



LEON COUNTY ANNUAL REPORT 2020

PEOPLE FOCUSED. PERFORMANCE DRIVEN.





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Apalachee Regional Park

Leon County Statistics

Population: **293,582**

34% unincorporated

66% within city limits

Area (Square Miles): **702**

Established: **1824**

Charter Date: **2002**

County Seat: **Tallahassee**

Median Household Income: **\$62,500**

Districting: **5 Single Districts / 2 At-Large**

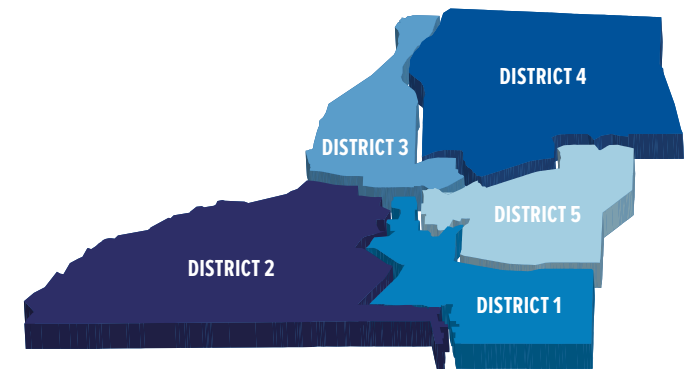
Median Age: **31**

Source: *The United States Census Bureau*

ABOUT LEON COUNTY

Leon County was named after the Spanish explorer Juan Ponce de Leon. He was the first European to explore Florida in 1513 in search of the “Fountain of Youth” and named the state after the Spanish word for “flowery.”

Leon County is home to Florida’s capital, Tallahassee, which was established in 1824. Legislative and executive offices, the State House and Senate chambers are located here. As a political subdivision of the state, the County is guided by an elected, seven-member Board of County Commissioners.



Five members of the Board are elected to serve specific commission districts and two members are elected at-large. Leon County is a Council-Manager form of government, and the County Administrator is appointed by the Board to oversee all functions, directives and policies. Florida Statutes, Chapter 125, establishes the powers and duties of the County Commission and the County Administrator. As of November 12, 2002, Leon County is governed by a Home Rule Charter.

This document fulfills the annual reporting requirements of Chapter 125.74, Florida Statutes and Sec. 2-501(1), Leon County Administrative Code. 1,500 copies were printed for community distribution at a cost of \$8,595.

This publication is printed on sustainably sourced paper that contains 10% post-consumer waste content and vegetable-based inks and is 100% recyclable.



LEON COUNTY BOARD OF COUNTY COMMISSIONERS



Vision

A community that is safe, healthy and vibrant.

Mission

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



(Left to Right) At-Large Commissioner Mary Ann Lindley, District 2 Commissioner Jimbo Jackson, District 1 Commissioner Bill Proctor, District 4 Commissioner Bryan Dosloge (Chairman), District 3 Commissioner Rick Minor (Vice Chairman), District 5 Commissioner Kristin Dozier and At-Large Commissioner Nick Maddox.



MESSAGE FROM THE LEON COUNTY ADMINISTRATOR

PEOPLE FOCUSED. PERFORMANCE DRIVEN.



VINCENT S. LONG

County Administrator

(850) 606-5300 | LongV@LeonCountyFL.gov

Vince Long has worked for Leon County since 1995 and was appointed County Administrator by the Board of County Commissioners in 2011. As the Chief Executive Officer (CEO) of the County government, he provides fiscal, strategic and operational leadership to the organization, as well as sound analysis and professional implementation of the Board's policies. He holds a Master of Public Administration (MPA) 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), serves on the Board of Directors and is a past President of the Florida Association of County Managers, and serves on the Board of Directors for the Florida Association of Counties Institute for County Government. A graduate of Leadership Tallahassee and Leadership Florida, Vince is a leader in many community and professional organizations. He also serves as a member of the Advisory Council and is a regular lecturer at the Askew School, as well as a frequent speaker and trainer with the Florida Association of Counties' County Commissioner Certification Program.

