

Section III: Strategic Plan Update for FY 2026

- 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 in partnership with Legal Service of North Florida. This funding is utilized to cover costs associated with locating heirs, and process serving and filing fees that would ultimately establish clear ownership. In FY 2025, Legal Service of North Florida assisted 9 households to obtain clear title on their homes. At its July 8, 2025 meeting, the Board approved utilizing \$50,000 of the FY 2026 SHIP Funding Allocation to continue the County's contract with Legal Services of North Florida to provide title clearing services.
- **(2025-93) 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.**

- 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.

On September 17, 2024, the Board accepted an additional \$1.38 million in opioid litigation settlement funds and authorized the execution of an agreement with the Leon County Sheriff's Office (LCSO) to enhance substance abuse treatment in the detention facility and provide training for school resource officers to facilitate conversations in schools to reduce substance use. Beginning in 2026, LCSO will utilize a share of the settlement funds to implement a 12-week outpatient-level substance use disorder treatment program for incarcerated individuals at the Leon County Detention Facility. LCSO will also utilize school resource officers to conduct targeted outreach with young men and boys on opioid prevention and misuse fostering a community-wide approach to addressing the opioid crisis. In addition, on October 14, 2025, the Board accepted \$926,843 in additional opioid litigation settlement funds which will be utilized to continue the County's agreement with DISC Village, Inc. in FY 2026 to provide substance abuse treatment and ancillary services for individuals with opioid and substance use disorders.

- **(2025-94) Continue to support the Big Bend Continuum of Care in the coordination and implementation of the annual Point-In-Time Count to collect homeless data critical to securing state and federal funding.**
- The County promotes the Big Bend Continuum of Care's Point-In-Time Count each year through the Leon Link to help recruit volunteers to assist with counting the number of sheltered and unsheltered people experiencing homelessness across the Big Bend region.

Section III: Strategic Plan Update for FY 2026

In addition to promoting volunteer recruitment through Leon Link and social media, the County continues to participate in regular Continuum of Care meetings, including Point-In-Time Count planning sessions, to identify opportunities to support coordination and implementation efforts.

- **(2025-95) Support the Children's Services Council of Leon County in hosting Family Resource Centers at county facilities.**
 - In April 2025, the County, in collaboration with the Children's Services Council of Leon County, opened a new Family Resource Center at the Leon County Fort Braden Community Center. The Family Resource Center is designed to offer essential family support services and resources directly to the Fort Braden community, such as access to parenting resources, mental health support, a computer lab, and connections to additional community services.
- **(2025-96) Explore innovative strategies to enhance pedestrian safety, including traffic safety studies and utilizing automated speed detection technology in school zones.**
 - As part of the County's ongoing efforts to enhance pedestrian safety, the Board initiated consideration of School Zone Speed Detection Systems in April 2025. On October 14, 2025, the Board adopted an ordinance establishing a School Zone Speed Detection Program, which authorizes the placement, installation, and operation of automated speed detection systems on County and State roadways signed as school zones within the unincorporated areas of Leon County. Leon County Public Works is coordinating with the Leon County Sheriff's Office to develop an interlocal agreement that will define law enforcement roles and responsibilities for administering violations, issuing citations, and supporting program oversight. Following execution of the interlocal agreement, staff will return to the Board in Spring 2026 with a request for proposals to procure a third-party vendor to install, operate, and manage the automated speed detection systems.
- **(2025-97) Develop a Woodville Rural Community Sense of Place Plan to evaluate land uses and guide future improvements in the Woodville area and coordinate with County Public Works in developing a 5-year improvement plan to include vehicular and pedestrian safety.**
 - At its January 27, 2025 Board Retreat, the Board directed staff to develop a Woodville Rural Community Sense of Place Plan to evaluate land uses and guide future improvements in the Woodville area and coordinate with County Public Works in developing a 5-year improvement plan to include vehicular and pedestrian safety. Staff began development of a Woodville Rural Community Sense of Place Plan using a three-phase approach—planning, executing, and reporting—designed to gather data, engage residents and stakeholders, translate community input into recommendations, and coordinate a five-year plan.

In May 2025, Woodville Sense of Place project website was launched to promote event details, opportunities to get involved, and additional information on the project. Community survey conducted in Summer 2025 to gather feedback on topics ranging from infrastructure improvement to beautification efforts. Additional door-to-door outreach and stakeholder interviews were also conducted to support development of the five-year plan. In October 2025, two community workshops were held in Woodville to engage residents of the survey results and receive additional input. Additional engagement event planned in early 2026. Development of recommendations based on engagement efforts is currently underway. Potential placemaking-related recommendations will come back to the Board with the Woodville Sense of Place Plan in early 2026.

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.**
 - 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.

- **(2022-30) 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, all of the 16 Task Force's recommendations have been completed.

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. Most recently, in December 2025, the County was awarded a U.S. Department of Transportation Safe Streets and Roads for All (SS4A) grant. The SS4A grant provided \$16.8 million in federal funding for the design and construction of safety improvements along the North Monroe Street corridor, from Tharpe Street to Capital Circle Northwest.

- **(2022-31) Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to identify and address their specific barriers to food security.**

- In 2022, the County hosted nine neighborhood dinners, in partnership with Second Harvest of the Big Bend (Second Harvest) and the Children's Services Council of Leon County, with approximately 300 citizens to discuss food insecurity and how to address the issue in our community. During the Board's June 21, 2022 Budget Workshop, the Board received a comprehensive report with recommended solutions to reducing food insecurity in coordination with local partners. The adopted FY 2023 budget 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. At its September 15, 2025 meeting, the Board received a status report on Leon County's commitment and ongoing efforts to address food insecurity. At that time, the Board authorized the County Administrator to execute an agreement with Farm Share, Inc. to coordinate food distribution events and programming that expand access to nutritious meals and fresh produce for residents.

- **(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 the multi-day event was presented to the Board at its February 20, 2024 meeting.
- **(2023-55) Evaluate the reimbursement structure of the Leon County Health Care Program to better reflect the cost for diagnostic and ancillary costs such as laboratory and X-ray services and ensure continued access to affordable health care for low-income individuals and families.**
 - Prior to FY 2024, the County's, healthcare partners were not reimbursed by the County for diagnostic and ancillary costs such as laboratory and X-ray services. In 2023, the providers informed the County that historically all patient visits eligible for primary care reimbursement are for acute illnesses that require diagnostic and ancillary services. While Medicaid covers services such as laboratory and X-ray services, which the County does not cover, patients participating in the County's Health Care Program who are not Medicaid eligible are not charged for diagnostic testing. These costs were absorbed by the providers. To address the unfunded testing costs, the providers requested that the County consider including reimbursement for these diagnostic and ancillary service costs as an eligible reimbursement expense.
 - 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/>
- **(2023-60) 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/Highway 20 for outreach to unsheltered homeless individuals and to engage residents and businesses to address community aesthetics and neighborhood safety along the corridors.**
 - The County has participated in several community meetings with the City and Big Bend Continuum of Care (CoC) to gather community input on the development of corridor plans for North Monroe, Downtown, and Pensacola Street. These plans will identify actionable measures to reduce unsheltered homelessness, promote safety, and address community aesthetics in these areas. In 2026, the CoC will host meeting in corridor area to present corridor plan and gather additional community feedback. The corridor plans will then be presented to the Board in July 2026.
- **(2023-64) Work with the City of Tallahassee, FSU Askew School, and human service agencies to utilize and refine the Community Human Services Partnership (CHSP) Outcome Measures to ensure that the CHSP continues to address the highest human service needs in the community.**
 - In a continuous effort to enhance the Community Human Services Partnership (CHSP), the Board adopted uniform performance measures developed by the Florida State University's Askew School (FSU Askew School) to assess the effectiveness of specific CHSP-funded programs to improve the social conditions or outlook of clients. In addition, these performance measures enhance the information and data available to the Citizen Review Teams (CRTs), which make funding recommendations that are considered by the Board and City Commission respectively, as part of the funding deliberations.

The FSU Askew School reviewed 270 distinct outcome measures that agencies had been previously reporting in narrative form as part of their respective quarterly reports to develop quantifiable uniform outcome measures to evaluate the programs. The uniform outcome measures were developed with considerable input and feedback from human service providers to ensure applicability and implementation. The uniform outcome measures established 16 common performance metrics that overlap the human service categories to evaluate the programs. Agencies report quarterly on one or more of the 16 common performance metrics. The performance metrics measure the effectiveness of programs to assist clients in securing services, meeting development or life-skill milestones, or improving 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 are provided to the CRTs as part of the funding deliberation during CHSP funding cycles.

- **(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 took place on April 27, 2024, which is an annual one-day trip to Washington, D.C., to honor and celebrate local veterans for their service and sacrifice. 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.**

Section III: Strategic Plan Update for FY 2026

- Since 2023, the County has worked with local partners on the following solutions to combat crimes and nuisance activities, such as solicitation and panhandling, on West Pensacola Street. In 2023, the Board adopted a community campaign in partnership with the City and the Big Bend Continuum of Care (CoC) to reduce panhandling through the installation of signs on roadways. Signs were installed on 10 County and City maintained roadways frequented by panhandlers.
- 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 including increased LCSO patrol in the area, utilization of the Real Time Crime Center to increase surveillance, and corridor clean up.
- 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.

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 expand eligible repaving projects.

Section III: Strategic Plan Update for FY 2026

Specifically, the program eligibility was expanded to include instances where property owners are unable to secure private contractors to complete the work due to the small scope of the project and allow repaving projects to be paid in full up-front for neighborhoods that do not wish to pay by special assessment.

- 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, 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.
- (2023-63) 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.

The remainder of this page is intentionally left blank.

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.
 - *FY 2025:* The County worked with community partners to offer a number of events and programs in FY 2025 including the “Created Equal – The Rhythm and Resilience of Black Music”, “The Big Event: Engaging FAMU, TSC, 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.

Since 2013, the County has received a total of 118 National Achievement Awards for exceptional County programs and services from the National Association of Counties (NACo). In 2025, the County earned 7 NACo awards, recognizing various County programs and initiatives including the County’s TEAM Leon Initiative, Lake Munson Action Plan, and Website Relaunch, among others.

- **(2022-38) Continue to invest in the professional development of County staff including participation in Certified Public Manager training and enhancements to the County’s Management Training.**

- Leon County employees are invited to participate in the Certified Public Manager (CPM) program biannually. 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 (I²) Program.**

- Leon County Human Resources promotes the County’s Innovator & Inspirator (I²) Program to employees throughout the year. In FY 2022, the County awarded a total of 17 I² awards and realized nearly \$1 million in new cost savings and avoidances through the I² Program. During FY 2023, the County awarded an additional 14 I² awards and realized over \$562,000 in new cost savings and avoidances through the I² Program. During FY 2024, the County awarded an additional 20 I² awards and realized over \$906,000 in new cost savings and avoidances through the I² Program. During FY 2025, the County awarded an additional 24 I² awards and realized over \$18.7 million in new cost savings and avoidances through the I² Program. Since launching in FY 2015, the County’s I² Program has saved the County about \$28.6 million to date.

- **(2022-40) Further enhance the use of social media neighborhood apps to notify citizens of development projects occurring in their neighborhoods.**

- Development Support and Environmental Management, in coordination with the Community and Media Relations Office, now provides notifications of upcoming development project meetings through the NextDoor application. Throughout the year,

Community and Media Relations engages over 450 neighborhoods 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 the Land Use Element of the Plan. The Southside Action Plan (SAP) originated with a Tallahassee-Leon County Comprehensive Plan policy in 1998 which was adopted in response to the growing concerns about the unbalanced development happening throughout Tallahassee and Leon County. In 2021, the County and City Commissions revisited the policies after more than 20 years since they were adopted into the Comprehensive Plan. At the Joint Workshop on April 13, 2021, the County and City Commissions approved the Southside Action Plan approach.

After initiation of the SAP, renewed efforts were made to listen to the southside community about what residents wanted to see in the area and what it might take to make it happen. Over a period of several months, staff conducted extensive outreach to engage with southside residents, business owners, and other community stakeholders through community conversations, public meetings, neighborhood events, and the Southside Action Plan survey. Through this process, community priorities were established and included in the 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 to reflect the SAP, community-driven projects, as well as public and private investment activities, are being supported and tracked which reflect the community priorities of beautification, investment, and engaged and activated citizens. 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. As part of this effort, the Planning Department continues to monitor and report progress made on the implementation of Southside Action Plan projects to the Board on an annual basis.

- **(2022-42) Pursue Federal funding to provide broadband to underserved rural communities.**

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

Section III: Strategic Plan Update for FY 2026

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.

- **FY 2025:** In October 2025, the FloridaCommerce Office of Broadband submitted Florida's Broadband Equity, Access, and Deployment (BEAD) Program proposal to the National Telecommunications and Information Administration. The BEAD Program is a federal program that provides funding to help states expand broadband service to unserved and underserved areas. Through this program, \$8 million is anticipated to be available for broadband providers in Leon County to expand access to approximately 1,114 unserved and underserved homes and businesses. OEV will continue to monitor the State's BEAD process and facilitate local coordination as projects advance. The County plans to continue to take advantage of any additional funding opportunities as they become available, and the Board will be notified upon notification of grant funding awards.
- **(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.**
 - At its February 11, 2025 meeting, the Board approved a five-year contract with NGA 911, L.L.C. for the implementation of the County's Next Generation 9-1-1 (NG911) System to enhance emergency communication capabilities and ensure stable, effective, and efficient responses to the community's needs. The new cloud-based NG-911 system will offer new dispatch capabilities including utilization of GIS to pinpoint caller location, reduction in call transfers, and the ability for texts, photos, and video to be sent to dispatchers. At its May 13, 2025 meeting, the Board accepted a \$2.24 million Next Generation 911 (NG-911) grant from the Florida Department of Management Service to fund the County's initial upgrades to the new cloud-based NG-911 system. At this time, the County plans to complete the transition to the new, internet-based 911 network in late 2026.
- **(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.**
 - **FY 2024:** Since the start of FY 2024, 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 County conditions with exercises asking about preferred land use and mobility trends. Planning launched a Vision 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 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.

- *FY 2025:* On February 25, 2025, the Joint County/City Workshop on the Comprehensive Plan Land Use and Mobility Elements Update was held to establish the goals and objectives to the Land Use and Mobility Elements of the Comprehensive Plan to guide the development of land use and mobility policies and upcoming public engagement. Following the Joint Workshop, the Local Planning Agency held two community engagement meetings and launched a public survey to gather feedback on the draft Land Use and Mobility Goals, Objectives, and Policies. Community feedback was reviewed and utilized when it aligned with community values, data, other parts of the Comprehensive Plan, state law, and the Plan's overall purpose. Additionally, community feedback and suggestions better suited for land development code updates will be considered when land development code updates are developed in the future. Most recently, Planning staff held additional community engagement events to engage residents within the unincorporated area from September through October 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 "FMR" 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 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) and increased the starting salary for law enforcement and detention deputies to \$60,000. Most recently, the Board included funding in its FY 2026 Budget to increase the base pay for sworn officers to \$62,000 based on a renegotiated Police Benevolent Association collective bargaining agreement.
- **(2025-98) 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.**
 - On October 8, 2024, the Leon County Detention Facility Needs Assessment Report was provided to the Board. In alignment with the recommendations of the report, the Office of Intervention and Detention Alternatives (OIDA), in partnership with the Office of Information and Technology, enhanced the monthly Public Safety Coordinating Council (PSCC) Status Reports to support data-informed decision-making related to jail population management. The enhancements to this report provide key detention population metrics, including Average Length of Stay (ALOS), which consultants identified as the most effective indicator for evaluating system efficiency. The PSCC continues to review and monitor progress toward the recommended 30-day ALOS benchmark. In addition, OIDA is evaluating validated risk assessment tools for potential use within the Supervised Pretrial Release Division and during the booking process at the Leon County Detention Facility to enhance the information available to the judiciary when making release decisions.
- **(2025-100) Expand efforts to build public awareness of the County’s Code Compliance Program through ongoing neighborhood engagement and public information efforts.**

Section III: Strategic Plan Update for FY 2026

- The goal of the County's Code Compliance Program is to seek voluntary compliance from property owners that have been found to be in violation of County Ordinances. With that in mind, the County has expanded public education and awareness efforts to engage the community on the County's Code Compliance Program. Recent efforts have included updating the County's Code Compliance Program Brochure and Frequently Asked Questions resources and increased social media outreach to provide information on the complaint process and staff availability to answer code compliance-related questions. In addition, the County works closely with Homeowner Association (HOA) representatives in the community to share information on the County's Code Compliance Program and distribute program materials such as the County's Neighborhood Public Awareness flyer. The County has also expanded outreach to property management and mortgage companies regarding Abandoned Property Registration requirements. Since the start of calendar year 2025, the County's Code Compliance Services Division participated in various events, including the County's Home Expo, Woodville Community Meeting, and HOA and Neighborhood Association meetings, to educate residents about the codes and ordinances of Leon County.
- **(2025-101) Establish a Citizen Charter Review Committee to review the County's Home Rule Charter and propose any amendments or revisions ahead of the 2026 General Election.**
 - On July 8, 2025, the Board established the 2025-2026 Citizen Charter Review Committee (CCRC) to review the County's Home Rule Charter and propose any amendments or revisions for placement on the November 2026 General Election ballot. The CCRC will conduct meetings through February 2026, followed by public hearings (as needed) in Summer 2026, to consider proposed Charter amendments. A status report on the CCRC will be presented at the March 10, 2026 Board meeting.

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.**
 - *FY 2023:* 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 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.
 - *FY 2024:* In 2024, Justice Planners finalized 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 and will 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). In FY 2025, the Board included funding in its Adopted Budget to increase the base pay for sworn officers to \$60,000 and completed the implementation of the officer step pay plan. The FY 2026 Budget included funding to increase pay to \$62,000 based on a renegotiated Police benevolent Association collective bargaining agreement.
- **(2024-77) Upgrade the Citizens Connect mobile application to ensure the best user experience and technical reliability for the next 10 years of readiness.**
 - On May 30, 2025, Community and Media Relations the modernized County's Citizens Connect mobile app. The updated app was rebuilt to align with the County's new web platform and was fully integrated with the County website and Emergency Information Portal. This integration improves consistency across platforms and allows residents to access service requests and emergency updates through a unified system. The upgraded app also introduced new mapping functionality that uses National Weather Service (NWS) geographical data to clearly display the specific areas affected by weather events.
- **(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 to 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, 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.
- **(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 50 neighborhoods across the county.
- **(2025-99) 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.**
 - On May 13, 2025, the Board received a status report on the implementation of after-action recommendations from the Bicentennial Storm, the May 2024 Tornado Outbreak, and Hurricane Helene. At that time, 39 of the 41 after-action recommendations had been

completed. More recently, in November 2025, the remaining recommendations have been completed following the Board's adoption of revised personnel policies related to disaster pay.

GOVERNANCE: In Progress

- (2025-102) Expand effort to reduce graffiti and roadside littering by coordinating with the Leon County Sheriff's Office and the State Attorney's Office to explore the development of a new anti-graffiti/anti-littering program that would install Capital Region Real-Time Crime Center (CRRTCC) cameras in selected areas, on a rotating basis, where graffiti and roadside littering are severe.

