



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 (ICMA).

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.

MESSAGE FROM THE COUNTY ADMINISTRATOR

2012 was a year of change for Leon County government and a time of continued economic challenge for our organization and the people we serve.

When I first addressed the Board of County Commissioners last year as the newly-appointed County Administrator, I spoke of the hard economic and political realities we face, and the profound challenge we will continue to confront as stewards of this time in our community. With many of these issues out of our control, in 2012 Leon County did what great organizations do in times like these; we focused on what we do control and used this time of great challenge as an opportunity to prove our value, convey greater relevance and strengthen our partnerships.

This was a year when Leon County created a new model for the new normal. We introduced a new people focused, performance driven culture which is reflected in everything we do. The Board charted a course for the future with the creation of a new vision statement which guided a new countywide strategic planning process. This process, along with a reorganized organizational structure, aligns the optimized resources of the organization with the strategic priorities of the Board.

Through these efforts and amidst unprecedented challenges, 2012 was a year that Leon County government initiated or completed high priority projects which will serve our citizens and shape our community for generations to come. The projects completed include the



Public Safety Complex Rendering



Operation Thank You



Lake Jackson Branch Library, which reused a vacant big box space and will anchor a catalytic sense of place initiative for this area. The construction of the Public Safety Complex began this year, demonstrating not only Leon County's commitment to our community's emergency response and readiness, but to leveraging and strengthening our partnerships when they matter most to our community.



Lake Jackson Branch Library Ribbon Cutting

When they write the history of Leon County, 2012 will be a year when strong partnerships and public investment on projects like Mahan Drive, Cascade Park and Gaines Street paved the way for significant private investment to follow. These projects and others inspired confidence that we could effectively engage citizens and efficiently execute projects, so that our citizens on the Sales Tax Committee, convened in 2012, could imagine the possibilities for the future of our community.

It will also be known as a time when Leon County began to engage citizens as stakeholders in their County government like never before. We launched a new website with features like *Your Checkbook*, which conveys our belief that our citizens have the right to a fully transparent, accountable and accessible county government. In addition, the *Citizens Connect* feature brought online customer service to a new level. We took this powerful feature mobile with the creation of a new app which makes County government more convenient and more responsive. This year we also launched Leon County's Citizen Engagement Series. Based on our belief that we make better decisions and build a stronger community when we create meaningful opportunities for engagement with our citizens, this series provided unique and immersive ways for citizens and their County government to engage with, and learn from, each other in building a better community together.



Eastside Branch Library



Cascade Park Rendering

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...Continued, Message from the County Administrator



Citizen Engagement Series: Library Services

And it will be remembered as a time we stopped as a community to honor and thank our military and veterans, and helped better prepare those returning home for civilian life. The County hosted the Operation Thank You downtown block party in partnership with VET Inc., launched the “30 Days of Thank Yous” campaign, and opened the Leon County Veterans Resource Center to provide access to many resources under one roof.

Through the new vision provided by the Board of County Commissioners and the renewed commitment of the men and women of Leon County government, I am proud to report that even in the most difficult times, Leon County has proven in 2012 to be a government that our citizens can believe in, others can benchmark against, and as demonstrated through the pages of this County Administrator’s Annual Report to the Board, a government that is people focused and performance driven.

In Public Service,

Vincent S. Long

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.

HOW LEON COUNTY LEADS

Leon LEADS has been instituted throughout Leon County government over the course of the year. This approach has resulted in the alignment of the Leon County Board of County Commissioners’ Vision for the Leon County community, with Strategic Priorities that advance the County toward that Vision and the County’s optimized resources. As reflected in the graphic on the next page, Leon LEADS is a continuous process by which Leon County government looks inward to strengthen what works and abandon what does not; looks outward to receive feedback from citizens and leverage partnerships; and to adjust as conditions change.

LEON LEADS

The first step, of what is now an ongoing process, was taken in December 2011 when the Board identified its Vision Statement, four Strategic Priorities that support and advance that Vision, and organizational Values which form the basis for Leon County government’s people focused, performance driven culture. The County’s Strategic Priorities are: Economy, Environment, Quality of Life and Governance.