2020 YEAR IN REVIEW: SERVING, SHAPING AND SAFEGUARDING OUR COMMUNITY

In 2020, we faced the most abrupt and serious threat to lives and livelihoods ever experienced. This has been a time which has challenged people and organizations everywhere, but not all in the same way.

For Leon County, the coronavirus required our most extensive emergency management response to protect our citizens, especially those most vulnerable - as well as an unprecedented, targeted and highly coordinated effort to help our local businesses and community members rebound and recover.

The 2020 Annual Report reflects our organization-wide response to the pandemic, the uninterrupted provision of essential services, and the adaptation, innovation and unrelenting commitment of County employees over the past year. It also demonstrates the importance of having a clear vision and a culture built upon our core values and practices. Because of this and despite the unprecedented challenges we faced, we were able to realize real progress in 2020, produce results and deliver on our ambitious targets and bold goals for the organization and the community.

LIVING OUR CULTURE, SHAPING OUR COMMUNITY

Amid our response efforts to the pandemic, our dedicated employees continued to set the standard each day in EMS, Public Works and Parks, libraries, and so many other essential services. We may have done it a little different in some cases, but they continued throughout to serve, shape and safeguard our community.

While addressing the urgent needs of the day, as a strategic organization, we also remained committed to the long view, completing major infrastructure projects that protect our environment and enhance our community, like removing hundreds of septic tanks and connecting homes to central sewer in southside Leon County, by completing a long-awaited project to alleviate chronic flooding of portions of Meridian Road and surrounding neighborhoods, and with the opening of five new parks for all to enjoy.



And while the coronavirus silenced the sounds of live music and other community events, our



Emergency Medical Services donning personal protective equipment



Leon County presents an evening with JJ Grey & Mofro

commitment to remaining a vibrant place to live and visit was recognized for the second year in a row by Southern Living Magazine naming us one of the South's Best Communities.



Created Equal



Centerville Trace Stormwater Improvements



LEON CARES

We also launched the Leon CARES program, the largest aid program in our County's history with over \$50 million in federal funds to individuals and small businesses most impacted by the virus. The County created grant programs to keep our small businesses alive, to help our citizens in need stay in their homes and pay their utility bills, to provide meals to the food insecure and to assist human services agencies meet increased demands for their vital services.

ENGAGING CITIZENS AS CO-CREATORS

We continued initiatives to bring our community together, even when we had to be apart, like the 2020 Census "Make It Count" campaign, the celebration of the 60th anniversary of the Tallahassee lunch-counter sit-ins and our award-winning library lecture series - which were conducted virtually.

SETTING THE STANDARD IN PUBLIC SERVICE

This commitment to service is at the heart of everything we do in Leon County. It drives us to be the best in our fields.

Yes, 2020 has been a challenging time and it has been a time when Leon County employees answered the challenge earning a dozen more national awards for best practices and efficiency in public service. Specifically, Leon County received 11 national awards for exceptional County programs and services from the National Association of Counties (NACo), bringing the County's total to 79 NACo awards since 2013. Recognitions included programs like the #HurricaneStrong partnership, Apalachee Regional Park master Plan and Landfill Conversion, Advisory Committee on Quality Growth and so many more.



Bradfordville Dog Park Opening

And despite enormous revenue losses associated with the pandemic, due to continued fiscal stewardship, in 2020, the County balanced a \$17 million shortfall with no increase in taxes rates or fees, keeping our county among the most affordable places to live.

BUILDING ON OUR PROGRESS

In all the ways that Leon County touches the lives of so many people we serve each day, whether it's helping our veterans claim more than \$20 million in benefits they deserve, responding to more than 45,000 calls for life-saving care, serving more than 1,200,000 patrons through our County's Library System, or activating the Emergency Operations Center for hundreds of days in response to the pandemic, as we did in 2020, we strive to put each person first and set the standard in public service.

Throughout this crisis, and after, we at Leon County will remain committed to listening to the people we serve, addressing the challenges we face together and striving every day to set the standard in public service.