The remainder of this page is intentionally left blank.

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 four years of the five-year Strategic Plan, followed by a summary of the data included in Table #2.

The remainder of this page is intentionally left blank.

► PRIORITY

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



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



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



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



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

BOLD GOAL

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

103%

\$5.16 billion





5-YEAR TARGETS

PROGRESS TO DATE

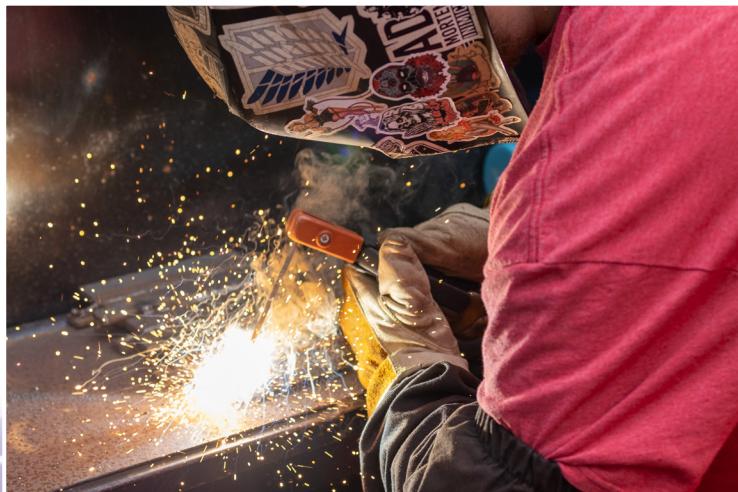
- ▷ Attract 100 State, Regional or National Championships Across All Sports
- ▷ Grow the Job Market by 10,000 New Jobs and Co-Create 500 Entrepreneur Ventures
- ▷ Connect 7,000 Students to Skilled Job Opportunities through Leon Works and Other Talent Development Initiatives
- ▷ Increase the Number of Certified MWSBEs by 30%

73%
(73 Championships)

New Jobs: **90%** (9,000+)
Entrepreneurial Ventures: **89%** (445)

107%
(Connected 7,500 students)

94%
(Certified 163 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 estimated the economic impact of tourism in Leon County at \$1.25 billion. In FY 2024, Downs & St. Germain estimated the economic impact of tourism in Leon County at \$1.29 billion. Most recently, in FY 2025, Downs & St. Germain estimates the economic impact of tourism in Leon County at \$1.47 billion which brings the total tourism economy over the last four years to \$5.16 billion, **103% 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, 21 championship sporting events were held in Leon County, with an additional 23 additional championship sporting events held in FY 2023, and 19 championship sporting events held in FY 2024. In FY 2025, 10 championship sporting events were held bringing the total to 73 championships since the start of the County's five-year plan, **73% of the County's five-year Target**. Events hosted in FY 2025 include National Collegiate Athletic Association Cross County Regional Championships, the Florida High School Athletic Association Regional Wrestling Championships, and the United States Bowling Congress Pepsi Youth Bowling 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 Florida Commerce which is published on an annual basis. In March 2025, however, FloridaCommerce released revised employment data for FY 2023 and 2024 due to methodological and geographic changes. Based on the revised data, as of the completion of FY 2025, local employment has grown by over 9,000 jobs with the total addition of 445 new entrepreneurial ventures being co-created locally, **90% and 89%, respectively, of the County's five-year Target** met since the start of the County's five-year plan.

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

Section III: Strategic Plan Update for FY 2026

Since the start of FY 2022, over 7,500 students have been connected to skilled job opportunities, **107% 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.

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

OEV's Minority, Women, and Small Business Enterprises (MWSBE) Division seeks to grow the number of new certified MWSBEs in Leon County through outreach, partnerships, and targeted programming and events to engage and assist MWSBEs in becoming certified. In response to the COVID-19 Pandemic, the County implemented its Leon CARES expenditure plan which included the Leon CARES Small Business Assistance program. Under the program, direct assistance was provided to local small businesses to offset business impacts or increased expenditures related to COVID-19. These awards included a "base award" to eligible businesses based on number of employees and "supplemental awards" for certain eligible businesses, including supplemental awards of \$20,000 for local businesses that were certified MWSBE businesses. As a result, there were a number of new local MWSBEs that became certified through the MWSBE Division to obtain the supplemental assistance provided by the County during the COVID-19 Pandemic. Since that time, however, there has been a decrease in the overall number of certified firms as non-traditional governmental contractors, such as retail stores, home healthcare providers, and 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 163 new MWSBE certifications, **94% 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)

116%

580 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%
- ▶ Double Solar Power Generation at County Facilities
- ▶ Divert 3 Million Pounds of Household Hazardous Waste from Landfill
- ▶ Increase the Number of Fully Electric Vehicles in the County's Fleet by 500%

92%

(Reduced GHG emissions by 23%)

37%

(Increased generation by 50 kW)

96%

(Diverted 2.88 million+ pounds of waste)

60%

(16 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 2025, the County has 580 septic upgrades and/or conversions completed or in progress, **116% of the County's five-year Bold Goal**. This includes the septic to sewer conversions supported through the Woodville Phase 1A Septic to Sewer Project, as well as system upgrades supported through the Advanced Septic System Pilot Program and Septic Upgrade Incentive Program. At its September 15, 2025 meeting, the Board received \$4.275 million in grant funding from the Florida Department of Environmental Protection to support the construction of Woodville Phase 2 which will support 350 additional septic conversions.

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 23% GHG reduction, or **92% 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 kWs (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 capacity by 50 kWs, **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 kWs 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 Board authorized a continuing services contract with a Florida-based solar vendor in 2025, positioning the County to complete significant solar expansion in FY 2026.

Section III: Strategic Plan Update for FY 2026

Future solar expansion sites include the B.L. Perry Branch Library, Chaires Community Center, and the Courthouse Annex on Thomasville Road, among others.

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 over 2.88 million pounds of waste, **96% 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 500%, for a total of 24 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 **60% of the County's five-year Target** by increasing the County's electric vehicle fleet by 300% for a total of 16 electric vehicles as of the end of FY 2025. In FY 2026, the County anticipates purchasing 3 new EVs to reach 75% 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)

84%

190 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
- Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents
- Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes
- Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater

99%

(Secured \$149.4 million)

91%

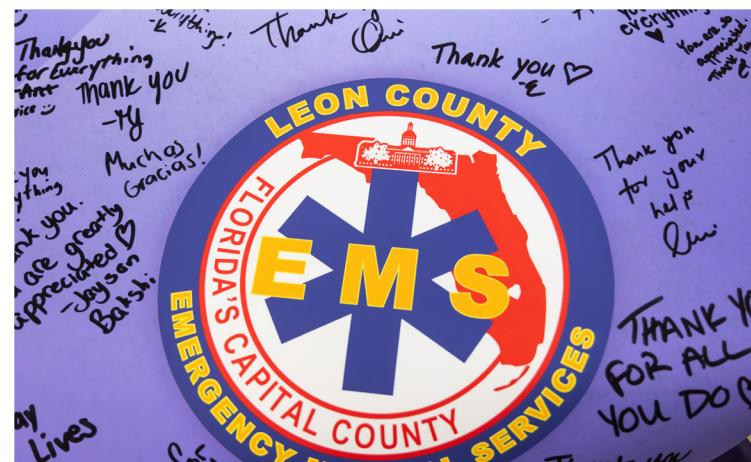
(Supported 820 community events)

56%

(Constructed nearly 50 miles)

105% (104,500

residents and visitors)



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, FY 2023, and FY 2024, a total of 176 permanent supportive housing placements were made. In FY 2025, an additional 14 permanent supportive housing placements have been made for a total of 190 placements made to date, or **84% 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, \$38.8 million in benefits were secured. For FY 2025, the County's Division of Veteran Services estimates \$41 million in benefits were secured, for a total of \$149.4 million in secured benefits or **99% of the County's five-year Target**.

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

In FY 2022, the County hosted 135 events, sporting competitions, festivals, performances, and cultural programming with Tourism Development Tax (TDT) funds. In FY 2023, the County hosted an additional 111 events. In FY 2024, the County hosted an additional 404 events. In FY 2025, the County hosted an additional 170 events, bringing the total to 820 events hosted, **91% 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 2025, the County enhanced the community's local recreational offerings with the construction of nearly 50 miles of sidewalks, greenways, trails, and bike lanes, **56% of the County's five-year Target**.

Section III: Strategic Plan Update for FY 2026

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 Trails. Over 30 additional miles are anticipated to be under construction and/or completed in the next year through the advancement of various projects such as the Northeast Park, 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. In FY 2025, an additional 11 County-supported performances hosted over 31,000 residents and visitors. These performances include T-Pain, KC & The Sunshine Band, and the Jubilee Gospel Festival. To date, the County has achieved **105% of the County's five-year Target**.

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)

77%

464 citizen ideas





5-YEAR TARGETS

PROGRESS TO DATE

▷ Connect 50,000 Volunteers with Service Opportunities Communitywide	77% (Connected 38,650 volunteers)
▷ Reach 100,000 More Citizens Across All County Platforms and Programming	119% (Reached 119,300 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	201% (Communicated 4.02 million messages)



GOVERNANCE – Analysis of Bold Goal and Targets

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

Since the start of FY 2022, staff has implemented 464 citizen ideas, improvements, solutions and opportunities for co-creation, **77% of the County's Bold Goal**. Included in this list are 83 actionable recommendations provided during the 2022 LEADS Listening Sessions and 92 actionable recommendations provided during the 2025 LEADS Listening Sessions. 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 #1.

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

Since the start of FY 2022, the County has made over 38,650 volunteer connections, **77% of the five-year Target**. The County is continuing its progress by connecting citizens with internal volunteer opportunities with the County libraries, internships, 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 platform subscriptions and programming attendance by 119,300 citizens, **119% of the County's five-year Target**. In FY 2025, the County reached about 48,700 citizens through subscription platforms and programming attendance. This includes over 24,300 citizens reached in programs at the libraries, with the Citizen Engagement Series, Created Equal programs, as well as over 24,400 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. In April 2024, the County launched and completed its transition to a new system software allowing for **100% online permitting** for licensed contractors, engineers, and architects.

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 4.02 million times, **201% of the County's five-year Target**. This number reflects the County's increased level of communication associated with the COVID-19 pandemic, such as promotion of the Leon CARES and COVID-19 Vaccine campaigns, as well the County's preparation and response efforts related to Hurricane Ian (September 2022) and Hurricane Idalia (August 2023).

Section III: Strategic Plan Update for FY 2026

At the January 2024 Retreat, the Board approved increasing the five-year Target to communicate more than 2 million disaster preparedness messages (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. 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 recent years.

The remainder of this page is intentionally left blank.

(Table #2 is available on the following page)

BOLD GOALS & TARGETS

PRIORITY AREAS	BOLD GOAL	PROGRESS TO DATE	5-YEAR TARGETS	% ATTAINED
ECONOMY	Grow the Five-Year Tourism Economy to \$5 Billion	105% (\$5.16 billion)	<ul style="list-style-type: none"> » 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% 	73% (73 Championships) New Jobs: 90% (9,000+) Entrepreneurial Ventures: 89% (445) 107% (Connected 7,500 students) 94% (Certified 163 new MWSBEs)
ENVIRONMENT	Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone	116% 580 septic upgrades and/or conversions completed or in progress to date	<ul style="list-style-type: none"> » Reduce Greenhouse Gas Emissions Stemming from County Operations by 25% » Double Solar Power Generation at County Facilities » Divert 3 Million Pounds of Household Hazardous Waste from Landfill » Increase the Number of Fully Electric Vehicles in the County's Fleet by 500% 	92% (Reduced GHG emissions by 23%) 37% (Increased generation by 50 kWs) 96% (Diverted 2.88 million+ pounds of waste) 60% (16 electric vehicles)
QUALITY OF LIFE	Support Community Partners to Place 225 Residents Experiencing Chronic Homelessness in Permanent Supportive Housing	84% (190 placements)	<ul style="list-style-type: none"> » Secure More Than \$150 Million in Federal, State and Local Benefits for Leon County Veterans and Their Families » Support 900 Community Events, Sporting Competitions, Festivals, Performances and Cultural Programming That Will Attract Visitors and Residents » Construct 90 Miles of Sidewalks, Greenways, Trails and Bike Lanes » Host 100,000 Residents and Visitors through County-Supported Performances at the Amphitheater 	99% (Secured \$149.4 million) 91% (Supported 820 community events) 56% (Constructed nearly 50 miles) 105% (104,500 residents and visitors)
GOVERNANCE	Implement 600 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation	77% (464 Citizen Ideas)	<ul style="list-style-type: none"> » Connect 50,000 Volunteers with Service Opportunities Communitywide » Reach 100,000 More Citizens Across All County Platforms and Programming » Offer 100% Online Permitting for Licensed Contractors, Engineers and Architects » Communicate More Than 2 Million Disaster Preparedness Messages to Create Resilient Households, Businesses and Nonprofits 	77% (Connected 38,650 volunteers) 119% (Reached 119,300 more citizens) 100% 201% (Communicated 4.02 million messages)

Section III: Strategic Plan Update for FY 2026

Attachment:

1. List of Implemented Citizen Ideas

List of Implemented Citizen Ideas

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
<input checked="" type="checkbox"/> # Citizen Ideas (Non-LEADS):	289			
<input checked="" type="checkbox"/> # LEADS Recommendations:	175			
Total # of Citizen Ideas:	464			
<input checked="" type="checkbox"/> % Target Achieved:	77%			
<input checked="" type="checkbox"/> 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 multi boxes and other opportunities to provide more media hook-in as well as space for equipment. CMR discussed installation with the Office of Information Technology (OIT). At this time, media is not requesting the addition, so on hold.
2022 LEADS Listening Session Recommendation	Upgrade Leon County's website in coordination with external and internal stakeholders, specifically to improve appearance and searchability.	Community Relations & Resilience (CMR)	FY 2022	CMR has made significant progress on work plan and mockups related to this effort, and will plan to relaunch the refreshed webpage by the end of 2023.
2022 LEADS Listening Session Recommendation	Where possible, update all volunteer forms to allow for real-time submission without the need to download, fill out, and then return.	Community Relations & Resilience (Volunteer Services)	FY 2022	The County's Volunteer Services Division, in coordination with the Office of Information Technology (OIT), has implemented the use of Smartsheet to update forms to electronic formats.
2022 LEADS Listening Session Recommendation	Increase awareness of the County's role as a connecting agency to voluntary opportunities by partnering with other agencies, having a presence at community events, and launching a multimodal outreach campaign.	Community Relations & Resilience (Volunteer Services)	FY 2022	The County's Volunteer Services Division has led a multimodal outreach campaign to further promote VolunteerLEON as the lead connecting agency to voluntary opportunities in the community. As part of this effort, Volunteer Services Division has been in coordination with various community agencies to post and highlight community events through VolunteerLEON web portal and the County's social media channels.
2022 LEADS Listening Session Recommendation	Consider enhancements to VolunteerLEON's internal volunteer process	Community Relations & Resilience (Volunteer Services)	FY 2022	In February 2023, the Leon County Volunteer Services Policy was updated with additional procedures for volunteer placement and other enhancements to ensure consistency with current and best practices. Volunteer Services is also continuing to explore new opportunities to enhance targeted recruitment and placement of volunteers for specific work areas.
2022 LEADS Listening Session Recommendation	Increase the number of tabletop exercises throughout the year to improve agency coordination and information exchange.	Community Relations & Resilience (Emergency Management)	FY 2022	Recognizing that the Emergency Operations Center has not experienced a weather-based disaster activation since Hurricane Michael in 2018, the County's Emergency Management Division has planned to host 10+ additional tabletop exercises in upcoming programming.

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 leverage the mass notification system "Everbridge" to enhance coordination among EM partners.	Community Relations & Resilience (Emergency Management)	FY 2022	The County's EM Division is leveraging opportunities to utilize Everbridge to keep key response agencies informed of changing conditions between conference calls, and providing calendar notifications and automatic messaging to healthcare facilities regarding required updates and submittals of emergency management plans.
2022 LEADS Listening Session Recommendation	Identify opportunities to further automate or streamline the BPRI submission and review of documents/submittals	DSEM	FY 2022	Department of Development Support and Environmental Management (DSEM) evaluated opportunities to automate certain functions, such as online submittals of NOC; automation of the roofing affidavit process, and development of an independent ductwork permit for HVAC projects. DSEM plans to complete these enhancements as part of its broader implementation of the DigEPlan permit software, tentatively scheduled for late 2023
2022 LEADS Listening Session Recommendation	Offer training for the new DigEPlan software for end users.	DSEM	FY 2022	DSEM has been in coordination with the appropriate work areas to develop and offer regular trainings and other resources to support public end-users navigate the new DigEPlan software once launched.
2022 LEADS Listening Session Recommendation	Evaluate opportunities to improve the archeological review component of a Natural Features Inventory (NFI) for new development activity.	DSEM	FY 2022	In light of the impact that the State's recently revised process for the review of the NFI's archeological component has had on the timely processing of applications, staff evaluated and implemented strategies to ensure that application reviews are conducted in a timely manner.
2022 LEADS Listening Session Recommendation	Make Development Agreements and other similar documents available on Project Dox.	DSEM	FY 2022	DSEM now uploads development agreements and similar document into Project Dox upon submittal. DSEM is also working to scan and upload older documents into Project Dox as well.
2022 LEADS Listening Session Recommendation	Expedite approval of building permits to be completed upon verification of consistency with the County's Building Code.	DSEM	FY 2022	Recognizing that HOA review of permit plans can cause delays the building permit approval process, DSEM worked with the Office of Information Technology (OIT) to enable HOA's to have access to applicable building permits through Project Dox. With this access, HOA's are able to complete their own review and coordinate directly with the developer/property owner as necessary to address any HOA-specific requirements, thereby preventing permit approval delays due to pending feedback from an HOA.
2022 LEADS Listening Session Recommendation	Pursue opportunities to streamline the permitting process for Site Plan and Environmental Permit (EMP) applications.	DSEM	FY 2022	To streamline the permitting process, DSEM eliminated the need to submit a separate driveway application by including a check box on the environmental permit application that will indicate a driveway will be constructed.
2022 LEADS Listening Session Recommendation	Create a DSEM Environmental Services Division organizational chart to be included on the division's webpage	DSEM	FY 2022	DSEM's webpage now includes an interactive org chart with names/titles/direct telephone info included to help customers with info. on the appropriate individual(s) to call/email.
2022 LEADS Listening Session Recommendation	Work with CMR and MIS to develop online tutorial and handouts to help explain the process/steps during the Code Enforcement Board Hearings.	DSEM	FY 2022	New PowerPoint Implemented at the 4/21/2022 Code Enforcement Board Meeting. Additionally, Code Enforcement FAQ, Code Compliance Program Information, Neighborhood Public Awareness and Connecting to Code Enforcement Board Meetings Resource Sheets are available on webpage

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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 is available in "The Street Naming Notification Informational Packets" on DSEM's webpage
2022 LEADS Listening Session Recommendation	Pursue opportunities to expedite the hiring and onboarding process as identified in HR's recent SWOT analysis	Human Resources	FY 2022	Human Resources (HR) has reduced the time to hire by utilizing the full functionality of the NEOGOV system and leveraging the addition of eForms beginning in July 2023. Human Resources has also contracted with a new background screening vendor, ClearStar, which has significantly reduced the time it takes to conduct and receive the results of the screening process. Finally, Human Resources continues to encourage and support departments in the hiring process in scheduling the physicals, drug-test and any other screening required by their department.
2022 LEADS Listening Session Recommendation	Develop an electronic Personnel Action Form	Human Resources	FY 2023	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 2023	On November 22, 2022, the County's Human Resources Policy was revised to implement this recommendation.
2022 LEADS Listening Session Recommendation	Conduct semi-annual meetings with contractors to provide updates on Housing Services and Programs	Human Services & Community Partnerships	FY 2022	In 2023, the County's Housing Services Division hosted an informational workshop with local developers to receive feedback on increasing the effectiveness of programs and to explore opportunities to ensure homeowners are connected to accurate information regarding available resources and programs offered by the County, as well as ways strategies to keep contractors and community partners updated on program eligibility, criteria changes, etc.
2022 LEADS Listening Session Recommendation	Perform cross-training with Library staff on assisting Leon County residents to complete and submit applications for several HSCP programs including Housing Services, Direct Emergency Assistance Program (DEAP), and Veteran Emergency Assistance Program (VEAP)	Human Services & Community Partnerships	FY 2022	The Community Resource Specialist has been hired at the Library to assist residents with these efforts.
2022 LEADS Listening Session Recommendation	Explore opportunities for increased and targeted outreach to promote housing services, energy efficiency programs, utility assistance and other human and healthcare services available to citizens	Human Services & Community Partnerships	FY 2022	Various County Human Services & Community Partnerships (HSCP) event/initiatives have been promoted on NextDoor, as well as other social media outlets
2022 LEADS Listening Session Recommendation	Work with Clerk to address issues with direct deposit	Human Services & Community Partnerships	FY 2022	Vendors can now request paper check payment in lieu of direct deposit.
2022 LEADS Listening Session Recommendation	Explore alternative options for residents that cannot access/apply for essential human and healthcare services in the community	Human Services & Community Partnerships	FY 2022	The Community Resource Specialist has been hired at the Library to assist residents with these efforts.