Strategic planning teams throughout the County then conducted a total of 27 LEADS Review meetings in January and February 2012, which involved all County offices, a broad array of County employees, and more than 140 citizens. Each LEADS Review meeting was a facilitated process, during which participants conducted a SWOT Analysis, identifying Strengths,

Weaknesses, Opportunities and Threats, and responded to targeted, open-ended questions to identify opportunities for improvement. Each team then prepared a report, identifying workplace improvements and Strategic Initiatives, each of which supports and advances one or more of the Board’s four Strategic Priorities. The Strategic Initiatives and their alignments with the Board’s Strategic Priorities were identified in Leon County’s FY 2012 & FY 2013 Strategic Plan, adopted by the Board on February 28, 2012.

Staff then drafted their work areas’ Strategic Plans, which identifies the work area’s Mission; Strategic Initiatives for which it has lead responsibility; timelines for accomplishing those initiatives; and planned workplace improvements. The work areas’ Strategic Plans, which set the broad course of action for the same two-year period as the Board’s Strategic Plan, were approved by the Board on May 22, 2012. Additionally, work areas developed Business Plans, connecting Strategic Initiatives with the budget and performance metrics, which will be reported upon to the Board and the public. Further, the County’s Core Practices, which put our Core Values into action, have been translated in County employees’ performance evaluations. Semi-annually the Board reviews the progress that has been made, and annually may update its Strategic Priorities.

- L**istens for changing needs
- E**ngages citizens and employees
- A**ligns key strategic processes
- D**elivers results & relevance
- S**trives for continuous improvement

The following identifies many of the Strategic Initiatives that were completed during the year, or which are in progress. Each of these initiatives benefits one or more of Leon County's Strategic Priorities (the Economy, Environment, Quality of Life and Governance).



- Expanded the Lake Jackson Branch Library and in the process of constructing a new community center at the renovated Huntington Oaks, as part of a sense of place initiative
- Developed Leon County Veterans Resource Center
- Held "Operation Thank You!" celebration to honor the service of local armed forces members and veterans
- Waived Emergency Medical Services (EMS) fees for uninsured or underinsured veterans
- Constructing the Cascade Park amphitheatre and instituted an events planning process
- Constructing ball fields at Miccosukee Park
- Acquired land for the future development of a North East Park
- Developing parks and greenways consistent with management plans
- Developing a management plan for the J.R. Alford Greenway, the Apalachee Regional Park, and the Miccosukee Greenway
- Constructing the Public Safety Complex
- Added a design studio and forming a visioning team to partner with the construction and development community
- Identifying local regulations that may be modified to enhance business development
- Suspended fees for environmental permit extensions
- Developed countywide minimum environmental standards
- Developed minimum natural area and habitat management plan guidelines
- Exempted vested single family lots from having to provide closed basin volume control standards onsite
- Developed a unified special event permit
- Developed a process for the public to electronically file legal documents related to development review and permitting

- Providing support to the citizens' led Leon County Sales Tax Committee, which is evaluating the extension of the current one-cent local option sales tax, the funding source for Blueprint 2000
- Implementing Leon County's 2012 Job Creation Action Plan
- Renovated the Leon County Cooperative Extension building to draw net-zero energy
- Supported community gardens throughout the County and on County-owned property
- Completed a waste composition study, identified alternative waste disposal options, and explored renewable energy opportunities for the Solid Waste Facility, to assist Leon County reach a 75% recycling goal
- Developing an energy reduction master plan
- Developing green fleet initiatives
- Held a Virtual Town Hall meeting

- Offered the Citizen Engagement Series with five sessions held this year: Our Government, Our Community; Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times; Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety; LeRoy Collins Leon County Public Library System: Inspiring a Love of Reading and a Life of Learning; and Solid Waste Management: Beyond the Curb, Where Does It All Go?
- Revised Leon County's employee orientation and employee evaluation processes to instill Leon County's Core Practices
- Instituted a value-based health insurance benefit design for employees
- Instituted job search assistance for Probation and Supervised Pretrial Release clients
- Conducted 27 LEADS Review meetings
- Pursuing central sewer for Woodville