And we cannot do this alone. Thank you for your continued confidence in the work we do on behalf of and alongside our citizens every day to make our community even better.

Here's to 2021!

And as an organization, 2020 demanded that we perform at our best. In our most extensive emergency management activation ever, which began before the County's first COVID-19 case, our teams worked to increase countywide testing and contact tracing, distributed more than a million items of PPE to frontline workers and first responders, cared for the homeless, created hospital surge plans, provided hundreds of thousands of masks to families and businesses and shared creative and effective health messages that were seen millions of times, even on the national level.



L.E.A.D.S.

A STRUCTURE TO SUPPORT OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE

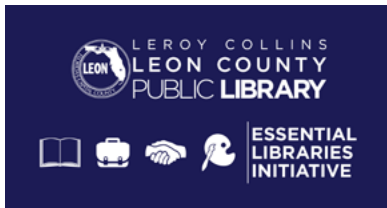
HOW LEON COUNTY LEADS

Instituted throughout Leon County Government in Fiscal Year 2012, Leon LEADS is a strategic approach to aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization. LEADS provides a structure to support and sustain our People Focused. Performance Driven. culture through a continuous process that 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.

County employees are more committed than ever to delivering the quality of service our citizens deserve for their tax dollar, working with our community in tackling the tough problems of today and ensuring our quality of life into the future. Below are just a few highlights of how the County's LEADS framework supports an organizational culture that simply but powerfully combines performance and relevance.

ESSENTIAL LIBRARIES INITIATIVE

To ensure that the Leon County Public Library System remains a relevant and essential resource to residents now and in the future, the County launched the *Essential Libraries Initiative* to re-envision the County's libraries to address the changing needs of residents and usage trends throughout the library system. While currently delayed due to the pandemic, a critical component of the Initiative involved an outreach campaign to engage residents and stakeholders in conversations about how libraries can be more proactive in addressing local issues. A series of 4 Library Listening Sessions were held with stakeholders including nonprofits, academic institutions, youth and teens and the general public. Those that could not attend in person were encouraged to complete the online survey; in total the survey garnered nearly 5,000 responses with input. Based on citizen feedback, once implemented the *Essential Libraries Initiative* will set Leon County on a three to five-year plan of action to realign our Library's programs, services, staff and physical spaces with the community's greatest needs and goals.




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

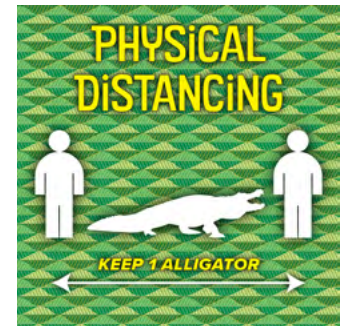
MIT BUSINESS SCHOOL COLLABORATES WITH COUNTY ON RE-ENTRY PROGRAMS

This past year, a team of MBA students from the MIT Sloan School of Management USA Lab collaborated with Leon County staff to evaluate reentry programs for people transitioning from incarceration and identify best practices and innovative models for the reentry process.

Four MBA students working with Leon County researched strategies to develop a skilled workforce and support stable, healthy families and safe communities. Such programs reduce the demand for the costliest public services, that of criminal justice corrections and physical and behavioral healthcare. Work on the project began in February and continued into May 2020. The team had planned to spend two weeks working on-site; however, due to the COVID-19 pandemic, the students pivoted to virtual meetings with the support of County staff. Through video interviews with more than 50 community agencies and local advocacy groups, MIT students gained an understanding of Leon County's local re-entry ecosystem and assisted County staff in identifying a service model that addresses the needs of individuals transitioning from incarceration.

COMMUNICATING TO THE PUBLIC DURING COVID-19

Leon County Community and Media Relations, in close coordination with the Florida Department of Health and the Joint Information Center, provided accurate, relevant and timely public health messaging throughout the COVID-19 pandemic. To date, critical public health messages from #SaferAtHome to It's Not Too Much to Mask, Leon CARES and more have been seen, read and heard over 20 million times across every available public information platform including radio, TV, print, billboards, digital marketing, social media, community outreach and more.