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 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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Expand resources to IDA Clients Residing Outside of 2nd Judicial Circuit	Intervention and Detention Alternatives	FY 2022	IDA is evaluating the feasibility of developing a resource guide through networking with other county government agencies and criminal justice associations to identify pre and post-sentence agencies and support services in communities throughout Florida to assist clients not residing in the 2nd Judicial Circuit with completing court ordered conditions of supervision
2022 LEADS Listening Session Recommendation	Develop Individualized Resource Pages for IDA Clients	Intervention and Detention Alternatives	FY 2022	IDA implemented manual process utilizing the Human Services Self-Assessment completed by clients. Probation/Pretrial Officers provide information on available community resources for requested services. IDA will coordinate with the Office of Information Technology in the future to implement an automated process.
2022 LEADS Listening Session Recommendation	Expansion of Drug Testing for Veterans Treatment Court Participants	Intervention and Detention Alternatives	FY 2022	IDA evaluated the availability of testing devices and/or technologies that would enable court-ordered individuals participating in Veterans Treatment Court to self administer drug tests and the feasibility of expanding this service with no increase to operational expenses. Since that time, Court Administration contracted with a private entity for substance testing services for all problem solving participants throughout the 2nd Judicial Circuit.
2022 LEADS Listening Session Recommendation	Consider options to improve access library resources for citizens unable to travel to the library.	Library Services	FY 2022	On January 25, 2022, the Board approved the establishment of the Library of Things for the Library that created a collection of items that could be loaned to patrons at no charge. By loaning expensive electronic devices and home tools, libraries are also providing low-income residents with access to much-needed resources that promote digital literacy or home improvement and maintenance. Other avenues to improve access continue to be evaluated.
2022 LEADS Listening Session Recommendation	Improved notifications/feedback regarding the status of Matrix requests.	Financial Stewardship (OMB)	FY 2022	In preparation for FY23 budget, the Office of Management and Budget (OMB) implemented a Memo template for each of the lead Matrix Departments (HR, Facilities Management, OIT) to utilize to send the results of the Matrix request out to the requesting departments. For FY 24 OMB will work with the internal service departments in advance to formalize the response method to requesting departments.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Modifications to GovMax budgeting software, including review of potential for automatic notifications	Financial Stewardship (OMB)	FY 2022	Annually, OMB attends conferences which provide the opportunity to learn about new updates and revisions to the GovMax budgeting software system. In addition, OMB has regular meetings with the vendor to discuss potential modifications to the software to better fit the County's needs.
2022 LEADS Listening Session Recommendation	Create educational materials for GIS resources, including the addition of a FAQ section to website.	Information & Technology (GIS)	FY 2022	Educational resources to assist customers to access the information are available on Tallahassee - Leon County GIS, such as FAQs, helpful tips and guides for the public to use online GIS tools and notify them when a new feature or data set has been added.
2022 LEADS Listening Session Recommendation	Review opportunities to enhance GIS's systems, data sets, and servers	Information & Technology (GIS)	FY 2022	GIS has evaluated and implemented various enhancements to its systems, including improved data publishing, the addition of an easement layer and a roadway ownership layer to public-facing Land Info, and removal of outdated data sets or apps,
2022 LEADS Listening Session Recommendation	Modify the timing of server updates, or provide advanced notice of when updates will be taking place	Information & Technology (GIS)	FY 2022	Option to subscribe for notification of updates has been implemented and is available on the GIS webpage.
2022 LEADS Listening Session Recommendation	Explore using ArcGIS's survey feature for future County surveys	Information & Technology (GIS)	FY 2022	GIS is leveraging the use of the ArcGIS's survey feature to collect data and feedback on various initiatives, such as submission of property damage locations and to receive citizen feedback on the draft Southside Action Plan.
2022 LEADS Listening Session Recommendation	Develop a way to provide backup hardware for PC/laptop failures for users.	Information & Technology (GIS)	FY 2022	Files Restoration for Leon County Network Drives available on Intranet
2022 LEADS Listening Session Recommendation	Additional DocuSign webinars needed.	Information & Technology (MIS)	FY 2022	OIT is working with the appropriate work areas to develop training resources.
2022 LEADS Listening Session Recommendation	Consider "paper-less" opportunities	Information & Technology (MIS)	FY 2022	OIT has transitioned to DocuSign to allow for electronic completion and submission of all public forms and helpdesk ticket solutions.
2022 LEADS Listening Session Recommendation	Explore opportunities to enhance cyber security efforts and to implement additional solutions, configurations and procedures as cyber threats change.	Information & Technology (MIS)	FY 2022	OIT now conducts annual cybersecurity training to be required by all County employees. In addition, as threats change and new solutions become available, OIT is continuously looking for opportunities to enhance cyber security support such as conducting cyber security assessments on an annual basis (increase from the current 3 year schedule).
2022 LEADS Listening Session Recommendation	Create New Vendor Onboarding and Engagement Guide.	ORS (Facilities)	FY 2023	The Division of Facilities Management created a new Vendor Guide brochure which is available at the Office of Resource Stewardship and in digital form on the County website.
2022 LEADS Listening Session Recommendation	Explore opportunities to enhance communication with customers and coordination with other work areas in fulfilling projects, work orders, and/or maintenance	ORS (Facilities)	FY 2022	The County's Facilities Division created weekly meeting with Construction Management to review on going projects. Now utilizing the "actions" portion of the work order system to provide the work order creator updates on project process.
2022 LEADS Listening Session Recommendation	Evaluate and Update Leon County Policy No. 06-1 (Use and Scheduling of Parks & Recreation Facilities) Section 7.9.	ORS (Parks)	FY 2022	The Office of Resource Stewardship is working with County Administration and other stakeholders to update County's policies regarding public use of the County's facilities use policies, including Policy No. 06-1, to modernize and ensure consistency County wide. Such policy updates will be completed by the end of FY 2023.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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 2023	The County's Division of Parks and Recreation has established a partnership with the Boys & Girls Club to use the Ft. Braden Community Center for summer camp, and are engaging other community partners for other opportunities to enhance programming offered at County sites.
2022 LEADS Listening Session Recommendation	Provide more accessibility offerings (Across all Parks)	ORS (Parks)		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)		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 2023	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)		The Office of Sustainability is collaborating with ReCap to implement a biochar pilot program in Leon County, which would relocate the processing of yard waste off-site.
2022 LEADS Listening Session Recommendation	Update the Solid Waste Disposal Guide and Website.	ORS (Solid Waste)	FY 2023	The County's Solid Waste Division updated its Disposal Guide for 2023 which is available in print and digitally. The Solid Waste Division is also working with CMR on webpage updates.
2022 LEADS Listening Session Recommendation	Invite Waste Pro to participate in events	ORS (Solid Waste)	FY 2023	The County's Solid Waste Division invited Waste Pro to participate in the City of Tallahassee's annual Cash for Trash event.
2022 LEADS Listening Session Recommendation	Consider opportunities to expand sustainability engagement, education, and collaboration with local partners, industry stakeholders, and citizens	ORS (Sustainability)		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 2023	In April 2023, the County's Office of Sustainability hosted the Lake Munson Litter Cleanup with local organizers; the Brent Park Drive Beautification project with Parks; and the Anita Davis Preserve Cleanup on Earth Day.
2022 LEADS Listening Session Recommendation	Identify opportunities to offer a unified community EV charging environment.	ORS (Sustainability)	FY 2023	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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2022 LEADS Listening Session Recommendation	Create an Annual Assessment for DesignWorks	PLACE (Planning)	FY 2022	The Planning Department hosted a listening session with community partners to receive feedback on the DesignWorks system in April 2023.
2022 LEADS Listening Session Recommendation	Increase the Planning Department's social media	PLACE (Planning)	FY 2022	The Planning Department has met with CMR to discuss opportunities for leveraging social media to share information about public meetings, accomplishments, and educational materials. The Planning Department is planning to increase social media engagement to keep stakeholders informed of upcoming workshops and community engagement events for the Land Use Element Update.
2022 LEADS Listening Session Recommendation	Engage CMR in opportunities to leverage social media to provide information regarding animal issues, services, and ordinance requirements to a larger population of the community.	Animal Control	FY 2022	The County's Animal Control Division is working with CMR to promote pet safety tips through the County's social media channels, as well as posts featuring employee pets and animal related/feel good cases.
2022 LEADS Listening Session Recommendation	Conduct additional training to EMS members that provide oversight to EMT and Paramedic students performing clinical rotations to provide members with tools to intentionally recruit students to work for the County upon graduation from the program.	EMS	FY 2022	EMS is currently working with the Tallahassee Community College to develop a training program. EMS has also worked with TCC to implement recruitment strategies at the beginning and end of semesters.
2022 LEADS Listening Session Recommendation	Evaluate the use of technology to transmit electronic reports to hospital emergency departments in place of radio reports during patient transport.	EMS	FY 2022	EMS is currently planning for upgrades to its documentation system and will consider incorporating technological enhancements to allow for electronic report transmittal as part of that effort to reduce redundancy and improve efficiency during patient transport.
2022 LEADS Listening Session Recommendation	Modify the process utilized by EMS to care for and document the disposition of the patient's personal belongings.	EMS	FY 2022	Updates to EMS' documentation system will be completed which will include improvements to the handling of personal belongings and improve the patient experience.
2022 LEADS Listening Session Recommendation	Improve the processing time for the Carryforward Purchase Orders for professional services	Public Works (Engineering)	FY 2022	Public Works has worked with Purchasing and Finance on ways to improve the processing time for the Carryforward Purchase Orders for professional services
2022 LEADS Listening Session Recommendation	Have a routine meeting with Parks and Recreation staff outside the CM Tracker meetings.	Public Works (Engineering)	FY 2022	A meeting with DSEM, City Growth Management, and Public Works was held in May 2022. An improved review and coordination process was developed.
2022 LEADS Listening Session Recommendation	Coordination meetings with Engineering Services staff regarding driveway connection permits.	Public Works (Engineering)	FY 2022	Engineering Services staff will schedule a meeting with City Growth Management, City Underground Utilities and Public Infrastructure, and County Development Support and Environmental Management to discuss the review process for the new driveway connection to County maintained road as part of the new development inside the City.
2022 LEADS Listening Session Recommendation	Clarification on when fees will be charged if the utility work is performed with the County right of way	Public Works (Engineering)	FY 2022	The Engineering Services Division has worked with DSEM to develop permit guidelines for different types of the utility work inside the County right of way and the associated fees to be imposed which are available online.
2022 LEADS Listening Session Recommendation	Engage Lively Tech on opportunities to recruit students and participate in apprenticeship program.	Public Works (Fleet)	FY 2022	County staff has engaged with Lively Tech and after consideration it was determined that it would be cost prohibitive at this time to utilize apprentices.
2022 LEADS Listening Session Recommendation	Provide a "Services Provided Receipt" within equipment upon any maintenance or repairs.	Public Works (Fleet)	FY 2022	The County's Fleet Division is creating the "Services Provided Receipt" to provide a summary of maintenance or repair.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
2022 LEADS Listening Session Recommendation	Develop a page/section on VT.com that showcases the destinations accessibility options including accessible museums, attractions and businesses.	Tourism Development	FY 2022	The County's Division of Tourism is working with media influencers specializing in accessible travel to develop content and images for the new accessibility section on VisitTallahassee.com. Tourism is also working with the County's Parks and Recreation Division on compiling a list of accessible parks in the area and surveying the local museums, attractions and businesses on their accessibility offerings to include in the section.
2022 LEADS Listening Session Recommendation	Identify and pursue opportunities to showcase the value of tourism and discuss the positive things happening in the community.	Tourism Development	FY 2022	The County's Division of Tourism developed a trifold information piece in December 2022 that is distributed at local events and meetings highlighting FY2021/2022 Tourism impact numbers, marketing, meetings and sports achievements, concerts and future move into the restored Amtrak building.
Friends of the Lake Hall School	Dr. Geraldine Seay of the Friends of the Lake Hall School requested a letter of support for an African-American Cultural and Historical Grant through the Florida Department of State to support the acquisition and restoration of the Lake Hall School House.	Administration	FY 2022	At the November 9, 2021 meeting, the Board authorized, and the County provided a letter of support to utilize for any applications for state and federal funding opportunities related to the schoolhouse.
Knight Creative Communities Institute 2022 Catalyst Class	KCCI's 2022 proposed project "Fully Booked, Tallahassee" seeks to enhance the sense of place at Pedrick Pond Park and the Eastside Branch Library by installing a literary-inspired permanent art exhibit and other features at the Park.	ORS (Parks)	FY 2022	On March 8, 2022, the Board accepted a status report on the KCCI 2022 Catalyst Class Project. Upon acceptance by the Board, KCCI began fundraising for the project, and have a "Call for Artists" to refine the sculpture concept with a focus on the look and feel. In collaboration with the Library and KCCI, Parks hosted a ribbon cutting event at Pedrick Pond Park, Woodville Community Park, and Ft. Braden Community Center.
Citizen Speakers at Board Meetings	A number of citizens attended County Commission meetings to provide comments on items on the Consent Agenda that were not pulled for discussion. As a result, these citizens were only able to provide comment during the portion of the agenda designated as the first "Citizens to be Heard on Non-Agendaed Items", which occurs after the Board has approved the Consent Agenda.	Administration	FY 2022	In response to these citizens, staff reviewed the Policy regarding Board meeting procedures and recommended revising the Policy to allow for citizens to be heard at the start of regular County Commission meetings before the Consent Agenda. The approved the Policy revision on March 8, 2022.
Leon County Tourist Development Council (TDC)	In coordination with Tourism staff, the TDC developed a proposed FY2022 – FY2026 Division of Tourism Strategic Plan for consideration by the Board of County Commissioners.	Tourism Development	FY 2022	On March 8, 2022, the Board approved the FY2022 – FY2026 Division of Tourism Strategic Plan as recommended by the Leon County Tourist Development Council.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Anonymous	Several citizens gave their input and assisted staff in figuring out helpful instructions, and the type of signage needed at the Public Works Household Hazardous Waste Drop-off site.	ORS (Solid Waste)	FY 2022	The signage is now visible and clear as to what and where citizens can drop off their Household Hazardous Waste items.
Simin Harven, Killearn Lakes	Citizen recommended that doggy bags be available at Pimlico Park.	ORS (Parks)	FY 2022	Doggie bags are now available at Pimlico Park.
The Ft. Braden Community Group	Citizen group requested an American Disability Association approved boat hoist at Williams Landing.	ORS (Parks)	FY 2022	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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Multiple LEADS Listening participants	Eliminate the requirement to submit a separate driveway permit when associated with a site plan and environmental permit.	DSEM	FY 2022	The County's Department of Development Support and Environmental Management eliminated the need to submit a separate driveway application by including a check box on the environmental permit application that will indicate a driveway will be constructed.
Providence Neighborhood	Levy Avenue Streetscaping Improvements	PLACE (Blueprint)	FY 2022	In April 2021, we had a neighborhood walkthrough with Providence leadership. At that meeting, they expressed a desire for additional parking along Levy. In addition, they expressed a desire to preserve a median on Levy for refuge. As concepts were developed to return Levy to a neighborhood street, these ideas were incorporated into the concept presented to the neighborhood representatives at a meeting we had with them April 11, 2022. The concept was well received by the residents.
Economic Vitality Leadership Council	OEV's Economic Vitality Leadership Council (EVLC) provided direct feedback and recommendations to the OEV Five-Year Economic Development Strategic Plan.	PLACE (OEV)	FY 2022	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.
Brien Sorne	When our office receives the Leon County new release via email, it contains hot links in the body of the text. These will be things like "click on this link". Our Associate Producer prints the release for on-air reading. Without the state url next to the word "link" the reader doesn't know what that may be.	Community Relations & Resilience (CMR)	FY 2022	CMR is editing news releases to include long URL.
Rick Oppenheim	Please include Waste Pro trash pickup schedule in Holiday Closure news releases.	Community Relations & Resilience (CMR)	FY 2022	CMR included link to schedule.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Debra Saenz	Please look at all the community meetings you support, such as the Early Learning Coalition of the Big Bend and the Big Bend Health Council. I do not see where there are families included in these meetings. It is vital that a family voice is present at the "table". There are many items discussed that affect our youngest and most vulnerable citizens at these gatherings. It is imperative that families be included to ensure that the needs of these children are being met. Service providers promote ideas that they believe are vitally important to kids and I admire them for their service. However, sometimes what families deem necessary is not even discussed. In order to have healthier children and stronger communities please consider opening your arms to families. Remember success for our area is dependent on partnering with families and building lasting relationships that will change our world. Thank you for your time.	Community Relations & Resilience (CMR)	FY 2022	Continued to broaden and promote committee recruitment and meeting notices.
Citizen request	Ordinance Creating a Process for Designating County Roads for Golf Cart Operation	Public Works (Engineering)	FY 2022	The County has received requests to allow golf cart operation on County-maintained roads and on sidewalks adjacent to County roads but does not have a policy or ordinance in place providing guidance to evaluate or approve said requests. On January 25, 2022, the Board authorized staff to proceed with drafting an ordinance creating a process for the application and review of requests for the operation by golf carts on County roads.
Joint Affordable Housing Advisory Committee	Inclusionary Housing Ordinances that are identical and mandatory within the Urban Services Area	Human Services & Community Partnerships	FY 2022	During the joint Affordable Housing Workshop on February 22, 2022, the Board directed County and City staff to partner with the Florida Housing Coalition to draft updated Inclusionary Housing Ordinances for the County and City that are identical and mandatory within the Urban Services Area to be considered by the County Commission and City Commission, respectively - As recommended by the County and City Affordable Housing Advisory Committee
North Monroe Corridor Task Force	County's updated Sign Code adds the North Monroe corridor, from North of I-10 and extending to the County jurisdictional line, as a gateway prohibiting new billboards to reduce blighted conditions and revitalize North Monroe Street.	DSEM	FY 2022	Changes that have been made to the draft Sign Code as a result of these stakeholder meetings include removal of the consideration of a landscaping requirement, finding agreement on EMC regulation and language relating to signage illumination. These revisions to the Sign Code related to Gateway Roads, and specifically the unincorporated segment of the North Monroe Corridor, will be a welcomed enhancement among area residents and neighborhoods seeking to reduce blighted conditions and revitalize North Monroe Street.
Joint Affordable Housing Advisory Committee	Revisions to the 2021 – 2023 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan as recommended by the Affordable Housing Advisory Committee	Human Services & Community Partnerships	FY 2022	On December 14, 2021, the Board approved revisions to the plan as recommended by the AHAC on the Home Rehabilitation (Home Rehab) and Home Replacement (Replacement) eligibility criteria; elimination of the Home Rehab and Replacement Waitlist; and increases to maximum award amounts for construction related activities including residential rental development. On November 4, 2021, the FHFC provided preliminary approval of the proposed revisions to the LHAP.
DSEM's Advisory Committee for Quality Growth	On February 21, 2022 DSEM presented the proposed Electric Vehicle Ready Ordinance to the ACQG, which suggested revisions to better differentiate the readiness requirements between the residential developments that are proposing garages versus surface parking lots.	DSEM	FY 2022	The Ordinance was revised to reflect the input from the ACQG, which was subsequently approved by the Board on May 10, 2022.

