



STRATEGIC PLAN - FY 2012 & FY 2013

Strategic Priority - Economy

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

- ▶ Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (EC1)
- ▶ Support business expansion and job creation, including: the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program. (EC2)
- ▶ Strengthen our partnerships with our institutions of higher learning to encourage entrepreneurship and increase technology transfer and commercialization opportunities, including: the Leon County Research and Development Authority and Innovation Park. (EC3)
- ▶ Grow our tourism economy, its economic impact and the jobs it supports, including: being a regional hub for sports and cultural activities. (EC4)
- ▶ Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners. (EC5)
- ▶ Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (EC6)

Strategic Initiatives - Economy

- Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee (EC1, G3, G5)
- Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities, including:
 - Identify revisions to future land uses which expand opportunities to promote and support economic activity;
 - Consider policy to encourage redevelopment of vacant commercial properties; and

- Consider policy to continue suspension of fees for environmental permit extensions (EC2)
- Implement strategies that support business expansion and job creation, including:
 - Evaluate start-up of small business lending guarantee program;
 - Identify local regulations that may be modified to enhance business development; and
 - Implement Leon County 2012 Job Creation Action Plan (EC2)
- Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder’s forum (EC2, EC3)
- Implement strategies that promote the region as a year round destination, including:
 - Evaluate competitive sports complex with the engagement of partners such as KCCI;
 - Support VIVA FLORIDA 500;
 - Develop Capital Cuisine Restaurant Week; and
 - Support Choose Tallahassee initiative (EC4, Q1, Q4)

- Implement strategies that assist local veterans, including:
 - Hold “Operation Thank You!” celebration for veterans and service members;
 - Develop job search kiosk for veterans;
 - Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans; and
 - Consider policy to waive EMS fees for uninsured or underinsured veterans (EC5, EC6, Q3)
- Implement strategies to promote work readiness and employment, including: provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners (EC6, Q2)



Veterans Resource Center

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)

- ▶ Protect our water supply, conserve environmentally sensitive lands, and safeguard the health of our natural ecosystems, including: adoption of minimum Countywide environmental standards. (EN1)
- ▶ Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (EN2)
- ▶ Educate citizens and partner with community organizations to promote sustainable practices. (EN3)
- ▶ Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (EN4)

Strategic Initiatives - Environment

- Implement strategies that protect the environment and promote orderly growth, including:
 - Develop Countywide Minimum Environmental Standards;

- Develop minimum natural area and habitat management plan guidelines;
- Integrate low impact development practices into the development review process; and
- Consider mobility fee to replace the concurrency management system (EN1, EN2)
- Implement strategies to protect natural beauty and the environment, including: update 100-year floodplain data in GIS based on site-specific analysis received during the development review process (EN1, EN2)
- Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes (EN1, EN2, G2)
- Implement strategies which plan for environmentally sound growth in the Woodville Rural Community, including:
 - Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension; and
 - Promote concentrated commercial development in Woodville (EN1, EN2, Q5)
- Continue to work with regional partners to develop strategies to further reduce nitrogen load to Wakulla Springs, including: conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report (EN1, EC4)



Lake Henrietta Park – Stormwater Pond



STRATEGIC PLAN - FY 2012 & FY 2013

...Continued, Strategic Initiatives - Environment

- Implement strategies to promote renewable energy and sustainable practices, including:
 - Complete construction of Leon County Cooperative Extension net-zero energy building;
 - Pursue opportunities to fully implement a commercial and residential PACE program;
 - Consider policy for supporting new and existing community gardens on County property and throughout the County;
 - Evaluate and construct glass aggregate concrete sidewalk;
 - Develop energy reduction master plan; and
 - Further develop clean - green fleet initiatives (EN2, EN3, EN4, Q5, EC6, G5)
- Develop and implement strategies for 75% recycling goal by 2020, including:
 - Evaluate Waste Composition Study;
 - Identify alternative disposal options; and
 - Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility (EN4)



Leon County Cooperative Extension Net-Zero Facility

Strategic Priority - Quality of Life

To be a provider of essential services 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 educational and recreational offerings associated with our library, parks and greenway system for our families, visitors and residents. (Q1)
- ▶ Provide essential public safety infrastructure and services which ensure the safety of the entire community. (Q2)
- ▶ Maintain and further develop programs and partnerships necessary to support a healthy community, including: access to health care and community-based human services. (Q3)
- ▶ Enhance and support amenities that provide social offerings for residents and visitors of all ages, including: completing the enhancements to and the programming of the Cascade Park amphitheatre. (Q4)
- ▶ Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (Q5)
- ▶ Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (Q6)
- ▶ Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (Q7)

Strategic Initiatives - Quality of Life

- Implement strategies through the library system which enhance education and address the general public's information needs, including: complete construction of the expanded Lake Jackson Branch Library and new community center, and relocate services into the expanded facility (Q1, EC1, EC6)
- Implement strategies which advance parks, greenways, recreational offerings, including:
 - Explore extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette;
 - Update Greenways Master Plan;
 - Develop Miccosukee Greenway Management Plan; and
 - Develop Alford Greenway Management Plan (Q1, EC1, EC4)
- Expand recreational amenities, including:

- Complete construction of Miccosukee ball fields;
- Continue to plan acquisition and development of a North East Park;
- Develop Apalachee Facility master plan; and
- Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway (Q1, Q5, EC1, EC4)
- Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative (Q1, EC1)
- Complete construction of Public Safety Complex (Q2, EC2)
- Consolidate dispatch functions (Q2)
- Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: pursue funding for community paramedic telemedicine (Q1, Q2)
- Implement strategies to maintain and develop programs and partnerships to ensure community safety and health, including: participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership, and in ASPCA ID ME Grant (Q2, Q3)
- Implement strategies that support amenities which provide social offerings, including:
 - Consider constructing Cascade Park amphitheatre, in partnership with KCCI;
 - Consider programming Cascade Park amphitheatre;
 - Develop unified special event permit process; and
 - Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA (Q4, EC1, EC4, G5)



Leon County Apalachee Regional Park Trail

- Implement strategies to promote homeownership and safe housing, including: consider property registration for abandoned real property (Q6)
- Implement strategies that preserve neighborhoods and create connectedness and livability, including:
 - Implement design studio;
 - Implement visioning team;
 - Develop performance level design standards for Activity Centers;
 - Revise Historic Preservation District Designation Ordinance;
 - Develop design standards requiring interconnectivity for pedestrians and non-vehicular access;
 - Develop bike route system; and
 - Establish Bicycle & Pedestrian Advisory Committee (Q6, Q7)



STRATEGIC PLAN - FY 2012 & FY 2013

...Continued, Strategic Initiatives - Quality of Life

- Maintain a high quality of offerings through the library system, including public access to books, media, digital resources, computers, Internet, reference resources, targeted programming, mobile library, and literacy training (Q1, EC1, EC6)
- Fund Sheriff's operations, consisting of law enforcement, corrections, emergency management, and enhanced 9-1-1 (Q2)
- Implement alternatives to incarceration (Q2)
- Initiate County resources as part of emergency response activation (Q2)
- Provide, support and deploy the geographic information system, integrated Justice Information System, Jail Management system, case management and work release management information systems for Probation, Supervised Pretrial Release and the Sheriff's Office, and the pawnshop network system (Q2)
- Provide for information systems disaster recovery and business continuity (Q2, G5)
- Provide Emergency Medical Services (Q2, Q3)
- Support programs which advocate for AED's in public spaces (Q2, Q3)
- Provide community risk reduction programs (such as AED/CPR training) (Q2, Q3)
- Support Community Human Services Partnerships (CHSP) (Q3)
- Support Leon County Health Departments (Q3)
- Support CareNet (Q3)
- Support Department of Health's Closing the Gap grant (including "Year of the Healthy Infant II" campaign, and Campaign for Healthy Babies) (Q3)
- Maintain oversight of state-mandated programs, such as Medicaid and Indigent Burial, to ensure accountability and compliance with state regulations (Q3)
- Educate at risk families to build healthy lives through the Expanded Food and Nutrition Education Program and other family community programs (Q3, EC6)
- Support of Regional Trauma Center (Q3)
- Leverage grant opportunities with community partners (Q3, G5)
- Support of Palmer Monroe Teen Center in partnership with the City (Q3)
- Provide targeted programs for Seniors (Q3)
- Provide foreclosure prevention counseling and assistance (Q6)
- Provide first time homebuyer assistance (Q6)



Citizen Engagement Series: Budget Session

Strategic Priority - Governance

To be a model local government which our citizens trust and to which other local governments aspire. (G)

- ▶ Sustain a culture of transparency, accessibility, accountability, 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)
- ▶ Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (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)

Strategic Initiatives – Governance

- Implement strategies which promote access, transparency, and accountability, including:
 - Explore providing On Demand – Get Local videos;
 - Explore posting URL on County vehicles; and
 - Instill Core Practices through: providing Customer Engagement training for all County employees, revising employee orientation, and revising employee evaluation processes (G1)
- Implement strategies to gain efficiencies or enhance services, including:
 - Conduct LEADS Reviews; and
 - Develop and update Strategic Plans (G2)
- Implement strategies to further utilize electronic processes which gain efficiencies or enhance services, including:
 - Develop process by which public may electronically file legal documents related to development review and permitting;
 - Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service;

- Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet; and
- Institute financial self-service module, document management, and expanded web-based capabilities in Banner system (G2, EN4)
- Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects (G2)
- Implement strategies to further engage citizens, including:
 - Develop and offer Citizen Engagement Series; and
 - Develop and provide Virtual Town Hall meeting (G3)
 - Implement healthy workplace initiatives, including: evaluate options for value-based benefit design (G4)
- Implement strategies to retain and attract a highly skilled, diverse and innovative workforce, which exemplifies the County’s Core Practices, including:
 - Revise employee awards and recognition program;
 - Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees; and

- Pursue Public Works’ American Public Works Association (APWA) accreditation (G4, G1)
- Implement strategies which ensure responsible stewardship of County resources, including: revise program performance evaluation and benchmarking (G5)
- Implement strategies to maximize grant funding opportunities, including:
 - Institute Grants Team; and
 - Develop and institute an integrated grant application structure (G5)



9/11 Day of Service and Remembrance Ceremony