More than 2,000 messages have been shared across social media platforms alone, a 135% increase over 2019. As part of the County's efforts to reinforce behavior change during the pandemic, staff created a physical distancing gator graphic that went viral on social media. The graphic received over 1 million impressions and over 100,000 engagements. It also appeared on more than 120 local and national news outlets including CNN, MSNBC, NPR and the Boston Globe. Additionally, it was featured on the Late Show with Stephen Colbert, Jimmy Fallon, and Last Week Tonight with John Oliver.

OUR VALUE PROPOSITION

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.



INNOVATOR AND INSPIRATOR AWARDS CONTINUE COST SAVINGS AND NEW EFFICIENCIES, SAVING OVER \$7 MILLION TO DATE



2019 Innovator Award: Operation Millings, repurposing old asphalt for new road work



2019 Inspirator Award: LeonCountyWater.org water resources website

Leon County is an organization that rewards its employees for innovative ideas, teamwork, strategic processes, efficiency and the ability to achieve positive results. The I² (Innovator/Inspirator) Award conveys the value Leon County Government places on employee-led improvements that result in increased efficiencies, enhance or support the delivery of County services, reinforce Leon County's relevance in the community and exemplify the County's Core Practices in the workplace. Examples of such improvements include the following:

- ▶ Office of Information Technology-Geographic Information Systems identified spatial irregularities in fire services billing and secured \$185,000 in new revenue, bringing equity to the billing of fire services and adding to the quality and efficiency by which Leon County operates.
- ▶ Solid Waste county crews used county-owned resources and equipment to identify a missing liner as part of the Leon County Solid Waste Landfill closure process, saving the county an estimated \$262,518 in contractor costs.

- ▶ Emergency Management worked with Facilities to establish a county staging area for the pandemic response to COVID-19. Since its establishment, more than 1 million pieces of personal protective equipment (PPE) have been distributed to more than 110 health partners and first response organizations.
- ▶ Library staff located, evaluated and processed more than 40,000 items that had not circulated in the last 5 years and established new evaluation criteria which allowed for consolidation of service points, space for a Teen Area and enhanced patron interaction.

The I² Awards not only recognize employees, but also inspire others to continue reinforcing Leon County's core practices in the workplace and raise the public's awareness of Leon County's relevance and services. Since its inception in FY 2015, the I² Employee Awards program has saved the County a total of \$7 million, including \$1.8 million in recurring costs and \$5.2 million in one-time costs.





LIVING OUR CORE PRACTICES

Our Core Practices

Delivering the “Wow” factor in Customer Service. Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.

Connecting with Citizens. Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger cause.

Demonstrating Highest Standards of Public Service. Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.

Accepting Accountability. Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.

Exhibiting Respect. Employees exercise respect for citizens, community partners and each other.

Employing Team Approach. Employees work together to produce bigger and better ideas, to seize the opportunities and to address the problems which face our community.

Exercising Responsible Stewardship of the Community’s Resources. Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.

Living our “People Focused, Performance Driven” Culture. Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

 <p>Top-10 Best City and Top College Town. (Tourism)</p>	 <p>2020 Transportation Project of the Year: Indian Mounds Road (Engineering/Operations); 2020 Environmental Project of the Year: Woodside Heights Wastewater Retrofit (Engineering); Big Bend Chapter Award Beautification Project of the Year: Orange Ave/Meridian Road Site Improvements (Blueprint).</p>	 <p>Placed 5th in the 250,000-500,000 Population Category (Office of Information and Technology).</p>	
 <p>Award of Distinction for Leon County Created Equal: 60th Anniversary of TLH Lunch Counter Sit-Ins (Community and Media Relations).</p>	 <p>78 total NACo awards since 2013</p> <p>Leon County received 11 National Association of Counties Awards: #HurricaneStrong Partnership; Advanced Wastewater Treatment Pilot Program; Advisory Committee on Quality Growth; Apalachee Regional Park Master Plan and Landfill Conversion; Choose Tallahassee Marketing Partnership; Community Garden Program Enhancements; Integrated Sustainability Action Plan; Livable Infrastructure for Everyone (LIFE) Program; Neighborhood Services Webpage; SMARTIES Committee and Workforce Development Services through Leon County Libraries.</p>	 <p>2020 “Counties Helping Counties Award” (Administration).</p>	
 <p>Distinguished Budget Presentation Award (Office of Management and Budget).</p>	 <p>2020 Lifeline Gold Plus EMS Achievement Award (Emergency Medical Services).</p>	 <p>Recognized as a Tree City USA for 14th consecutive year (Public Works).</p>	 <p>SolSmart Gold Community Designation (Sustainability).</p>