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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Leon County Science Advisory Committee	Lake Munson Action Plan	Public Works (Engineering)	FY 2023	The County's SAC provided guidance to the County on responding to algal blooms in state-managed waterbodies. During the SAC September meeting, SAC suggested sampling the water flowing into Lake Munson for dissolved concentrations of contaminants. The County subsequently developed a single event sampling plan, involving water samples to be collected from four sites, including upstream of the Lake, in Lake Munson, and downstream of the Lake. The County's single event sampling plan is included as a short-term solution in the Lake Munson Action Plan approved by the Board on October 11, 2022.
Lake Munson Workgroup	The Workgroup requested a drawdown of Lake Munson to take place ASAP and if taking too long, to provide peroxide treatments to kill the cyanobacteria	Public Works (Engineering)	FY 2022	As indicated in the Lake Munson Action Plan approved by the Board on October 11, 2022, County staff have concurred that a drawdown will take place following hurricane season. Accordingly, the County began the immediate drawdown of the Lake on November 1st to mitigate the current algae and hydrilla challenges as well as form a "cap" over the sediments to prevent nutrients from leaving the sediment in the future.
Lake Munson Workgroup	Recommendation for the deployment of hydrogen peroxide to treat algal blooms in Lake Munson	Public Works (Engineering)	FY 2022	The Lake Munson Action Plan captures recommendations sought by the Workgroup for the long-term management of Lake Munson, including the deployment of hydrogen peroxide to treat algal blooms in the waterbody. As approved by the Board on October 11, 2022, the Lake Munson Action Plan outline long-term initiatives for management of the Lake, including an algal bloom management program. As part of this program, staff will continue to review the results peroxide treatment on algal blooms state-wide and will evaluate the use on future blooms on Lake Munson, as well as continuing to explore the best treatment method for Lake Munson.
Lake Munson Workgroup	Recommendation for point-source testing for polychlorinated biphenyls (PCBs) in Lake Munson	Public Works (Engineering)	FY 2022	The Lake Munson Action Plan captures recommendations sought by the Workgroup for the long-term management of Lake Munson, including point-source testing for polychlorinated biphenyls (PCBs) within the waterbody. As approved by the Board on October 11, 2022, the Lake Munson Action Plan outline long-term initiatives for management of the Lake, including an event sampling plan for point-source testing. Samples will be collected from four sites, including upstream of the Lake, in Lake Munson, and downstream of the Lake.
Lake Munson Workgroup	The Workgroup requested to be involved in the Action Plan and decisions affecting our health and property, along with scientists from our group on any committee formed by the county to consult on remedies, similar to how the 1994 Munson Management Plan was devised.	Public Works (Engineering)	FY 2022	The Action Plan captures recommendations sought by the Workgroup including ongoing engagement over the next two years to evaluate the Lake's response to the drawdown. For the continued improvement of Lake Munson and consideration of future in-Lake restoration projects, the County's Action Plan provides for the the County to engage with the SAC, Water Resources Committee, State agency partners from various divisions within FWC, FDEP, and NFWFWM, the Wakulla Springs Alliance, the Friends of Wakulla Springs State Park, and other concerned citizen and/or citizen groups in advance of, and during the drawdown.

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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Feedback from 10 neighborhoods with the highest food insecurity rates	Implementation of recommendations identified during the Breaking Bread Together Dinner Meetings, such as allocating funding for programming and events to raise awareness of available resources in the community for basic needs, enhanced quality of life, and economic prosperity.	Human Services & Community Partnerships	FY 2022	As a result of the feedback received during the meetings, the County has identified several programs, initiatives, and events to better engage the neighborhoods and connect citizens to resources. During the FY 2023 Budget Workshop, the Board approved funding to support the implementation of these programs and initiatives to better connect citizens with resources to address food insecurity.
DEI Trainings	HSCP will offer Diversity, Equity, and Inclusion (DEI) workshops and trainings for agency staff throughout the year,	Human Services & Community Partnerships	FY 2022	The Diversity, Equity, and Inclusion (DEI) workshops received significant positive feedback from the attendees, and frequent requests to expand the training beyond agency leadership to allow agency staff to also receive training
Office of Sustainability Insights and Inputs Committee	Electric Vehicle Ready Ordinance reflects feedback from stakeholders on the Insights and Inputs Committee regarding latest trends and best practices to support EV advancements.	ORS (Sustainability)	FY 2022	As approved by the Board on May 10, 2022, the County's EV readiness ordinance reflects feedback from stakeholder groups within the Office of Sustainability (Insights and Inputs Committee) ensuring it meets current need and future demand.
Library of Things Inventory	While the decision to curate a Library of Things for Leon County residents stems from the Essential Libraries Initiative, considerations of the categories, as well as specific items selected, were based upon a review of the Frenchtown Neighborhood First Plan, input from the Library Advisory Board and Friends of the Library, as well as a general patron survey. The Library of Things will circulate items such as garden tools; outdoor games; tools for home repair; and other items requested by the citizens of Leon County.	Library Services	FY 2022	The Library of Things will continue to be expanded through citizen input and feedback to address even more community needs and interests.
CHSP Citizen Review Teams - Recommendations related to enhancing racial equity within their respective organizations	CHSP Citizen Review Teams are comprised of County residents that represent a cross-section of the community who lead the review of 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.
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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Development Review Committee	The Development Review Committee recommended conditions of site and development plan approval to the Board.	DSEM	FY 2022	On March 8, 2022, the Board approved the Camellia Oaks Phase 3 Type "C" site and development plan application based on the recommendations of the Development Review Committee.
Application Review Committee	The Application Review Committee recommended design alternatives to the Camelia Oaks development plan in order to improve the design and layout, aesthetics and functionality of the site, as well as to assess any potential impacts to neighboring residential properties	DSEM	FY 2022	On March 8, 2022, the Board approved the Camellia Oaks Phase 3 Type "C" site and development plan application which reflects the design alternatives recommended by the Application Review Committee.
Council of Neighborhood Associations	County staff worked with the Council of Neighborhood Associations to identify the neighborhood for the annual Leon County 9/11 Day of Remembrance and Service	Human Services & Community Partnerships	FY 2022	Based on this feedback, the 2022 Leon County 9/11 Day of Remembrance and Service took place in the Capital City Estates Neighborhood.
Community Input on Tourism Strategic Plan	The FY2022 – FY2026 Tourism Strategic Plan reflects broad tourism industry, business leader and community input with more than 250 points of views registered via online survey (162), interviews with community and business leaders (40), and conducting five public meetings (50) representing diverse organizations and individuals from various interest groups across the spectrum of Tallahassee-Leon County.	Tourism Development	FY 2022	Recommendations on marketing incentives to increase tourism, strengths and weaknesses to be addressed in the plan; and opportunities. Plan was adopted by Board on March 8, 2022
Children's Services Council	On October 11, 2022 the Children's Services Council requested to participate in the County's employee benefit insurance plans.	Human Resources	FY 2023	December 13, 2022, the Board approved the CSC to become a participating independent employer on all Leon County's employee benefit insurance plans to include dental, vision, basic life insurance, accidental death & dismemberment, supplemental life insurance, and short-term/long-term disability.
Commission of the Status of Women & Girls	During the March 8, 2022 Board meeting, the Executive Director of the Oasis Center requested that the Board review the current funding level provided to the Oasis Center noting the disparity of funding between the Commission on the Status of Women and Girls (CSWG) and the new Council on the Status of Men and Boys. In response, the Board requested the CSWG to provide a proposal for increased funding for the County's consideration.	Administration	FY 2022	As approved by the Board, the County's FY 2023 budget provided \$68,750 to support the CSWG's request for increased funding for additional staffing and programming support related to the "CSWG 2.0: Proposal for Re-imagining and Expanding."
Pickleball Association	In May 2022, City Parks staff introduced Blueprint Market District Placemaking project managers to Fred Markham and JoAnn Cox, with the local Pickleball Association. Blueprint staff initially met with them June 7th, 2022. At that meeting, they expressed a desire for an additional pickleball court at the Market District Park. In addition, they offered to raise funds to cover the cost of the additional court.	PLACE (Blueprint)	FY 2023	A 4th pickleball court will be 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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Bill Nye	Mr. Nye suggested we add doggie bag fixture to Pedrick Pond.	ORS (Parks)	FY 2023	Doggie bags are now available at the park.
Jashawn Collins	Citizen suggested having a library at J. Lee Vause Park.	ORS (Parks)	FY 2023	Parks coordinated with representative of 'Gaining Resources for Outreach' to build and install a little library for citizens to enjoy.
Ashley Aultman	A citizen noticed that kids were playing around the lake behind the new ball field at Chaires Park and there were alligators present in the pond.	ORS (Parks)	FY 2023	Warning signs were installed around the pond in February 2023.
Anonymous	A citizen suggested having benches at the entrance of the Main Library.	ORS (Facilities)	FY 2023	Completed 8/1/2023. Two concrete benches were ordered and installed.
County Kitchen (Tenant)	In the LJTC parking lot - rather than walking between parked cars customers were walking through the landscaped islands to access the storefronts. This was both hazardous to customers and frustrating to business owners because mulch from the islands was being tracked into their stores.	ORS (Facilities)	FY 2023	Facilities staff adjusted the curbs and created a sidewalk beside the islands for customers to use as a walk through.
Anonymous	A citizen suggested enhancing the visitor wayfinding signage at Annex.	ORS (Facilities)	FY 2023	In progress.
Anonymous	A citizen suggested figuring out a way to keep pets out of the retention pond at Bradfordville Dog Park - which contains storm water runoff and can be harmful.	ORS (Parks)	FY 2023	A fence was installed around the pond to keep both people and pets from accessing the pond.
Gayle Griffett	Ms. Griffett suggested having a piano at Ft. Braden Community Center.	ORS (Parks)	FY 2023	A citizen donated a piano to the Community Center for everyone to enjoy.
Mr. Kennedy	Citizen asked for more clearly marked Park boundaries so people would know the difference between park and private property at Fred George Greenway.	ORS (Parks)	FY 2023	Boundary signs were installed.
Ian Swanson	Citizen suggested putting benches by the jury parking lot at the Main Library for folks waiting for the shuttle.	ORS (Facilities)	FY 2023	This project was completed October 2023
Citizens	Citizen requests for street lights for visibility enhancements for both drivers and pedestrians in the unincorporated areas of the County.	Public Works (Engineering)	FY 2023	At the April 25, 2023 Budget Workshop, staff presented the revised Policy No. 17-2, "Street Lighting Eligibility Criteria and Implementation" to Provide Street Lights at School Bus Stop Locations for the Board's consideration. The revised policy provides for the implementation of a school bus stop street lighting program in unincorporated Leon County.
Friends of Lake Jackson	The County sought input from stakeholder groups and citizen committees during the development of the Ordinance Amending the Lake Protection Zoning District. On February 23, 2023, staff presented the proposed Ordinance to the Friends of Lake Jackson (FOLJ). The FOLJ expressed support and provided input that resulted in a minor edit to the Ordinance.	DSEM	FY 2023	On February 23, 2023, staff presented the proposed Ordinance to the Friends of Lake Jackson (FOLJ). The FOLJ expressed support and provided input that resulted in a minor edit to the Ordinance. Specifically, the first line on page three of the Ordinance previously read "Other developable areas contiguous to primary and secondary CSRA features." After meeting with the FOLJ, staff updated the proposed Ordinance, changing the word "and" to "or" which is supportive of the original intent of the Ordinance.
Citizens	Sustainability staff has received requests for presentations on certain topics such as Sustainability 101, Recycling 101, Introduction to Leon County's Office of Sustainability, and Taking Sustainability Action as a Citizen in the County.	ORS (Sustainability)	FY 2023	Sustainability staff partnered with various community organizations and County departments, including the Cooperative Extension and the Libraries, to host events on the requested topics. Throughout 2022, County staff engaged over 2,300 citizens during 18 presentations and events.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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
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
Council of Neighborhood Associations	County staff worked with the Council of Neighborhood Associations to identify the neighborhood for the annual Leon County 9/11 Day of Remembrance and Service	Human Services & Community Partnerships	FY 2023	Based on this feedback, the 2023 Leon County 9/11 Day of Remembrance and Service took place in the Yons Lakeside Neighborhood
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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 received, the County distributed the summary report entitled, "Tackling Poverty and Inequities: Report on Leon County Efforts to Engage, Revitalize, and Invest in 32304 Neighborhoods and Beyond" was developed and published. More broadly, the County also established the Trusted People Neighborhood Engagement Steering Committee (Steering Committee), in partnership with the City, CSC, and United Way of the Big Bend (UWBB) to connect residents to human service providers and resources.
Stakeholder's meeting	On November 2, 2022 a stakeholder's meeting was held that included funeral homes, law enforcement, hospitals and the Medical Examiner's Office, and at that time the contracted funeral homes provided feedback about the increased storage and transportation costs that they would experience with the more streamlined process for indigent cremation and burial. As requested by the contracted funeral homes, a proposed Resolution to update the fee schedule for storage and transportation for the Leon County Indigent Cremation and Burial Program was proposed	Human Services & Community Partnerships	FY 2023	On February 21, 2023, the Board February 21, 2023 adopted the Revisions to the Leon County Indigent Cremation and Burial Program Fee Schedule
Local developers	The Housing Services Division staff recently hosted an informational workshop on the Homeownership Development Program to promote awareness of the Program and solicit feedback from local developers. Local developers provided input on recommended changes to the Homeownership Development Program that include increasing the maximum award from \$75,000 to \$100,000 due to high construction costs and interest rates.	Human Services & Community Partnerships	FY 2023	Following feedback from local developers, the Homeownership Development strategy in the FY 2021-2023 Leon County SHIP-LHAP was amended to Increase the maximum funding of the Homeownership Development Program in the County's current SHIP-LHAP from \$75,000 to \$100,000 due to the increased cost of materials and labor associated with construction.
Affordable Housing Advisory Committee	At its January 18, 2023 meeting, the AHAC recommended the Board adopt various proposed amendments to the Home Development Program in the FY 2021-2023 Leon County SHIP-LHAP, including the application of a pro-rated reduction of five (5%) percent each year following the tenth year of the 30-year loan term to ensure long-term affordability of the home and provide the low-income household the opportunity to build equity and ultimately generational wealth through home ownership.	Human Services & Community Partnerships	FY 2023	Following feedback from local developers, the Homeownership Development strategy in the FY 2021-2023 Leon County SHIP-LHAP was amended to allow for a pro-rated reduction, to remove the requirement that homebuyers contribute \$500 to the transaction when benefitting from the Homeownership Development Program, and to add a preference for developers that are members of the FHFC Homeownership Pool Program

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Library Patrons	The County's Library of Things continues to grow with items being added regularly based on patron suggestions and community needs. Based on most recent suggestions/requests, the County is leveraging the \$100,000 Donation from the Friends of the Library (accepted by the BOCC on January 24, 2023) to purchase paddle boarding kits for water recreation, bird watching backpacks that include binoculars and an illustrated guidebook of a variety of bird species, and an electric-powered auger for gardening.	Library Services	FY 2023	the County is leveraging the \$100,000 Donation from the Friends of the Library (accepted by the BOCC on January 24, 2023) to purchase paddle boarding kits for water recreation, bird watching backpacks that include binoculars and an illustrated guidebook of a variety of bird species, and an electric-powered auger for gardening.
Survey of Citizens & Stakeholders	Prior to the Workshop Addressing Homelessness, County staff met with stakeholders and gathered their feedback to ensure their issues and concerns were addressed in the proposed recommendations to enhance public engagement, awareness, and safety to better address homelessness	Human Services & Community Partnerships	FY 2023	Based on the feedback provided from local citizens and stakeholders, County staff incorporated strategies such to ensure their issues and concerns were addressed as prohibiting solicitation on medians and increasing engagement with businesses, neighborhoods, and faith-based organizations, to be proactive and responsive to problems at the street level
Various Citizens	Solid Waste took the residents into consideration in every area of our new Curbside Waste Pro contract, but the changes for one item in particular were directly spurred from citizen complaints. Residents were unhappy with the amount of effort it was taking to get through to the contractor.	ORS (Solid Waste)	FY 2023	With our new contract we directly addressed those concerns by adding language to the contract that ensures adequate staff presence, equipment, alternatives, and timelines for response. Additionally, the ability to provide Spanish speaking customer service agents was included also. With these new requirements developed for customer ease, the ability to enforce them was greatly increased, too. The final contract, including these additions, were approved by the Board.
Preston Earley	Installation of Milkweed Pollinator Gardens at Debbie Lightsey Nature Park	PLACE (Blueprint)	FY 2023	Working with Preston Earley and the Southeast Monarch Milkweed Initiative Blueprint was able to plant pollinator gardens at Debbie Lightsey Nature Park
Numerous Citizens (from Northeast Park Citizen Survey)	The online survey for the Northeast Park, taken by 1,590 citizens, provided the following ranking of amenities for the NE Park: 1.Walking Trails 2. Playground 3. Picnic Pavilion/Shelters 4. Outdoor Event Space/Open Lawn 5.Universally Accessible Sport Court 6. Soccer/Multipurpose Fields 7. Pickleball Courts 8.Basketball Courts 9. Softball Fields 10.Tennis Courts 11.Baseball Fields 12.Indoor Event Space/Room	PLACE (Blueprint)	FY 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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Lake Munson Citizens Group	In recent years, the County has continued to meet with the Lake Munson Citizens Group to address their concerns about the lake. As part of this effort, and at the request of the Citizens Group, the County has continued ongoing engagement and leveraged opportunities to keep the group updated on the ongoing efforts and lake management best practices to address the challenges associated with Lake Munson	Public Works (Engineering)	FY 2023	In early August, Leon County launched a Lake Munson website that serves as an easy source for citizens to learn about the work and progress of Lake Munson including an outline of the Lake Munson Action Plan. The website provides an overview of the hundreds of millions of dollars invested into Lake Munson, an up-to-date status of the drawdown, a list of Frequently Asked Questions, and so much more. The website has an easy to remember dedicated link and can be found at www.LeonCountyWater.org/LakeMunson .
Leon County Advisory Committee for Quality Growth	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units included obtaining input from stakeholder groups and citizen committees. On June 19, 2023, the County's Advisory Committee for Quality Growth received a presentation on the proposed Ordinance and expressed support in favor of the amendment.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and supported by the Leon County Advisory Committee for Quality Growth.
Building Industry Association of the Big Bend	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units included obtaining input from stakeholder groups and citizen committees. At its September 7, 2023 meeting, the Building Industry Association of the Big Bend heard a presentation from staff on the proposed Ordinance and expressed support in favor of the amendment.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and supported by the Building Industry Association of the Big Bend.
Planning Commission	On March 7, 2023, at the Comprehensive Plan Joint Workshop, the Board authorized staff to gather input from multiple stakeholder groups on Accessory Dwelling Units (ADUs), and bring back amendments to the Land Development Code (LDC) that increases access to affordable housing and promotes infill development inside the Urban Services Area (USA). A component of drafting the proposed Ordinance included obtaining input from stakeholder groups and citizen committees. At its September 5, 2023 public hearing, the Planning Commission voted unanimously to find the Ordinance consistent with the Comprehensive Plan, and to recommend the Board adopt the proposed Ordinance as drafted.	DSEM	FY 2023	In 2023, the Board conducted two public hearings to adopt an Ordinance amending the Definitions and Accessory Uses Sections of the Land Development Code for Accessory Dwelling Units (ADUs) to improve access to affordable housing and support infill development - as reviewed and by the Leon County Advisory Committee for Quality Growth.

