



LEON COUNTY ADMINISTRATOR

PEOPLE FOCUSED. PERFORMANCE DRIVEN.



Vincent S. Long

County Administrator
(850) 606-5300
LongV@LeonCountyFL.gov

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 Board of Directors 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 ADMINISTRATOR

2013 was both a time of exciting changes for Leon County government and a time of continued economic challenge for our organization and the people we serve. The *2013 Annual Report* demonstrates results achieved by Leon County government on behalf of and alongside our citizens, even as our community continued to experience economic decline. Due to the steady leadership and consistent vision of the Board of County Commissioners, the County was able to both tackle the tough policy issues of the day and embrace bold initiatives for the future – and to do so while balancing goals of lowering costs to taxpayers, making smart investments in our community, and ensuring the long-term fiscal viability of the County.

This was a year when talented and dedicated Leon County employees took innovation and customer service to the next level by living our

*Operation Thank You:
Welcome Home Vietnam Veterans*



"People Focused, Performance Driven" culture through our Core Practices, with a continuous focus on aligning the Board's top priorities with the optimized resources of the organization. In 2013 Leon County continued to strengthen

our partnerships, convey greater relevance and demonstrate results. That's what great organizations do; even, and especially, in tough times - because these are the times when our citizens and our community need us most.

While serving our citizens is at the heart of everything we do, we understand that times like these also come with the greatest risk for citizens to become disconnected to and discontented with government in general. So in 2013, we engaged citizens like never before, not only as taxpayers, but as co-creators of our community. We created a Value Proposition which articulates our promise to our citizens "... (to provide) meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations." We fulfilled that promise in part by launching the *Citizen Engagement Series*, which gained national attention in 2013 when it was awarded the National Association of Counties' Achievement Award.



Public Safety Complex



Honor Flight



We also understand that delivering efficient, high quality services is sometimes not enough to truly convey the relevance and value of county government or to promote powerful partnerships to reach our full potential as a community. As such, in 2013, Leon County partnered on events such as the inaugural *Honor Flight Tallahassee* for WWII veterans, *Operation Thank You: Welcome Home Vietnam Veterans*, The Village Square's *Speed Date Your Local Leaders*, and the *For the Love of Leon County + Tallahassee* community workshop, where well-known author Peter Kageyama stressed the importance of citizens being emotionally attached to their community and being engaged as co-creators.

This same spirit and commitment to partnership helped us initiate, complete, or make substantial progress on game-changing core infrastructure projects, like the *Public Safety Complex (PSC)*, which consolidated all local first responder dispatch functions; *Gaines Street*, which sparked revitalization along this critical connector and private sector reinvestment in the urban core; and *Cascades Park*, which addressed chronic flooding issues in our downtown and is destined to become a world-class park in the heart of our community.

Leon County government's most important partnership is, however, the one we have with our citizens. This most important partnership led to the *Domestic Partnership Registry*,

which affords adult couples the ability to register their partnership and be extended legal rights such as notification in emergencies and healthcare, funeral, and burial decisions; a 30% reduction in the rate for household solid waste collection, negotiated on behalf of citizens and saving subscribers \$72 annually; keeping waste management centers ("roll-off" sites) open and not instituting universal solid waste collection, largely in response to citizen input during three community meetings; and balancing the 2013/2014 budget with no increase in the millage rate, continuing the County's deliberate, necessary, and reasoned focus on the most fiscally responsible budget possible.

Representing our belief that we make better decisions and build a stronger community when we create meaningful opportunities for engagement with our citizens, 18 citizens who comprise the *Leon County Sales Tax Committee* have been fully engaged throughout the year – committing over 890 hours of volunteer time since their first meeting in early 2012. Early next year the Committee will present their recommendations to the Board of County Commissioners regarding projects for funding through a proposed infrastructure sales tax extension and related public policy matters. If passed, the sales tax extension will include funding to spur job growth and economic development.

But Leon County is not waiting for the future to arrive. 2013 was the year when Leon County advanced one of the central themes in our Vision Statement, to *be the catalyst*, with projects like: enhancements to the *Leon County Apalachee Regional Park*, which hosts local, state and national cross country events, drawing visitors who spent more than \$1.85 million with local businesses this year alone; *Lake Jackson Town Center*, which now houses Leon County's expanded Lake Jackson Branch Library and new community center in refurbished, previously vacant big box stores, with sidewalks to Springwood Elementary, anchoring a catalytic sense of place for the Huntington area; the *Trailahassee.com* website, a unique, central portal designed for ease of use on mobile devices, providing information and promoting our area's paved and off-road trails for walking, hiking, running, biking, paddling and equestrian uses; and an *urban incubator*, which is under consideration though redevelopment of a County-owned, vacant warehouse located between FSU and FAMU in the burgeoning Gaines Street district. The incubator will become a catalyst for innovation and commercialization by providing much needed resources for new and early-stage local businesses if implemented.



*Citizen Engagement Series:
Creating & Sustaining This Special Place*



Peter Kageyama: For the Love of Leon County + Tallahassee

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...Continued, Message from the County Administrator

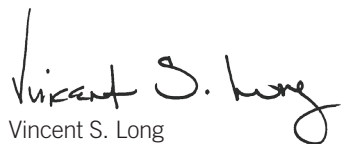


Domestic Partnership Registry Grand Opening

While 2013 was a time of continued challenges and exciting changes, Leon County's commitment to our most sacred responsibilities to our citizens remains constant. Whether responding to the scene of an accident, helping a citizen learn to read, assuring safe construction, serving veterans, protecting animals, planning for future growth, protecting the environment for current and future generations, or ensuring our parks, greenways, roadways, libraries, and community centers are ready for your enjoyment, Leon County employees' commitment to being responsive, responsible stewards of our community's resources and citizens' trust is unwavering.

I am proud to report that in 2013, Leon County has proven 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 was instituted throughout Leon County government over the course of Fiscal Year 2012. This approach 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 adjusts 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 Board'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. 84 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, 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.

The December 2012 Board retreat took place during the second year of the two-year Strategic Plan. This provided the Board with an opportunity to review and refine its Vision and Strategic Priorities. The Board identified 25 additional Strategic Initiatives, which are documented in the Strategic Plan update approved by the Board on January 29, 2013. Progress on completing the Strategic Initiatives is tracked and reported to the Board twice a year.

This Annual Report is organized to reflect the alignment of the Board's Strategic Priorities with the Strategic Initiatives accomplished during FY 2013.

Listens for Changing Needs
Engages Citizens and Employees
Aligns Key Strategic Processes
Delivers Results & Relevance
Strives for Continuous Improvement