DELIVERING THE



FACTOR IN CUSTOMER SERVICE



ANIMAL CONTROL

“We had two feral cats which we tried to capture so they could be spayed and released. Officer Walker showed up within 36 hours to show us how to set up traps and provided us with vouchers to cover the cost of spay and rabies vaccinations. Cara and her team epitomize compassionate professionalism and care deeply about providing the very best service they can.”

— Don and Deby Adams

EMERGENCY MEDICAL SERVICES

“On our usual walk to school, our five-year-old daughter suddenly collapsed on the sidewalk. The EMTs that arrived - Nichole, Jason and student trainee Emily - approached and set to work like professionals. When we arrived at the hospital, they waited with us to make sure we got checked in, and stayed with us until the nurse arrived. They made our first EMT and ambulance experience truly exceptional. We felt cared for, listened to and safe through the entire process.”

— A Leon County Citizen

PARKS AND RECREATION

“I just wanted to say a huge THANK YOU! to all involved in the resurfacing of the tennis courts at Canopy Oaks! Absolutely gorgeous! Please, please, let everyone know, I, we, are so impressed!”

—Ray Johnson

VETERANS SERVICES

“I came to the office the morning after my husband’s passing filled with grief and brokenness, searching for help to get through a maze of documentation. I am truly grateful for Veteran Services’ dedication and willingness to help me every step of the way. Because of this support I was able to get through the entire process in 60 days from the date of submission to approval date. I will be forever grateful to your office for taking the time to help me.”

— Anonymous

OFFICE OF ECONOMIC VITALITY (OEV)

“Thank you Richard, Cristina, & everyone else at OEV for all you are doing for Tallahassee businesses during this very difficult time. We will all get through this and the community will remember that OEV was there to support them through this crisis. #TallyStrong”

— Adam Kaye

PUBLIC WORKS

“I called in a dead pine tree 100’ tall along Bull Headley Road that threatened one of our rental properties and motorists were it to fall without warning. In less than two hours an operations employee was inspecting the tree and the property lines to assure it was on the county ROW, and by 7 p.m. when I was headed home for the day the tree was on the ground, stacked neatly for pick-up. Your staff is doing a fabulous job, and I couldn’t let this experience go by without making a point of it.”

— Rod Moeller

EMERGENCY MANAGEMENT

“I wanted to let you know how much we, as parents of an incoming freshman FSU student, appreciate the county’s recent decision to require mask wearing in local businesses and to actually provide masks. Thinking about following through with plans for my daughter to attend college in Florida, with a daily infection rate many times higher, is gut wrenching. Knowing that the County is taking steps to help mitigate the spread of Covid-19 is encouraging.”

— Anne Akamatsu

LIBRARIES

“Kudos to library staff and our wonderful library system! Picked up a book this a.m. and their procedure is topnotch. Bonus: friendly conversation with a library staff person at a safe distance. Thank you for understanding that we need library access and putting that in Phase 1!”

— Nancy Nix O’Farrell

COMMUNITY AND MEDIA RELATIONS

“Thank you so much for the COVID-19 public health information campaign you have maintained on social media-informative, entertaining and shareable. It’s appreciated.”

—Jessica Gertel McGrew

HUMAN SERVICES AND COMMUNITY PARTNERSHIPS

“I wanted to reach out to give my thoughts about the Direct Emergency Assistance program- you have made it all so easy and pleasant. Malinda Harris has been a tremendous help in gathering my materials and easing my concerns. I cannot say when I have ever been able to receive that type of treatment with any government department.”