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. This included Pet Benefit Solutions and Benefit Hub (to provide discounts, rewards, and cash back for employees through its marketplace).	Human Resources	FY 2023	In response to County employee feedback, the Division of Human Resources expanded the benefit offerings for the 2024 calendar year to include discount programs for employee perks and employee pets. This included Pet Benefit Solutions and Benefit Hub (to provide discounts, rewards, and cash back for employees through its marketplace).
Local stakeholders and partners	In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs. Proposed Recommendation: Multifamily Development Gap Financing Program (Funding Request: \$5 million).	Human Services & Community Partnerships	FY 2023	The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Multifamily Development Gap Financing Program (Funding Request: \$5 million). The Multifamily Development Gap Financing Program would provide funding to multifamily housing developments that set aside at least 40% of units for extremely and very low-income households (50% or below AMI).
Local stakeholders and partners	In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs. Proposed Recommendation:Section 8 to Homeownership Down Payment Assistance Program (Funding Request: \$2 million)	Human Services & Community Partnerships	FY 2023	The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Section 8 to Homeownership Down Payment Assistance Program (Funding Request: \$2 million) 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.

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: Construction of New Homeownership Homes in Neighborhood First Neighborhoods (Funding Request: \$1 million)</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Construction of New Homeownership Homes in Neighborhood First Neighborhoods (Funding Request: \$1 million)</p> <p>The City's Neighborhood First Program works with residents and community stakeholders in targeted neighborhoods to develop plans that serve to improve the social and economic outlook of the neighborhoods.</p>
Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Enhancement of the County's SHIP Home Rehabilitation Program (Funding Request: \$1 million)</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Enhancement of the County's SHIP Home Rehabilitation Program (Funding Request: \$1 million)</p> <p>The HUD PRO grant funds would be utilized to enhance the County's SHIP Home Rehabilitation program by increasing the number of households provided assistance.</p>
Local stakeholders and partners	<p>In developing its application for a HUD PRO Housing grant, the County gathered feedback from local stakeholders and partners to identify programs and activities to be funded with the grant funds to best address the County's affordable housing needs.</p> <p>Proposed Recommendation: Inclusionary Housing Fee Waivers (Funding Request: \$1 million).</p>	Human Services & Community Partnerships	FY 2023	<p>The County applied for a PRO Housing grant in the amount of \$10 million. If awarded, the County identified various programs and activities to be supported based on input and feedback gathered from local stakeholders and partners in response to the County's affordable housing needs. Among the programs and activities identified included: Inclusionary Housing Fee Waivers (Funding Request: \$1 million).</p> <p>The PRO Housing grant funding would be utilized to provide fee waivers as an incentive for developments that meet set aside requirements for inclusionary housing.</p>
Jack Campbell	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.	Administration	FY 2023	The County's adopted 2024 legislative priorities includes opposition to the consolidation of the State's 20 judicial circuits currently being considered by the Judicial Circuit Assessment Committee.
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.

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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Jacob Freid	Expand on urban agriculture initiatives by incentivizing county residents to transform their lawns into edible landscapes. Offer free yard waste pick-up and contract with a mulching facility to turn the waste into free compost. Work with UF-IFAS to host urban agriculture classes and coordinate at the neighborhood level to host community workshops and potlucks.	ORS (Sustainability)	FY 2022	The Office of Sustainability staff launched the County Community Compost Drop-Off site pilot at the Solid Waste Facility. Six non-permanent Earth Machine composters were installed for citizens to drop off food scraps for free. The compost site is closely monitored by Solid Waste and Sustainability staff and is compliant with DEP guidelines for small-scale composting. In 2022, over 175 gallons of post-consumer goods were dropped off at the compost site with minimal contamination. In 2023, sustainability staff will look for opportunities to expand the program to other drop-off sites across the County.
Angela Miller	Free classes for the community Sewing 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.
Addressing Steering Committee	Addressing Steering Committee recommended approval of the renaming Russell Street, from Eugenia Street to Floral Street, to "George Calvin Bess Jr. Way"	DSEM	FY 2023	On January 24, 2023, the Board approved the renaming as recommended by the Addressing Steering Committee
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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Robin Hassler Thompson	Human Trafficking Awareness Signs at Campgrounds	ORS (Parks)	FY 2024	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.
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.
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.

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

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

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
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 2024 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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Northwest Florida Health Network	The County engaged NWFHN for guidance and recommendations on how to utilize opioid settlement funding allocated by the State to the County for FY 2027	Human Services & Community Partnerships	FY 2024	As approved by the Board in April 2024, as advised by NWFHN, the County is utilizing funds to contract with DISC Village to provide substance abuse treatment and ancillary services that would include MAT, counseling and behavioral therapy with medication to address opioid withdrawal, peer support and group therapy
Northwest Florida Health Network	The County engaged NWFHN for guidance and recommendations on how to utilize opioid settlement funding allocated by the State to the County for FY 2027	Human Services & Community Partnerships	FY 2024	As approved by the Board in April 2024, as advised by NWFHN, the County is utilizing funds for the coordinated emergency response related to opioid overdoses would be utilized to upgrade monitoring equipment that records vital signs, analyzes heart rhythms, and monitors breathing using expired air and blood oxygen concentrations.
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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
May 10th Tornados 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 Tornados After Action Report Finding/Recommendation	Obtaining transportation services for citizens requiring transport to the special needs shelter presented challenges following the tornados. 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 Tornados 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 Tornados After Action Report Finding/Recommendation	Following the May 10 Tornado Outbreak, the Brookstone 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 Tornados 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.
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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
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.
Grant Gelhardt	Idea to update the County's sustainable event guidelines.	ORS (Sustainability)	FY 2024	Board direction to provide an update on the County's green/sustainable event guidelines. (01/23/2024) 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.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
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.
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.
Affordable Housing Advisory Committee	The AHAC recommends prioritizing SHIP Home Rehabilitation program applicants who have not previously been awarded Home Rehabilitation program funds.	Human Services & Community Partnerships	FY 2024	With the adoption of the Annual 2023 Affordable Housing Advisory Committee Report of Recommendations, the Board adopted the Resolution approving the proposed revisions to FY 2024-2026 Leon County State Housing Initiatives Partnership (SHIP) Local Housing Assistance Plan as recommended by the AHAC.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Affordable Housing Advisory Committee	Older homes (50 years +) that do not initially surpass the 50% threshold for demolition and replacement but receive rehabilitation assistance (currently limited to \$75,000) often present more severe issues such as wood rot, sinking foundation, or poor electrical wiring after work has commenced and far exceed the current limit and therefore cannot be addressed. For homes that are older than 50 years, the AHAC recommends expanding the eligibility for Home Replacement when the required repairs are estimated to cost 30% or more of the value of the home in order to effectively address the sustainability and resiliency of the older homes.	Human Services & Community Partnerships	FY 2024	With the adoption of the Annual 2023 Affordable Housing Advisory Committee Report of Recommendations, the Board adopted the Resolution approving the proposed revisions to FY 2024-2026 Leon County State Housing Initiatives Partnership (SHIP) Local Housing Assistance Plan as recommended by the AHAC.
Affordable Housing Advisory Committee	Since 2021, the maximum award for the Home Rehabilitation program has been set at \$75,000. To adjust for inflation and the rising costs associated with construction, and to maximize the effectiveness of the program to preserve affordable housing, the AHAC recommends increasing the maximum award for Home Rehabilitation projects from \$75,000 to \$100,000.	Human Services & Community Partnerships	FY 2024	With the adoption of the Annual 2023 Affordable Housing Advisory Committee Report of Recommendations, the Board adopted the Resolution approving the proposed revisions to FY 2024-2026 Leon County State Housing Initiatives Partnership (SHIP) Local Housing Assistance Plan as recommended by the AHAC.
Affordable Housing Advisory Committee	Recipients of Home Replacements and Home Rehabilitation program awards for projects costing \$20,000 or more are currently eligible to receive a relocation assistance stipend in the amount of \$1,500. Lengthy projects, such as home replacements, can sometimes require homeowners to relocate for weeks or months. The relocation assistance stipend amount was last increased in 2018. To adjust for inflation and the rising costs associated with storage and temporary living arrangements, the AHAC recommends increasing the temporary relocation stipend for Home Rehabilitation and Home Replacement program recipients from \$1,500 to \$2,500.	Human Services & Community Partnerships	FY 2024	With the adoption of the Annual 2023 Affordable Housing Advisory Committee Report of Recommendations, the Board adopted the Resolution approving the proposed revisions to FY 2024-2026 Leon County State Housing Initiatives Partnership (SHIP) Local Housing Assistance Plan as recommended by the AHAC.
Development Review Committee	DRC reviewed the Westminster Presbyterian Church Expansion Type "C" Site and Development Plan Application and recommended that the Board approve the application with conditions.	DSEM	FY 2024	On March 19, 2024, the Board approved the Westminster Presbyterian Church Expansion Type "C" site and development plan application (Attachment #1) based on the recommendations of the Development Review Committee.
Development Review Committee	DRC reviewed the PUD for the property located 5100 Blountstown Highway and determined that, with satisfaction of conditions identified at its October 18, 2023 meeting and in staff reports, the proposed PUD complies with all ordinances adopted by Leon County. Discussion by DRC members resulted in additions and revisions to the proposed conditions for which the applicant could supply an updated PUD to be considered by the Planning Commission.	DSEM	FY 2024	The application, as revised based on the recommendations of the DRC, was adopted on February 20, 2024.
LMS Steering Committee and Working Group.	The LMS Working Group and Steering Committee unanimously supported the addition of the Munson Slough Embankment Repair Project for inclusion in the County's ranked LMS project list	Public Works (Engineering)	FY 2024	The Leon County LMS Steering Committee and Working Group unanimously endorsed and prioritized this County project for HMGP funding.
Division of Veterans Services	County staff worked with the Division of Veterans Services to identify a homeowner with a military background for annual Leon County 9/11 Day of Remembrance and Service	Human Services & Community Partnerships	FY 2024	Based on this feedback, the Leon County 9/11 Day of Remembrance and Service focused on revitalizing the property of one (1) low-income veteran homeowner in the Forest Grove subdivision of the Woodville Rural Community.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to: Increase the minimum liquidity requirement from two months to three months. This revision will enhance cash availability during catastrophic events or other significant emergencies.	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to add a new statement to the Policy warning against taking on duration as a risk factor. Duration measures the sensitivity of bonds to changes in interest rates and can pose a growing risk to bond returns, especially when interest rates are rising.	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to Reduce the allowed average duration for the entire investment portfolio from three years to two years	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to Reduce the average duration for the external portfolio from the current range of 0.5 to 2.5 years to 0.5 and 2 years.	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to prohibit investment in certain types of securities	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Investment Oversight Committee	The IOC recommended revising the Leon County Investment Policy No. 17-4 to Increase the maximum allowable investment limits for the portfolio from 20% to 45% for each pool of money market funds within the Local Government Surplus Funds Trust Fund (Prime) and the Florida Local Government Investment Trust (FLGIT).	Financial Stewardship (OMB)	FY 2024	Revisions adopted on July 9, 2024 to enhance the overall safety and performance of the investment portfolio by increasing liquidity, reducing duration limits, and removing certain types of riskier investment options
Medical Examiner Search Committee	The search committee interviewed three ME candidates as part of the recruitment for a permanent ME. Following the interviews, Dr. Thomas Coyne was selected as the best candidate to permanently fill the District 2 ME position.	Human Services & Community Partnerships	FY 2024	On March 19, 2024, the Board authorized the County Administrator to execute a Consent to Assignment and Assumption Agreement for the District 2 Medical Examiner contract with a new substitute Medical Examiner as recommended by the committee.
Northwest Florida Health Network	The County engaged NWFHN for guidance and recommendations on how to utilize opioid settlement funding allocated by the State to the County for FY 2025	Human Services & Community Partnerships	FY 2024	As approved by the Board in September 2024, as advised by NWFHN, the County is utilizing funds to contract with DISC Village, Inc. for substance abuse treatment and ancillary services
Northwest Florida Health Network	The County engaged NWFHN for guidance and recommendations on how to utilize opioid settlement funding allocated by the State to the County for FY 2026	Human Services & Community Partnerships	FY 2024	As approved by the Board in September 2024, as advised by NWFHN, the County is utilizing funds to update EMS vehicle equipment to better respond to opioid overdose calls
Northwest Florida Health Network	The County engaged NWFHN for guidance and recommendations on how to utilize opioid settlement funding allocated by the State to the County for FY 2027	Human Services & Community Partnerships	FY 2024	As approved by the Board in September 2024, as advised by NWFHN, the County is utilizing funds to contract with Leon County Sheriff's Office for substance abuse treatment and training
Local Teacher	The Admin Assistant at Renaissance Academy (k-8th charter school) noted they would have their Community Helpers Week February 10-14th and requested that Leon County Emergency Medical Services come out and speak with their students, sharing with them what they do as EMTs.	EMS	FY 2025	EMS attended the Community helpers Week event at Renaissance Academy on February 12th and spoke with students on the role of an EMT.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Local Resident	Concerns about private road maintenance for low-income residents lacking HOA or financial means to fund repairs led to a request to review and amend policy to make private road repairs more accessible and less burdensome, especially for disadvantaged communities.	Public Works (Engineering)	FY 2025	Leon County Board of County Commissioners revised Policy No. 11-1, "Private Road Preventative Maintenance and Repair Program", on February 11, 2025. The updates expanded eligibility for repaving projects where property owners are unable to secure private contractors due to small project size. Additionally, the revised policy introduced an up-front payment option for neighborhoods that prefer to pay in full rather than through a special assessment. These changes provide greater accessibility and flexibility.
Judith Rainbrook	Citizen requested clearer indicators for Library DVDs that have closed captioning.	Library Services	FY 2025	The Library created clearer notes and standardized wording in all DVD cataloging records that indicated English closed captioning or subtitles, making them easier to identify on our online catalog for patrons as well as on staff software.
Anonymous	A patron suggested moving the new DVDs at the Main Library to a separate space to create easier browsing as they were right next to the regular feature film collection.	Library Services	FY 2025	New DVDs were moved to a standalone shelving unit perpendicular to the media collection to create a more browsable, discoverable collection and space. Staff also moved DVDs from the bottom shelves in the main collection, making titles easier to browse. A patron complimented the new layout on the first day it was implemented.
Southern Trail Riders	The Southern Trail Riders proposed adding shade trees and hitching posts at St. Marks Headwaters to improve the experience for equestrians and provide comfort for horses.	ORS (Parks)	FY 2025	Parks plans to enhance the area by planting shade trees and installing hitching posts, creating a more welcoming space for equestrian visitors.
Osher Lifelong Learning Institute (OLLI)	After attending the first Master Recycler Class in February 2025, an OLLI organizer wanted the group to learn more about Solid Waste operations at the SWMF via a tour.	ORS (Sustainability)	FY 2025	Sustainability coordinated a tour of the Household Hazardous Waste Center and ReCap biochar facility for April 2025.
Anonymous SWMF Site User	A Solid Waste customer recommended that some sort of instruction be provided for all matters that involve disposal at the yard waste area (some distance from the scalehouse).	ORS (Solid Waste)	FY 2025	The Solid Waste Financial Specialist (and SWMF team) created a disposal specific color-coded card system that both helps staff identify the customer's purpose for driving back there, and offers step-by-step instruction on how to proceed, for the customer.
Canopy Roads Citizen Committee	The Canopy Roads Citizen Committee made a formal recommendation for staff to include a reference to the Canopy Roads Management Plan in the Land Use and Mobility Elements Update to the Tallahassee-Leon County Comprehensive Plan.	PLACE (Planning)	FY 2025	Specific reference to the Canopy Roads Management Plan is included in the Draft Land Use and Mobility Element Goals, Objectives, and Policies.
KCCI	Crosswalk on Calhoun Street	Community Relations & Resilience (CMR)	FY 2025	Newly painted vibrant crosswalks along Calhoun Street and College Avenue in March 2025

