



LEON COUNTY ADMINISTRATOR

PEOPLE FOCUSED. PERFORMANCE DRIVEN.



Vincent S. Long

County Administrator
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The County Administrator is responsible for both ensuring the Board's legislative and policy directions are carried out and, as Chief Executive Officer, for ensuring the efficient and effective day-to-day operations of County government. Vince Long has worked for Leon County since 1995. He holds a Master of Public Administration from the Askew School of Public Administration and Policy at Florida State University and is a graduate of the Harvard University, JFK School of Government Institute for Senior Executives in State and Local Government. He is also a Credentialed Manager by the International City/County Managers Association (ICCMA).

A member of the Council of Advisors for Leadership Florida and the Board of Directors of the United Way of the Big Bend, Vince taught for many years in the Askew School and served on the faculty of the Florida Association of Counties' County Commissioner Certification Program.



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A MESSAGE FROM THE COUNTY ADMINISTRATOR

When I addressed the Board of County Commissioners at the July 12, 2011 Commission meeting, which was my first meeting as County Administrator, I spoke of the new level of effort and commitment required to achieve my singular aim: to place the Board of County Commissioners in the best position to realize its vision for this community, and to have an organization capable of doing so even amid the unprecedented challenges we face today, and will continue to confront into the foreseeable future.

As I said at that time, our "new normal" in local government is a time of continuously decreasing revenues, correspondingly increasing needs, and a coexisting demand for no increasing taxes. States across the country, including the State of Florida, downsized their payrolls and slashed funds for education, social services, and local governments. Local governments, including Leon County, are losing state aid, and are feeling the fallout from unfunded state mandates and declining property tax assessments, a major source of their funding. Caught in a fiscal bind, Leon County has had to reduce personnel expenses since it is the costliest part of its budget, and has cut programs and services. Over the past five years, Leon County's budget has been reduced by \$48.9 million or 17.2%. During that time, we eliminated more than 70 positions, without layoffs. Many families in Leon County have lived through years of no pay increases, and a significant number of them who are state government employees were dealt another blow this year: a decrease in their net pay, and some sadly lost their job, in a tight employment market.

The political climate, combined with the real economic struggles that people are facing, has led to a new level of skepticism in government and a time when a growing number of our citizens see themselves as individual disenfranchised taxpayers, rather than stakeholders in our collective success as a community. Many people are understandably upset, worried, and uncertain about their future.

These realities have had, and will continue to have, a profound impact on our ability as an organization to fulfill our obligations to our community. While many of the economic and political issues facing Leon County are beyond this organizations' control, we can control how we respond. In times like this, successful organizations like Leon County do not hunker down and hope for better times ahead, they use these challenges as an opportunity to convey greater relevance, demonstrate their value and strengthen their relationships. This requires a new model which ensures that Leon County is in a constant state of becoming the highest performing organization, in a way which always upholds our values and instills not only the public's trust, but conveys a true sense of relevance for the role of county government in our efforts on behalf of and along side our community.

Under the leadership of the Board, and as carried out by the dedicated employees of Leon County, we will become the model for effectiveness as a 21st century county.



As a county, **we believe** the following:

- Demonstrating to our citizens that we are on their side, letting them know that they are the reason we exist and what they are getting for their tax dollars;
- Producing bigger and better ideas to address the real issues facing our community;
- Actively promoting transparency, accessibility, and openness in everything we do;
- Engaging citizens in important decisions facing the community;
- Tirelessly enhancing our community's livability, sustainability and economic competitiveness; and
- Providing employees a structure which reinforces this as our organizational culture and employs and empowers them to help people.

This will be our organizational culture, a culture which simply but powerfully combines performance and relevance - in other words, an organization which is **people focused** and **performance driven**. Our commitment to people and performance is reflected throughout this annual report.

I instituted a structure, known as **Leon LEADS**, to support and reinforce our organization's transformational efforts, and **to ensure no detail is too small to escape our people focused, performance driven culture**. How we internally manage our organization, and how we think about and work with our fellow employees, citizens, partners and the community, impacts our productivity and our success. Leon LEADS will become an essential component of that internal management structure.

To sustain our culture of performance and community relevance, and to realize our full capacity, requires our demonstrated focus upon three pillars of Leon LEADS:

- » **People** - Leon County demonstrates our belief in respecting, engaging and empowering citizens and employees. For Leon County employees, their work is about helping people. We will go beyond customer service and engage our citizens as stakeholders in the success of our community.
- » **Performance** - Leon County demonstrates our belief in delivering results, exceeding expectations, demonstrating value, and valuing efficiency and relevance. We believe in delivering a high quality level of service for a great value for citizens' tax dollars.

- » **Place** - Leon County demonstrates our belief in creating opportunity, attracting talent, promoting livability and sustainability. "Place" is vitally important, for our quality of life and as an economic driver. It is a critical component for creating the social fabric or the connection that people have to their community.

TRANSFORMATIONAL STRATEGY

Leon LEADS is not a management philosophy, or a planning exercise, but a strategic transformational approach of aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization while instilling our people focused, performance driven culture throughout the organization. Leon LEADS is a continuous process of looking inward to strengthen what works (and to abandon what does not), and of looking outward to leverage community partnerships and to receive systematic feedback from citizens, while providing for ongoing adjustments as conditions change.

You may find more information concerning Leon LEADS within this annual report.

FOR MORE INFORMATION ONLINE, VISIT:

www.LeonCountyFL.gov/LeonLEADS