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Public comment on Miccosukee Canopy Road Greenway Management Plan	Final 2025 – 2035 Miccosukee Canopy Road Greenway Management Plan adopted by BOCC on January 28	ORS (Parks)	FY 2025	A draft version of the updated Plan was made public on October 7, 2024, and provided a public review period of 30 days as statutorily required. A public meeting was held on November 7, 2024, to receive final public comments. Based on the public comments and feedback, area residents and stakeholders are supportive of the Plan goals and objectives. Participants also emphasized the need to prioritize the safety of Greenway users at roadway crossings, preserve its natural character, maintain access to trails in light of recent flooding within the Greenway, and provide additional opportunities for future input (public comments can be found in Appendix B.2 of the Plan). These matters, along with the future of Welaunee Plantation, were discussed at length in the Citizen Committee meetings and are acknowledged within the Plan.
Trusted People Committee	In regard to healthcare services, Bond and NMC will launch mobile health clinic days beginning in Spring 2025 at the Woodville Branch Library and Community Center to expand access to healthcare in the community. Bond and NMC, are federally qualified health centers (FQHCs) which the County contracts with annually to provide low-income Leon County residents access to healthcare including primary healthcare, dental healthcare, mental healthcare and pharmaceutical services. Bond and NMC provide services at their community health center locations as well as through mobile clinics, which offer health screenings and primary care at community events and designated locations. The mobile health clinics days in Woodville will include health screenings, primary care services, and dental care services.	Human Services & Community Partnerships	FY 2025	The expansion of Bond and NMC's mobile health clinic days are in response to input and feedback of the Trusted People Committee Neighborhood Engagement Committee (Trusted People Committee).
Emergency Medical Services Advisory Council	The Emergency Medical Services Advisory Council met on January 7, 2025 to investigate and review the applications and to formulate recommendations to the Board for consideration. The EMSAC voted unanimously to recommend the issuance of a COPCN to Survival Flight, Inc. and a COPCN to Rocky Mountain Holdings, LLC each for the three-year period from January 28, 2025 through January 27, 2028.	EMS	FY 2025	On January 28, 2025, the Board approved the Air Ambulance Service Transport Certificate of Public Convenience and Necessity and issue a certificate to Survival Flight, Inc
Emergency Medical Services Advisory Council	The Emergency Medical Services Advisory Council met on January 7, 2025 to investigate and review the applications and to formulate recommendations to the Board for consideration. The EMSAC voted unanimously to recommend the issuance of a COPCN to Survival Flight, Inc. and a COPCN to Rocky Mountain Holdings, LLC each for the three-year period from January 28, 2025 through January 27, 2028.	EMS	FY 2025	On January 28, 2025, the Board approved the Air Ambulance Service Transport Certificate of Public Convenience and Necessity and issue a certificate to Rocky Mountain Holdings, LLC
Affordable Housing Advisory Committee	Citing air conditioning costs which tend to be a leading driver of utility expenses in the average household, ReThink Energy Florida recommended that the AHAC consider increasing the minimum Seasonal Energy Efficiency Ratio (SEER) rating required for Heating, Ventilation and Air Conditioning (HVAC) units installed in the County's Home Rehabilitation, Home Replacement, Emergency Repair, Homeownership Development and Rental Development projects, which would result in lower monthly utility bill amounts for the affected low-income households.	Human Services & Community Partnerships	FY 2025	As recommended by the AHAC, on December 10, 2024, the Board approved updating the energy saving requirements in the SHIP-LHAP to include Energy Star-certified central HVAC units with a minimum SEER rating of 15 and packaged air conditioning units with a minimum SEER rating of 14, in line with national standards from the U. S. Department of Energy. The updated SEER rating minimum is expected to increase the cost of the HVAC system installed in homes rehabilitated or replaced by the County with SHIP funding seven percent (7%) and provide the homeowners an average savings of 15% in utility costs.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Affordable Housing Advisory Committee	In 2021, the County AHAC recommended jointly with the City AHAC that the County and City adopt a uniform inclusionary housing policy. Subsequently, the County Commission and City Commission 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. The County AHAC has continued to work with the City AHAC and staff on the finalization of recommendations for the development of a uniform inclusionary housing ordinance and associated incentives.	Human Services & Community Partnerships	FY 2026	The final recommendation of an inclusionary housing ordinance is expected to be brought to the Board in 2026.
CDBG Citizens Advisory Task Force	The CDBG Citizens Advisory Task Force (CATF) met on March 5, 2025, and recommended that the County seek CDBG funding for improvements to the Fort Braden Community Center.	Human Services & Community Partnerships	FY 2025	The Board approved applying for \$7.153 million in CDBG funds for the proposed improvements at the Fort Braden Community Center.
Citizen and HOA feedback	Citizens and HOA representatives requested that staff continually seeks opportunities to enhance communication and public education regarding the Leon County Code of Laws.	DSEM	FY 2025	Neighborhood Public Awareness flyer is available upon request to Homeowners and Neighborhood Associations in unincorporated Leon County to expand public education and awareness. Additionally, the County's Neighborhood Services webpage includes a request form for a County representative to speak at association meetings about code enforcement in their neighborhoods. Homeowners Association (HOA) representatives, distributing code compliance materials upon request. HOA representatives often reach out to confirm whether a particular code can be enforced before filing a complaint.
Sustainability event participants	Participants at tabling events have commonly asked about recycling effectiveness in the County.	ORS (Sustainability)	FY 2023	In response, County staff published an article in the Tallahassee Democrat to build trust and deeper understanding of recycling as a process in the County in 2022.
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Remove outdated "Publication of Notice" section and update notice provisions to reflect current practice.	Administration	FY 2025	Publication of Notice section replaced and information on notices is included throughout the Ordinance reflecting current practices as recommended.
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Changes to administrative fee.	Administration	FY 2025	Towing Ordinance updated to defer to admin. fees permitted by State law, and LCSO administrative fees for wrecker operator companies saw changes such as replacing a per tow fee to a yearly registration fee
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Requested a standard fee for issuing paperwork that releases the towing/storage lien after payment.	Administration	FY 2025	Towing Ordinance updated to more explicitly describe how liens are managed, but highlights that the County is not liable for lien errors, storage disputes, or improper charges as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Provide class a-d definitions.	Administration	FY 2025	Resolution defined a Class A rate, Class B rate, Class C rate, and Class D rate as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Establish Gate fee definition.	Administration	FY 2025	Resolution provided definition for gate fees as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Define normal business hours for trespass towing (property-owner initiated tows from private property).	Administration	FY 2025	Resolution established defined business hours as recommended

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Define normal business hours for nonconsensual towing under the wrecker operator system (no-consent tows not initiated by a property owner)	Administration	FY 2025	Resolution established defined business hours for non-consensual towing companies' as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Define no-tow assignment.	Administration	FY 2025	Resolution and Ordinance established defined no-tow assignment as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Grandfathered into Rotation List for those currently on Rotation Schedule.	Administration	FY 2025	Included in Sec. 11-301(b)(5) of new Ordinance as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Agent of the owner or custodian may pay the gate fee.	Administration	FY 2025	Ordinance and Resolution provides this provision within the definition of "vehicle or vessel owner" as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Establish rates for excess time on scene fee for the truck.	Administration	FY 2025	Resolution included new provisions for "Excess wrecker time at scene: additional rate per hour for excess time of wrecker" as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Per calendar day storage rates.	Administration	FY 2025	Incorporated as part of Gate Fees in Resolution as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Remove distinction between inside and outside storage.	Administration	FY 2025	Removed as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Change hours that gate fee applies.	Administration	FY 2025	Changed normal business hours shown in the gate fee definition as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Remove separate vessels table.	Administration	FY 2025	Separate vessel table no longer included as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Development of a hearing procedure for violations/compliance and penalties. "Each case before the special magistrate shall be presented by a representative of the County" (Sec. 11-333)	Administration	FY 2025	Full details are outlined in the Ordinance's Division 4 Enforcement and Division 5 Penalties as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Requested changes to dolly rates to account for dollies which are used to handle greater loads	Administration	FY 2025	Class C and D rates were adjusted to accommodate this as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Add "Hourly rate for use of a rotator: 2-hour minimum charge; this charge includes truck usage, truck operator, and the operator assistant"	Administration	FY 2025	Rates for these circumstances were also added into the schedule as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Requested some way of addressing "pull out fees".	Administration	FY 2025	Provision added to Resolution and Ordinance to make it clear that a "pull out fee" charge is not permitted unless a change is made to State law that would permit it as recommended
Feedback from Workgroup on Towing Ordinance Update	Workgroup recommendation: Establish maximum rate schedule via Resolution rather than Ordinance.	Administration	FY 2025	New maximum rate schedule established in Resolution as recommended
University researchers	Innovative techniques and potential strategies for management of Lake Munson have been identified through ongoing partnerships with State-agencies, citizen stakeholders, and other environmental champions. Over the past year, staff have engaged in conversations with the County's Environmental Consultant, explored products for in-lake mitigation, and met with university researchers to discuss various methods and ideas.	Public Works (Engineering)	FY 2025	These strategies include sediment inactivation products to prevent nutrients from being released into the water column, and a pilot project that utilizes plants developed to remove phosphorus.
Council of Neighborhood Associations	County staff worked with the Council of Neighborhood Associations to identify the neighborhood for the annual Leon County 9/11 Day of Remembrance and Service	Human Services & Community Partnerships	FY 2025	Based on this feedback, the Leon County 9/11 Day of Remembrance and Service is scheduled for Thursday, August 21, 2025 in the Appaloosa Run subdivision

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Cross Country athletes, coaches, and spectators	Make improvements at Apalachee Regional Park to support hosting the 2026 World Athletics Cross Country Championships.	Tourism Development	FY 2025	Investments in ARP supported by the Tourist Development Tax (TDT) and County general revenue funds have been made by utilizing the feedback from athletes, coaches, and spectators with the goal of attracting and retaining the largest and most prestigious events in the country.
Community members and organizations.	As a result of extensive review of existing plans and feedback from the community, six overarching community themes were identified to provide a foundation for the update on the Land Use and Mobility Element Goals, Objectives, and Policies of the Comprehensive Plan	PLACE (Planning)	FY 2025	These themes were translated into Community Value Statements and shared with participants. The community provided input on the value statements and helped prioritize key outcomes. These statements subsequently informed the draft Land Use and Mobility Element Goals, Objectives, and Policies of the Comprehensive Plan.
Addressing Steering Committee	The ASC requested minor clarifications related to routine operational procedures to be addressed in the County's Addressing Policy and Procedures Operating Guidelines Manual	DSEM	FY 2025	The policy manual was updated following the Board's public hearing on May 13, 2025
Capital Region Transportation Planning Agency / Federal Highway Administration Debrief	Based on coordination with the Capital Region Transportation Planning Agency and feedback from the Federal Highway Administration, the County will be submitting U.S. Department of Transportation Safe Streets and Road for All application for North Monroe Improvements	Public Works (Engineering)	FY 2025	The County submission of the 2025 grant application allowed for Blueprint sales tax funds to be leveraged to secure SS4A funding,
LMS Steering Committee and Working Group.	The LMS Working Group and Steering Committee unanimously supported the addition of the Public Works Administration Building Hardening Project and the Veterans Memorial Bridge Replacement Project for inclusion in the County's ranked LMS project list	Public Works (Engineering)	FY 2025	Based on this recommendation, HMGP applications for these two projects were submitted which reflect a deliberate effort to align federal funding opportunities with local needs and position the County for success in securing critical mitigation funding.
LMS Steering Committee and Working Group	Recommended updates to the 2025 Tallahassee - Leon County Local Mitigation Strategy (LMS) and LMS bylaws	Public Works (Engineering)	FY 2025	The process used for the 2025 update was similar to that used in the last update and included input from the Steering Committee and other stakeholders through public meetings and hearings. revisions to the 2025 Update to the Tallahassee-Leon County LMS include updates to the process, modeling efforts and hazard identification.
Worlds Cross Country Local Organizing Group	The Local Organizing Group is executing a comprehensive strategy to curb waste and reduce carbon emissions.	Tourism Development	FY 2025	Key measures include volunteer-staffed waste-sorting stations to boost recycling rates, bottle-filling kiosks to minimize single-use plastics, and an on-site sneaker-recycling initiatives
Multijurisdictional Program for Public Information Committee	The Multijurisdictional Program for Public Information Committee, established On May 6, 2024, to establish the PPI Plan	DSEM	FY 2025	The Committee conducted monthly meetings to establish the Multijurisdictional PPI Plan. Going forward, the Committee will meet bi-annually to evaluate the implementation of the PPI Plan and assess whether the desired outcomes are achieved and what, if anything, should be changed.
Public Safety Coordinating Council	Public Safety Coordinating Council recommended to allocate Fiscal Year (FY) 2025 Diversionary Program funds in the amount of \$100,000 for the continuation of the Reentry Housing Assistance Program which provides short-term financial assistance for housing to homeless individuals released from the Leon County Detention Facility in order to reduce recidivism.	Intervention and Detention Alternatives	FY 2025	On June 10, 2025, the Board approved the PSCC's recommendation to allocate FY 2025 Diversionary Program funds in the amount of \$100,000 for the continuation of the Reentry Housing Assistance Program.
Friends of Lake Munson	Requested the County to schedule a workshop in the summer with all relevant agencies and citizen input	Community Relations & Resilience (CMR)	FY 2025	Townhall style meeting held with state partners and interested citizens to discuss status of Lake Munson Action Plan was held in July 2025.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
After Action Report Recommendation	On May 13, 2025, the Board accepted a status report on implementing the 2024 after-action reports for the Bicentennial Storm, the May 10 Tornado Outbreak, and Hurricane Helene. That update noted two remaining recommendations—revising disaster pay and aligning personnel policies with FEMA guidance.	Community Relations & Resilience (Emergency Management)	FY 2025	On November 18th, the Board approved Revisions to Human Resources Policy No. 11.01, Section V, Subsection 5.14 – Emergency Guidelines for Compensation, Work Hours, and Work Assignments as identified in the AAR Recommendations.
LMS Steering Committee and Working Group	The LMS Steering Committee and Working Group unanimously endorsed the Miccosukee Road at Black Creek Flood Mitigation and the Old Magnolia Road at Panther Creek Flood Mitigation projects as priority projects to pursue Hazard Mitigation Grant Program funding.	Community Relations & Resilience (Emergency Management)	FY 2025	On July 8th, the Board authorized the County to submit HMGP grant applications for the two projects prioritized and endorsed by the LMS Steering Committee and Working Group.
Local Hospitals	The local hospitals requested the public hearing to approve and adopt the non-ad valorem assessment roll for the Local Provider Participation Fund non-ad valorem assessment to be conducted in July rather than September to take advantage of a grandfathering clause that would protect rates established prior to the enactment of the federal Reconciliation bill.	Financial Stewardship (OMB)	FY 2025	In direct response to the local hospital's request, the public hearing was scheduled for the Board's consideration at the July 8 meeting.
Citizen Feedback on Comp. Plan	Citizen requests for the County and City to provide additional time to coordinate with residents on the proposed comprehensive plan changes and to address concerns expressed by citizens.	PLACE (Planning)	FY 2025	In response to the citizen requests, at its July 8, 2025 meeting, the Board directed staff to develop and implement a comprehensive public participation plan to further engage residents regarding the proposed amendments to the Land Use and Mobility Elements.
Capital Area Justice Ministry	The Capital Area Justice Ministry requested the County to designate funding to support the availability of affordable housing in Leon County.	Human Services & Community Partnerships	FY 2025	The FY 2026 budget includes the annual allocation of \$250,000 in general revenue for gap financing of affordable housing projects for very low- and extremely low-income households.
Miccosukee Community Group	Spoke at the July 8th Board meeting expressing the need to recognize the Miccosukee citizens group for their efforts in planning and support the renovation of the Miccosukee Community Center.	Administration	FY 2025	The Board voted to provide a Proclamation to each of the citizens to recognize their efforts. The Board also provided direction for staff to host an additional community celebration in honor of the new Miccosukee Community Center and the related efforts of the community group.
Grant Gelhardt	Enhance sustainable event guidelines and protocol	ORS (Sustainability)	FY 2025	The County's existing event guidelines were updated and enhanced to create a central Sustainable Events Guide.
Diane Starke	Add dog cooling tanks at Bradfordville Dog Park to provide hydration and comfort for dogs during hot weather.	ORS (Parks)	FY 2025	Parks staff are evaluating locations within the Bradfordville Dog Park for the installation of dog cooling tanks. Implementation will enhance visitor experience and ensure pet safety during warmer months. Staff anticipates completion within the next month.
Sarah Sharkey	Install "No Dumping" signage at Woodville Park to discourage illegal garbage disposal.	ORS (Parks)	FY 2025	The Parks Division installed clear "No Dumping" signage at strategic points around Woodville Park. This measure aims to reduce littering, improve park aesthetics, and promote responsible waste management.
Founders Day Festival Committee	Explore options to add electrical outlets near the parking area at Woodville Park to support event needs and community use.	ORS (Parks)	FY 2025	Parks staff is assessing power supply feasibility and potential locations for new outlets to accommodate community events such as Founders Day. Staff anticipates completion within the next month.
Anonymous SWMF Site User	Suggested that the color-coded step-by-step instruction cards at the Solid Waste Management Facility be sanitized after each use to maintain cleanliness and prevent contamination.	ORS (Solid Waste)	FY 2025	Solid Waste staff implemented a new procedure to sanitize the color-coded instruction cards after each customer returns them, improving hygiene and maintaining a safer environment for both staff and the public.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
Anonymous Library Patron	Recommended adding an automatic exit gate at the main library to improve convenience and traffic flow for patrons.	ORS (Facilities)	FY 2025	In response to public feedback, an automatic gate was installed at the main library exit, enhancing accessibility, security, and ease of use for visitors.
Anonymous SW Customer	Amend the collection procedure to better serve residents near cul-de-sacs for improved efficiency and access.	ORS (Solid Waste)	FY 2025	Solid Waste staff reviewed and adjusted collection routes to enhance service coverage and minimize missed pickups in cul-de-sac areas.
Anonymous SWMF Site User	Add a stop sign at the exit of the Transfer Station to enhance driver and staff safety.	ORS (Solid Waste)	FY 2025	A new stop sign was installed at the Transfer Station exit to improve traffic control and reduce the potential for on-site accidents.
Anonymous Citizen	Enhance signage at the Main Library parking lot to improve wayfinding.	ORS (Facilities)	FY 2025	Operations staff installed updated directional and instructional signage to assist patrons in navigating the entry and exit process more efficiently.
Anonymous Citizen	Enhance patron access at the Lake Jackson Town Center (LJTC) through updates to curbing, paint, and removal of visual obstructions.	ORS (Facilities)	FY 2025	Facilities Management completed improvements including repainting curbs, updating accessibility markings, and removing trees that were blocking directional signage, improving visibility and access for patrons.
Court Administration	Office of Intervention and Detention Alternatives staff organized a Lunch and Learn for the county judges.	Intervention and Detention Alternatives	FY 2025	The Lunch and Learn provided an overview of services provided by each of the divisions to the judiciary responsible for making release and sentencing decisions for pre- and post-sentence defendants assigned to community supervision. The Lunch and Learn included discussions on practices and procedures and allowed for discussion on best practices for improvement.
Melville H. Ireland, Jr.	In September 2025, a citizen requested Leon County to install waterway signage on Lake Iamonia in the narrow pass connecting Strickland Arm with the lake, where a fatal two-boat collision occurred in 2024	DSEM	FY 2025	BOCC scheduled public hearing for January 27, 2026, to adopt an ordinance to establish a boating-restricted area within the pass between Strickland Arm and Lake Iamonia.
<input checked="" type="checkbox"/> LEADS (92)				
2025 LEADS Listening Session Recommendation	Continue to enhance County informational materials across print, video, and digital platforms—such as social media, short-form videos, and flyers.	Community Relations & Resilience (CMR)	FY 2025	Enhancing the County's educational efforts will ensure residents of all ages and backgrounds are aware of available services and programs. Using a broader mix of multimedia tools increases reach and accessibility, helping citizens stay informed and involved in their community.
2025 LEADS Listening Session Recommendation	Schedule regular cross-department meetings and a shared internal platform to improve information sharing and ensure consistent messaging.	Community Relations & Resilience (CMR)	FY 2025	Structured communication tools will keep employees informed about programs beyond their own work areas and support unified outreach and alignment across all County departments.
2025 LEADS Listening Session Recommendation	Expand media training opportunities for staff to ensure employees are well-equipped for potential media opportunities.	Community Relations & Resilience (CMR)	FY 2025	Providing additional training will help staff build confidence and consistency in public communications, ensuring County employees can effectively represent the organization when engaging with the media.
2025 LEADS Listening Session Recommendation	Add a dedicated section on the VolunteerLEON Get Connected platform to highlight year-round opportunities for teen and family volunteers.	Community Relations & Resilience (Volunteer Services)	FY 2025	Clearly labeling these opportunities on the Get Connected platform will make them easier to find, encouraging greater community engagement from teens and families.
2025 LEADS Listening Session Recommendation	Have the VolunteerLEON coordinator attend departmental staff meetings to inform employees about the Employee Volunteer Program.	Community Relations & Resilience (Volunteer Services)	FY 2025	Beginning next fiscal year, the coordinator will schedule visits to County department staff meetings to share details about the Employee Volunteer Program and other VolunteerLEON services, increasing employee awareness and participation.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Strengthen coordination with Big Bend Community Organizations Active in Disaster by hosting regular meetings before, during, and after storm seasons.	Community Relations & Resilience (Volunteer Services)	FY 2025	Feedback emphasized the value of regular pre-storm season coordination with Big Bend Community Organizations Active in Disaster, faith-based organizations, and other nonprofit partners. Hosting bimonthly meetings would help maintain current contact information, improve awareness of available resources, and support consistent communication with organizations that may not routinely interact with the County outside of emergency situations, strengthening collaboration before, during, and after disaster events.
2025 LEADS Listening Session Recommendation	Explore options to provide more specific appointment times for building inspections rather than broad time windows.	DSEM	FY 2025	Participants noted that having a more specific building inspection appointment time would alleviate customer frustration and aid contractors in planning their schedules more efficiently.
2025 LEADS Listening Session Recommendation	Explore the possibility of implementing a map-based system for selecting parcels during the permit application process.	DSEM	FY 2025	Having the option available for users to select parcels on a map, which would auto-fill address and property information, could potentially help reduce errors and expedite the permitting process.
2025 LEADS Listening Session Recommendation	Add a brief "Summary of Staff Recommendations" page to Code Enforcement Board staff presentation packets to clearly highlight recommended actions for case files.	DSEM	FY 2025	Code Enforcement Board packets can be lengthy and include multiple case files, making it difficult for Board members and the public to quickly identify staff recommendations. Adding a dedicated summary page would consolidate recommended actions in one place, improve readability, and support more efficient review and discussion during meetings.
2025 LEADS Listening Session Recommendation	Increase communication with property owners by regularly updating online documents and providing new clear, deadline-specific instructions on how to request additional time to comply with active code enforcement cases.	DSEM	FY 2025	Continual updates to Code Compliance documents will inform property owners—both before and after a case is heard—about the method and timeline for requesting extensions, ensuring they understand how to remain in compliance.
2025 LEADS Listening Session Recommendation	Provide advance alerts during Code Enforcement Board meetings to Zoom participants so respondents and their representatives know when their case will be heard.	DSEM	FY 2025	During meetings the Chair will announce each case by number, respondent name, and address, and will also announce the next case to follow. Staff will work with the Office of Information and Technology to evaluate using the Zoom chat feature to provide additional real-time notifications.
2025 LEADS Listening Session Recommendation	Work with Community and Media Relations to promote Code Compliance services through bi-monthly social media posts on Facebook and X.	DSEM	FY 2025	Regular posts will educate residents on how to file complaints through Citizens Connect, make staff available to answer questions at meetings, and explain how codes are enforced—empowering residents to play an active role in shaping their community.
2025 LEADS Listening Session Recommendation	Routinely update the County's Digital Application Portal to include all required submittal documents and identify opportunities to streamline the permit application process.	DSEM	FY 2025	Posting comprehensive lists of required documents will help applicants submit complete packages, and reducing unnecessary steps will increase efficiency for both applicants and staff.
2025 LEADS Listening Session Recommendation	Establish a continuing services contract to retain an archaeologist on an as-needed basis for review of development sites with potential cultural or historical resources.	DSEM	FY 2025	In response to the State Division of Historical Resources discontinuing review of development sites in 2021, the County implemented a Cultural Review Process. Development Support and Environmental Management (DSEM) will explore how implementation costs could be offset when analysis of permit fees is completed.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Consider opportunities within the Final Design Plan Approval track to improve alignment of timeframes and review comments for the site plan and environmental management permit.	DSEM	FY 2025	Participants noted the difference in the Final Design Plan Approval track review times for site plans versus environmental applications. Environmental reviews involve in-depth engineering analysis, requiring lengthier timeframes to ensure public safety projects. Staff will evaluate options to encourage early submittal of environmental permit prior to site plan. Advertising this option through the permitted use verification would allow applicants to sync the review times.
2025 LEADS Listening Session Recommendation	Evaluate adding a staff position to support and expand the County's Risk Management functions.	Financial Stewardship (OMB)	FY 2025	Current staffing level limits the County's ability to respond promptly to claims, investigations, return-to-work coordination, trainings, and work-area inspections. Evaluating the addition of a second Risk Management position would help strengthen day-to-day operational support, expand preventative training and compliance efforts, and allow time to focus on broader risk-mitigation planning.
2025 LEADS Listening Session Recommendation	Evaluate installing cameras in all County field vehicles to enhance the current telematics program.	Financial Stewardship (OMB)	FY 2025	Expanding the pilot program to the full fleet would improve driver safety and reduce accidents by identifying unsafe behaviors such as harsh braking, drowsy driving, and distracted driving while providing coaching and feedback. Cameras also offer after-hours safety for employees, real-time Global Positioning System and dash-cam footage during emergencies, and faster deployment of equipment and personnel. The County's insurance carrier recommends this enhancement. Estimated annual costs range from about \$70,000 for 180 vehicles to \$140,000 for 271 vehicles.
2025 LEADS Listening Session Recommendation	Evaluate purchasing grant-tracking software to strengthen the County's grants management and leverage programs.	Financial Stewardship (OMB)	FY 2025	Departments currently track grants through decentralized methods, increasing the risk of missed deadlines, inconsistent reporting, and duplication of effort. A centralized software solution would provide real-time visibility into grant opportunities, applications, awards, and compliance requirements; streamline communication; and reduce staff time spent on manual tracking. The project is underway for full implementation in FY 2026 and is expected to reduce reporting errors and help the County pursue additional grant revenue.
2025 LEADS Listening Session Recommendation	Improve communication with departments during the budget matrix review process to provide earlier visibility into proposal status and decision points.	Financial Stewardship (OMB)	FY 2025	Departments often receive updates only after budget matrix decisions are finalized, limiting opportunities for clarification or adjustment. Developing and evaluating options for earlier and more frequent communication during the review process would improve transparency, reduce uncertainty, and allow departments to provide timely input before final budget decisions are made.
2025 LEADS Listening Session Recommendation	Hold quarterly meetings between Office of Management and Budget analysts and departments to review area budgets and priorities.	Financial Stewardship (OMB)	FY 2025	Regular meetings will foster collaboration, enhance transparency, and enable early identification of budget priorities, emerging needs, and potential efficiencies. This proactive approach improves forecasting accuracy, reduces last-minute adjustments, and supports more strategic, forward-looking budget decisions.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Standardize purchasing-related onboarding and training resources for new staff involved in procurement activities.	Financial Stewardship (Purchasing)	FY 2025	Departments noted that new employees involved in purchasing transactions often have varying levels of familiarity with County requirements. Developing standardized onboarding resources—such as templates, checklists, and training sessions focused on purchasing basics, purchase order requests, vendor setup, and direct payments—would help promote consistency, reduce errors, and support compliance across departments.
2025 LEADS Listening Session Recommendation	Increase awareness of the process for County departments to request new items for inclusion in the County's Warehouse inventory.	Financial Stewardship (Purchasing)	FY 2025	Departments are not always aware of how to request items for the County's Warehouse, which supports multiple departments with shared inventory. Clarifying and documenting this process would help reduce duplicate purchases, improve inventory planning, and ensure departments understand how to request items not currently stocked.
2025 LEADS Listening Session Recommendation	Evaluate options to provide automated status updates to departments on Purchase Orders and Change Orders.	Financial Stewardship (Purchasing)	FY 2025	Divisions shared that they often lack visibility into the status of Purchase Orders and Change Orders after submission, leading to follow-up inquiries and uncertainty. Working with the Office of Information and Technology and Banner system staff to assess the feasibility of automated notifications—such as status changes or approvals—would help improve transparency and communication.
2025 LEADS Listening Session Recommendation	Evaluate alternative asset inventory software options in collaboration with the Office of Information and Technology to address limitations in the current system.	Financial Stewardship (Purchasing)	FY 2025	Participants noted that the current asset inventory system has limitations that make it difficult for divisions to accurately track, update, and report on County assets. Working with the Office of Information and Technology to evaluate alternative software options would help determine whether a solution exists that better supports asset tracking, reporting needs, and system usability.
2025 LEADS Listening Session Recommendation	Notify the Finance Department when parcels are escheated so they can be recorded in the Asset Management System.	Financial Stewardship (Real Estate)	FY 2025	Treating escheated parcels as financial assets ensures accurate representation of County holdings and improves transparency in fiscal reporting. Integrating these parcels into the Asset Management System enhances long-term planning and asset utilization with minimal budget impact since it involves only procedural alignment and data entry.
2025 LEADS Listening Session Recommendation	Improve how Real Estate identifies and communicates situations where tenants have paid more than their required rent and coordinates any payment adjustments with the Finance Department.	Financial Stewardship (Real Estate)	FY 2025	There have been cases where tenants unintentionally pay more than their required rent due to timing changes, lease adjustments, or payment processing issues. Establishing a clear and consistent process for notifying tenants and coordinating any needed adjustments with the Finance Department would help prevent confusion, maintain accurate financial records, and support tenant understanding, with minimal staff time and no budgetary impact.
2025 LEADS Listening Session Recommendation	Establish communication protocols between Facilities and Real Estate to ensure tenants are notified promptly of decisions that affect them.	Financial Stewardship (Real Estate)	FY 2025	Timely sharing of decisions improves tenant preparedness and satisfaction and reduces disruptions to operations. Implementation requires only minor procedural adjustments and staff coordination with limited budget implications.
2025 LEADS Listening Session Recommendation	Design and install directional signage to guide visitors to the Leon County Property Appraiser's Office.	Financial Stewardship (Real Estate)	FY 2025	High foot traffic to the Property Appraiser's Office warrants clear signage to improve visitor navigation and reduce confusion. Arrows and directional markers enhance accessibility and public service delivery. Costs are modest and can be absorbed within existing facilities budgets.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Request that Real Estate meet with Office of Resource Stewardship Operations to monitor maintenance activities at the Leon County Annex and reduce ongoing property damage.	Financial Stewardship (Real Estate)	FY 2025	Baseboard damage from cleaning equipment highlights the need for stronger oversight and quality control. Allowing Real Estate to monitor maintenance practices will improve accountability and protect property integrity, requiring only coordination with Facilities and minor operational adjustments.
2025 LEADS Listening Session Recommendation	Publish a plain-language FAQ and glossary on the Housing Services website to explain program terms, eligibility, and available assistance.	Human Services & Community Partnerships	FY 2025	Participants noted confusion around housing-related terms such as "affordable," income thresholds, and how programs differ or apply to individual households. Working with the Tallahassee Lenders' Consortium and Community and Media Relations to develop a clear FAQ and glossary—prior to the FY 2027 housing services application cycle—would help clarify eligibility, improve navigation of housing programs, and support consistent messaging for outreach and education.
2025 LEADS Listening Session Recommendation	Implement an annual report highlighting Human Services and Community Partnerships efforts.	Human Services & Community Partnerships	FY 2025	Feedback emphasized a desire for more regular, detailed information about County-funded programs addressing poverty, housing stability, healthcare access, and related human services. Creating an annual Human Services and Community Partnerships report would provide a focused summary of program activities and outcomes, complement existing Countywide reporting, and improve transparency and public understanding of these efforts.
2025 LEADS Listening Session Recommendation	Create a shared income-verification checklist and secure document-exchange workflow with the City and Tallahassee Lender's Consortium for Down Payment Assistance and Homeownership Development.	Human Services & Community Partnerships	FY 2025	A single checklist and common intake flow reduce rework, speed approvals, and improve client experience across agencies handling Down Payment Assistance / Homeownership Development; partners specifically flagged verification as a bottleneck to streamline.
2025 LEADS Listening Session Recommendation	Formalize County participation in Tallahassee Lenders' Consortium's Disaster Forum and co-promote through Human Services and Community Partnerships client channels and neighborhood outreach.	Human Services & Community Partnerships	FY 2025	The Tallahassee Lenders' Consortium has launched a Disaster Forum that includes County and City participation focused on post-disaster housing and repair resources. Formalizing the County's participation as speakers and contributors of informational materials would help ensure consistent engagement and alignment with Emergency Management and housing recovery efforts.
2025 LEADS Listening Session Recommendation	Expand promotion of disaster housing and repair resources through Human Services and Community Partnerships' partner organizations and public engagement.	Human Services & Community Partnerships	FY 2025	Discussions highlighted the importance of sharing disaster preparedness and recovery information with residents before storm events. Using public engagement methods, such as flyers and QR code distribution, would help broaden awareness of available disaster housing and repair resources and support early access to assistance.
2025 LEADS Listening Session Recommendation	Deliver recurring Down Payment Assistance / Homeownership Development info sessions for Tallahassee Housing Authority residents in partnership with Tallahassee Lender's Consortium and Tallahassee Housing Authority.	Human Services & Community Partnerships	FY 2025	Co-hosted presentations and on-site sign-ups directly connect Tallahassee Housing Authority households to County assistance and counseling, meeting them where they already engage services.
2025 LEADS Listening Session Recommendation	Provide Tallahassee Lender's Consortium with pre-sale/marketing support for Community Land Trust units subsidized with State Housing Initiatives Partnership funds (templates, events, and referral scripts).	Human Services & Community Partnerships	FY 2025	Targeted pre-sale support (FAQs, lender days, open houses) helps place Community Land Trust homes with qualified buyers faster and makes best use of State Housing Initiatives Partnership investments.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Evaluate options to improve coordination with the Office of Management and Budget to support nonprofit grant applications that require a County partner.	Human Services & Community Partnerships	FY 2025	Nonprofit providers often identify grant opportunities that require a public-sector partner, but lack a clear pathway to engage the County. Working with the Office of Management and Budget to assess the status of existing grant identification tools, explore how such resources could be shared with nonprofit partners, and review practices used by other jurisdictions would help streamline coordination and support access to external funding with minimal additional County effort.
2025 LEADS Listening Session Recommendation	Add a budget/fiscal review mini-training for Citizen Review Teams to the Community Human Service Partnership application orientation.	Human Services & Community Partnerships	FY 2025	Agencies noted Citizen Review Teams need more support on reading budgets; a short, embedded module improves scoring consistency without new resources.
2025 LEADS Listening Session Recommendation	Improve coordination among County departments and with the Big Bend Continuum of Care to ensure individuals are connected to appropriate services when referred between programs.	Human Services & Community Partnerships	FY 2025	Listening Session discussions highlighted challenges in coordinating care for individuals who interact with multiple systems, including Human Services, detention alternatives, emergency response, and community providers. Establishing shared referral practices and regular cross-agency coordination meetings would help ensure referrals are completed, clarify roles and points of contact, and improve continuity of care while remaining consistent with privacy requirements and existing resources.
2025 LEADS Listening Session Recommendation	Offer mid-year Community Human Service Partnership workshops with United Partners for Human Services and the City on metrics, disbursements, and reporting.	Human Services & Community Partnerships	FY 2025	Newer agencies struggle beyond kickoff; scheduled touch-points during the two-year cycle should raise compliance and data quality using existing capacity-building contracts.
2025 LEADS Listening Session Recommendation	Expand and coordinate outreach through printed and online materials and partner distribution to increase awareness of available Veteran Services.	Human Services & Community Partnerships	FY 2025	Listening Session participants noted that many residents remain unaware of Veteran Services and available resources. Coordinating outreach through flyers, social media, public service announcements, and distribution through partner organizations such as Hope Florida and Veteran Affairs clinics would help broaden awareness.
2025 LEADS Listening Session Recommendation	Create a Veterans Services shared email group for Veteran Emergency Assistance Program applications and document intake.	Human Services & Community Partnerships	FY 2025	Applicants send multiple documents; a shared inbox lets staff triage concurrently and reduce delays without added cost, implemented with the Office of Information and Technology.
2025 LEADS Listening Session Recommendation	Implement a brief post-appointment satisfaction survey to gather feedback from Veterans receiving services.	Human Services & Community Partnerships	FY 2025	Listening Session discussions highlighted the value of timely client feedback to identify areas for service improvement. Offering a short, optional survey following Veteran Services appointments would help capture client experience insights and support ongoing service quality monitoring.
2025 LEADS Listening Session Recommendation	Coordinate with veteran-serving partner organizations to provide on-site benefits assistance at local reserve and National Guard welcome-home events.	Human Services & Community Partnerships	FY 2025	Listening Session participants noted that returning service members often need immediate guidance on benefits and claims during demobilization. Coordinating with reserve and National Guard units, along with veteran-serving partners, to provide on-site assistance at welcome-home events would help connect veterans to services earlier and may reduce the need for follow-up office visits for routine cases.
2025 LEADS Listening Session Recommendation	Require Human Resources pre-posting review of job ads and set a 1-2 business-day turnaround for hiring manager feedback.	Human Resources	FY 2025	Meeting notes flagged ad accuracy, location errors, and start-date confusion; a brief, standard review window increases clarity and speed without changing systems.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Distribute the updated Storm Pay policy and provide clear, accessible guidance to managers and staff on how it applies during declared emergencies.	Human Resources	FY 2025	Listening Session discussions highlighted ongoing confusion about storm pay eligibility and application during declared State of Local Emergency events. Providing the updated policy alongside short refreshers, such as brief recorded walkthroughs, FAQs, or intranet resources, would reinforce recent updates and promote consistent understanding and application across departments.
2025 LEADS Listening Session Recommendation	Review how salary information is presented across County job postings to improve clarity and consistency for applicants.	Human Resources	FY 2025	HR and departmental staff discussed that while salary information is included in all job postings, differences in how ranges, minimums, maximums, and percentage limits are displayed or explained can be confusing for applicants. Reviewing current posting formats and identifying a clearer, more consistent presentation approach would help set more accurate expectations and support recruitment efforts.
2025 LEADS Listening Session Recommendation	Develop and publish a concise, easy-to-navigate benefits summary for employees with links to additional resources.	Human Resources	FY 2025	Employees expressed a desire for quick, digestible overviews of benefits that point them to more detailed information when needed. A short, plain-language summary—supported by links to existing benefits resources—would improve awareness and understanding without replacing more detailed materials.
2025 LEADS Listening Session Recommendation	Offer periodic benefits education sessions, such as Lunch-and-Learns or webinars, to support employee understanding and engagement.	Human Resources	FY 2025	Listening Session participants noted that benefits information can be difficult to absorb without opportunities for explanation and questions. Periodic informational sessions would provide employees with additional opportunities to learn about available benefits and ask questions, supporting better utilization and understanding.
2025 LEADS Listening Session Recommendation	Evaluate a records-based risk assessment tool to supplement interview-dependent scoring at First Appearance.	Intervention and Detention Alternatives	FY 2025	Interview non-participation can limit scoring; tools that rely on official records can improve consistency for the judiciary with minimal fiscal impact if selected carefully.
2025 LEADS Listening Session Recommendation	Add a Spanish option to the automated alcohol/urinalysis testing line in coordination with the Office of Information and Technology.	Intervention and Detention Alternatives	FY 2025	Growing Spanish-speaking clientele face line-access barriers; a bilingual Interactive Voice Response reduces missed tests due to language and improves compliance.
2025 LEADS Listening Session Recommendation	Co-develop a referral form and real-time status-change notifications with Apalachee for FIRST participants.	Intervention and Detention Alternatives	FY 2025	Partners asked for better referral clarity and case-status updates; standardizing forms and alerts closes loops and supports continuity of care.
2025 LEADS Listening Session Recommendation	Use brief patron feedback tools to help prioritize and schedule library programs based on demonstrated community interest.	Library Services	FY 2025	Participants praised existing programming and identified specific areas of interest, such as genealogy services and children's arts programming. Recurring surveys and other patron feedback tools would help staff identify high-demand topics and better align program scheduling with community interests.
2025 LEADS Listening Session Recommendation	Establish a simple, consistent way for patrons to provide facility- and safety-related feedback at individual library branches.	Library Services	FY 2025	Frequent library users shared concerns related to hours, safety perceptions, and facility conditions at select locations. Providing a visible and consistent feedback option, along with periodic summaries for library managers, would help capture concerns and support timely follow-up for existing social work and outreach efforts.
2025 LEADS Listening Session Recommendation	Test a 14-day default loan period (with optional 21-day extension) for high-demand e-titles and assess impact on wait times.	Library Services	FY 2025	Patrons reported long digital queues and cited Alachua's approach; a limited pilot can quantify effects before broader adoption.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Expand rotating exhibits across library locations through partnerships with local museums, schools, and arts organizations.	Library Services	FY 2025	Plan year-round youth art displays and local-history exhibits, and pair exhibits with genealogy and local-history programs to increase attendance.
2025 LEADS Listening Session Recommendation	Review and adjust how library programs and services are promoted to ensure effective use of both digital and in-building communication methods.	Library Services	FY 2025	Listening Session discussions highlighted the need to better understand how patrons learn about library programs and services. Reviewing the effectiveness of current outreach methods—such as email newsletters, website postings, social media, signage, flyers, and in-branch displays—and making targeted adjustments would help ensure information about programs, services, and resources reaches patrons where they are most likely to see it.
2025 LEADS Listening Session Recommendation	Provide brief, quarterly training sessions for users to learn "What's New in Geographic Information Systems" and see how to use the tools and maps.	Information & Technology (GIS)	FY 2025	Use existing meetings with partner departments, record each session for on-demand viewing, post simple update notes, assign points of contact for mapping questions, and collect feedback on common issues such as saving and printing maps.
2025 LEADS Listening Session Recommendation	Create guides and host short trainings for the new Land Information application.	Information & Technology (GIS)	FY 2025	Provide a one-page guide, five-to-ten-minute tutorial videos, and a question-and-answer tool.
2025 LEADS Listening Session Recommendation	Evaluate methods to create a searchable index of County web applications with plain-language descriptions.	Information & Technology (GIS)	FY 2025	List each tool's name, what information it contains, and common tasks it supports; simplify menu labels, add a contact person for help, and include a short form where users can suggest improvements. This will improve utility for those using these tools less frequently.
2025 LEADS Listening Session Recommendation	Implement a countywide process to improve awareness of Information and Technology changes, with a public calendar of changes and advance notices.	Information & Technology (MIS)	FY 2025	Maintain a quarterly calendar on the County's internal website that shows planned maintenance and system updates, send reminders one week and one day beforehand, and use a small steering group and a standard approval process to coordinate changes that affect the Sheriff's Office and other departments.
2025 LEADS Listening Session Recommendation	Continue to examine opportunities to transition high-volume paper workflows into electronic forms and electronic signatures.	Information & Technology (MIS)	FY 2025	Consider options such as purchasing-card approvals and reconciliations, pair each change with short staff trainings, estimate the one-time and recurring costs for each workflow, and track savings from reduced paper, copying, and staff time.
2025 LEADS Listening Session Recommendation	Evaluate and address recurring network performance slowdowns impacting service delivery at Human Services and Community Partnerships during peak usage periods.	Information & Technology (MIS)	FY 2025	Users reported intermittent network slowdowns during high-traffic afternoon hours that affect access to essential web-based systems, security updates, and cloud-hosted applications. Conducting a targeted assessment of network traffic, security configurations, and infrastructure capacity would help identify root causes and determine whether operational adjustments or targeted upgrades are needed to stabilize performance.
2025 LEADS Listening Session Recommendation	Expand training opportunities to improve staff understanding and effective use of existing and emerging County technologies.	Information & Technology (MIS)	FY 2025	Feedback indicated interest in practical training on both new and existing tools to better support daily work. Offering short, focused training sessions or knowledge-sharing opportunities on technologies such as Microsoft Teams, SharePoint, Geographic Information Systems tools, cybersecurity practices, and other commonly used systems would help improve adoption, efficiency, and overall user confidence.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Prepare a replacement plan and budget for outdated audio and video equipment at the Public Safety Complex.	Information & Technology (MIS)	FY 2025	Document frequent equipment failures, prioritize the rooms that need upgrades first, coordinate with the technology support team at the complex, and include an ongoing maintenance and replacement schedule to keep the system reliable and easy to use.
2025 LEADS Listening Session Recommendation	Create a development review roadmap and contact directory that shows each step and who to contact in every department.	PLACE (Planning)	FY 2025	Listening session feedback showed the review and permitting process is hard to follow when comments come from multiple departments. A clear roadmap and directory—built with Development Support and Environmental Management, Public Works, and other County teams—will show who handles each task and how applications move through the process.
2025 LEADS Listening Session Recommendation	Hold quarterly Land Use and Mobility Coordination Meetings to align policies and discuss key projects.	PLACE (Planning)	FY 2025	Participants perceived inconsistent interpretation of policies across departments. Regular meetings with a set agenda and notes will improve coordination and support the Comprehensive Plan update that combines the Land Use Element and the Mobility Element, which will require ongoing cooperation to implement.
2025 LEADS Listening Session Recommendation	Establish a concierge service to guide complex and highly beneficial development concepts through early coordination.	PLACE (Planning)	FY 2025	The Department of Development Support and Environmental Management provides optional pre-submittal coordination meetings and assigns a project manager as a single point of contact for site plan applications, including for large or complex projects. However, strengthening outreach and public-facing communication about these services—such as what they are, when they should be requested, and which departments may be involved—would help applicants better understand the process early, connect with the appropriate staff sooner, and support more efficient coordination before formal submittal.
2025 LEADS Listening Session Recommendation	Create a centralized contact database to support targeted outreach and broaden participation in County planning and engagement efforts.	PLACE (Planning)	FY 2025	Engagement activities often reach the same participants, limiting broader representation. A structured, searchable database organized by affiliation, topic area, and geographic interest would allow staff to identify and invite relevant stakeholders to appropriate meetings, workshops, and outreach efforts, supporting more inclusive and effective engagement.
2025 LEADS Listening Session Recommendation	Strengthen partnerships with regional Emergency Medical Services education programs to expand the workforce pipeline and improve recruitment of graduating students into County Emergency Medical Services positions.	EMS	FY 2025	Emergency Medical Services currently serves clinical training and engages with local education programs. However, current graduation rates are not meeting workforce demand. Expanding collaboration with Tallahassee State College and regional partners in Madison County and South Georgia to promote careers, align recruitment efforts with student graduation timelines, and enhance outreach to students completing ride-alongs would help attract more students into training programs and more effectively recruit graduates into County Emergency Medical Services employment.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Enhance coordination with neighboring Emergency Medical Services jurisdictions and healthcare partners to strengthen mutual aid and preparedness for major incidents.	EMS	FY 2025	Emergency Medical Services currently participates in the Big Bend Healthcare Coalition and regional exercises. However, feedback identified opportunities to strengthen coordination with neighboring Emergency Medical Services agencies and hospital-based services that do not routinely participate. Standardizing mutual aid request processes, improving interoperability of communications and mapping tools, and clarifying roles during large-scale events would improve readiness and support more efficient regional response during major incidents.
2025 LEADS Listening Session Recommendation	Increase public education about required pet vaccinations, available resources, and the full role of animal services staff.	Animal Control	FY 2025	Beyond social media, share stories of positive field interactions, provide simple guides on vaccinations and licensing, and offer presentations at neighborhood events to shift perceptions away from "dog catchers" toward community safety and support.
2025 LEADS Listening Session Recommendation	Create a process with the Sheriff's Office to share after-hours animal-related call information with Animal Control for follow-up.	Animal Control	FY 2025	Discussions indicated that some after-hours animal-related calls handled by the Sheriff's Office do not consistently reach Animal Control for follow-up. Coordinating with the Consolidated Dispatch Agency to generate a routine report using defined call parameters and distributing it to Animal Control staff would improve communication, supporting timely follow-up on non-emergency situations.
2025 LEADS Listening Session Recommendation	Explore additional opportunities for continuing education of Animal Control Officers using online courses and partnerships with local humane organizations.	Animal Control	FY 2025	Planned topics include safe animal handling, de-escalation, legal updates, and community engagement.
2025 LEADS Listening Session Recommendation	Broaden internal access and simplify guidance for right-of-way boundary data to County divisions.	Public Works (Engineering)	FY 2025	Deeded right-of-way records and the filed maintenance map already exist on the County network. A central internal page with plain-language instructions and contacts will help staff find and use the data correctly.
2025 LEADS Listening Session Recommendation	Evaluate opportunities to streamline how building permit application fees are paid for County capital projects.	Public Works (Engineering)	FY 2025	The current process for paying building permit application fees can create inefficiencies when consultants pay fees upfront and are reimbursed later. Reviewing whether the County can pay these fees directly for its own projects could simplify transactions, reduce administrative burden, and improve overall project efficiency.
2025 LEADS Listening Session Recommendation	Strengthen consistency and clarity in public meetings for County engineering projects.	Public Works (Engineering)	FY 2025	Discussions highlighted opportunities to improve meeting effectiveness by clearly defining objectives, maintaining focus during discussions, and providing consistent follow-up communication. Establishing expectations for meeting preparation and brief post-meeting summaries would help ensure shared understanding of decisions, next steps, and any scope changes, supporting more efficient project delivery.
2025 LEADS Listening Session Recommendation	Create a simple pamphlet that lists the services provided by the Operations Division and make it available online and in person.	Public Works (Operations)	FY 2025	Staff will work with Community and Media Relations to design a pamphlet and post it on the County website, place printed copies at service counters, and bring copies to community meetings so residents can quickly see what help is available and how to request it.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Develop clearer, publicly accessible guidance, such as a Frequently Asked Questions (FAQ) page, explaining the County's limited responsibilities on private roads and directing residents to appropriate points of contact.	Public Works (Operations)	FY 2025	Listening Session participants noted that Solid Waste and Development Support and Environmental Management (DSEM) frequently receive calls related to private roads, including illegal dumping and maintenance inquiries, despite existing program information on the County website. Creating a clearer explanation—potentially modeled after DSEM's FAQs and supported by social media outreach—would help reduce misdirected inquiries and improve public understanding.
2025 LEADS Listening Session Recommendation	Post a public-facing directory that lists which supervisor to contact for common issues and concerns.	Public Works (Operations)	FY 2025	Although an internal directory exists, many callers still need help reaching the right person. A public-facing directory organized by topic will reduce transfers and help administrative staff route calls more quickly.
2025 LEADS Listening Session Recommendation	Evaluate feasibility of increasing staffing in Fleet Services by at least one repair position.	Public Works (Fleet)	FY 2025	The number of County vehicles has grown while repair staffing has stayed the same or declined. The Emergency Medical Services vehicle fleet has nearly doubled since it began, but repair staffing has not kept pace. Adding one position will improve turnaround times and reliability.
2025 LEADS Listening Session Recommendation	Send a concise list of vehicles due for preventive maintenance to department leaders or their designees on a regular schedule.	Public Works (Fleet)	FY 2025	A simple list helps departments track upcoming service, understand vehicle condition and use patterns, and ensure that preventive maintenance is completed on time.
2025 LEADS Listening Session Recommendation	Hold an annual briefing with department leaders after the budget is finalized to review planned vehicle replacements and the results of budget requests.	Public Works (Fleet)	FY 2025	A standing meeting can cover desired equipment, staffing changes, program additions or reductions, vehicle use, and equipment nearing the end of its useful life. This keeps everyone aligned before purchases are made.
2025 LEADS Listening Session Recommendation	Consider setting up a single County account with one car wash vendor and use direct billing to departments.	Public Works (Fleet)	FY 2025	Currently, multiple vendors and payment methods create extra work. A single vendor with coordinated billing will simplify exterior cleaning for the County fleet. Fleet Services can help select the vendor and set up the billing process.
2025 LEADS Listening Session Recommendation	Evaluate whether the County's current vehicle replacement threshold appropriately balances cost efficiency, vehicle age, and operational reliability within the Fleet program.	Public Works (Fleet)	FY 2025	The existing replacement threshold can result in vehicles remaining in service beyond the point where key components become obsolete or difficult to maintain. Reviewing the vehicle replacement criteria, including cost and age considerations, would help ensure timely, safe, and cost-effective fleet replacements.
2025 LEADS Listening Session Recommendation	Create an internal, searchable system to improve visibility and reuse of surplus County furniture and equipment across departments.	ORS (Facilities)	FY 2025	Feedback highlighted opportunities to improve asset stewardship and reduce redundant purchases by strengthening cross-department visibility of surplus items. A centralized, searchable system would support cost containment and sustainability goals while improving coordination among departments.
2025 LEADS Listening Session Recommendation	Use the existing work order system to provide clear status updates and milestone notices for repairs and construction projects.	ORS (Facilities)	FY 2025	Participants reported gaps in communication. Standardizing status fields, enabling automatic email updates, or posting brief milestone notes within the work order system will keep internal stakeholders informed without adding new tools.
2025 LEADS Listening Session Recommendation	Enhance public visibility and understanding of Office of Resource Stewardship's services by developing comprehensive content in collaboration with Community and Media Relations.	ORS (Parks)	FY 2025	Residents are often unsure which services the County provides and how they differ from the City. Working with Community and Media Relations, the County can create simple infographics, short videos, and interactive web pages—such as a campground map or a tour of the solid waste facility—to make services visible and easy to navigate.

Name of Citizen or Citizen Committee	Description of Citizen Idea/Improvement/Solution	Implementing Department	Year Implemented	Description of Implementation
2025 LEADS Listening Session Recommendation	Expand and promote targeted sales incentive programs, such as family reunion offers, to increase summer visitation from June through August.	Tourism Development	FY 2025	Work with hotels, attractions, restaurants, and event planners to create summer packages, group booking rebates, and venue discounts; promote these offers through partner channels and the tourism website; and track results by group bookings, room nights, and visitor spending to focus on what works.
2025 LEADS Listening Session Recommendation	Create a sports-focused marketing and communications plan that highlights sports events and venues across the tourism website, newsletters sent by electronic mail, and social media channels.	Tourism Development	FY 2025	Build a content calendar with event spotlights, schedules, ticket information, venue guides, and stories about athletes and tournaments; assign a staff lead, coordinate with sports organizers and venue managers, and report quarterly on reach, attendance, and visitor spending tied to sports events.
2025 LEADS Listening Session Recommendation	Increase in-market visibility with outreach to the community and local businesses, including short-term rental hosts using AirBNB/VRBO, to ensure they are informed ambassadors for the community.	Tourism Development	FY 2025	Provide a simple "welcome kit" with a printable neighborhood guide, seasonal highlights, and a short script for answering common visitor questions. Offer short online briefings for business owners and short-term rental hosts. Share monthly updates with talking points and event calendars. Supply countertop cards and window signs that point visitors to official visitor information.
2025 LEADS Listening Session Recommendation	Develop tailored itineraries, tours, and short getaways for specific types of groups and event attendees.	Tourism Development	FY 2025	Create audience-specific guides—for example youth sports families, university visitors, faith gatherings, and family reunions—featuring dining districts, shopping areas, attractions, and evening options; deliver them through booking confirmations, meeting planner toolkits, hotel front desks, and a mobile-friendly web page; and measure use through page views and partner feedback.

Section III: Strategic Plan Update for FY 2026

Amendment of Existing or Addition of New Strategic Initiatives by Board

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. 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. At the January 22, 2024 Board Retreat, the Board adopted an additional 18 Strategic Initiatives, marking the start of the third year of the County's five-year Strategic Plan. Most recently, at the January 27, 2025 Board Retreat, the Board adopted an additional 17 Strategic Initiatives for a current total of 102 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 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 III: Strategic Plan Update for FY 2026

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

- Initiate the FY 2027 – 2031 Division of Tourism's Strategic Plan to establish the County's tourism priorities, economic goals, and efforts to further grow the region's visitor economy and quality of life over the next five years.
- Support Florida's coordinated U.S. Semiquincentennial (250th) campaign by aligning County communications and event planning with national and state messaging, leveraging local history and assets to drive engagement and visitation.
- Establish Leon County's Apalachee Regional Park as the permanent home of the World Athletics Cross Country Championships by building on the defining success of the 2026 Championships and strengthening the County's relationship with World Athletics to position the global showcase of Leon County's natural beauty and world-class facilities as a catalyst for continued growth in sports tourism.

Quality of Life

- Evaluate the adoption of a local property tax exemption to incentivize greater development of multifamily affordable rental units for low-income households.
- Implement the Affordable Housing Gap Finance Program to increase the stock of affordable housing for very low and extremely low-income households.

Governance

- Develop a comprehensive, organization-wide County Artificial Intelligence policy and procedures to guide ethical, legal, secure, and effective AI use, including standards for procurement, data protection, transparency, human oversight, workforce training, and risk management.

Section III: Strategic Plan Update for FY 2026

- Evaluate the County's revenue structure and identify opportunities to diversify revenue streams in anticipation of the Florida Legislature's property tax reform initiatives.
- Assess the replacement of the County's Banner System software for finances, human resources, and other core operations to support the Board and Constitutional Offices.

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