—Danielle Tidwell

We Believe In

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.

What We Value

- Service
- Relevance
- Integrity
- Accountability
- Respect
- Collaboration
- Stewardship
- Performance
- Transparency
- Vision



STRATEGIC PLAN - FY2017 - FY2021

UNDERSTANDING OUR STRATEGY

VISION

A community that is safe, healthy and vibrant.

MISSION

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: 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 FY2017-2021 Strategic Plan, the 75 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.

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)



(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, and job creation.



(EC3)

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

BOLD GOAL

Grow the five-year tourism economy to \$5 billion

PROGRESS AS OF JULY 2020

66%
(\$3.32 billion)



(EC4)

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



5-YEAR TARGETS

PROGRESS AS OF JULY 2020

» Attract 80 state, regional, or national championships across all sports	74% (59 Championships)
» Co-create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs in high tech clusters	166 Entrepreneur Ventures (33%), 9,064 New Jobs* (82%), and 123 High-Wage Tech Jobs (31%)
» Connect 5,000 students & citizens to middle skilled job career opportunities	50% (2,494 Students and Citizens)
» Host 100,000 residents & visitors as part of the Amphitheater County Concert Series	39% (38,761 Residents and Visitors)

* Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2019.

STRATEGIC INITIATIVES

- ▶ (EC4) Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements. (2016-1)
- ▶ (EC1, EC4) Continue to work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County's financial and programming roles and participation for future Board consideration. (2016-2)
- ▶ (EC4) Support the revision of Sec. 125.0104, F.S. to modify the eligibility for levying the local option High Tourism Impact Tax to include counties that are home to Preeminent State Research Universities in order to levy a sixth cent to support the convention center and arena district. (2016-3)
- ▶ Continue to pursue opportunities for workforce development, including:
 - » (EC2) Based upon the projected unmet local market for middle skill jobs, continue to host Leon Works Exposition in collaboration with community and regional partners and launch Leon County's Junior Apprenticeship Program. (2016-4A)
 - » (EC2) Work with partners, such as The Kearney Center and Leon County Schools, to increase access to training programs, apprenticeships, and other programs promoting middle-skilled jobs. (2016-4B)
- ▶ (EC4) Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (2016-5)
- ▶ (EC2) Implement the Economic Development Strategic Plan as adopted and may be revised by the Intergovernmental Agency. (2016-6)
- ▶ (EC2) Complete and implement the joint County/City disparity study and enhancements to the MWSBE program. (2016-7, rev. 2020)
- ▶ (EC4) Expand our economic competitiveness by coordinating with regional partners to host an Americas Competitive Exchange on Innovation and Entrepreneurship (ACE) conference. (2016-8)
- ▶ (EC1, EC2) Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City. (2016-9)
- ▶ (EC4) Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium. (2016-10)
- ▶ (EC2) To address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses. (2016-11)
- ▶ (EC1, EC4) Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP). (2016-12)
- ▶ (EC2) Evaluate expanding Leon Works as a regional event and to different segments of the community. (2017-1)
- ▶ (EC2) Explore the creation of local Enterprise Zone incentives to be managed by the Office of Economic Vitality in support of economic growth and development. (2017-2)
- ▶ (EC2, EC3) Continue to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local. (2017-3)
- ▶ (EC2, EC3) Explore ways to expand how local businesses can do business outside of the community. (2017-4)
- ▶ (EC4) Raise awareness of County trails through the Division of Tourism Strategic Plan. (2017-5)
- ▶ (EC4) To further promote Leon County as a biking community, pursue the International Mountain Biking Association (IMBA) Designation. (2018-1)
- ▶ (EC1, EC2) Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification. (2020-1)
- ▶ (EC4) Work with the City of Tallahassee to develop a branding strategy for the community's trail system. (2020-2)



STRATEGIC PLAN - FY2017 - FY2021

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.



(EN3)

Promote orderly growth and sustainable practices.



(EN2)

Conserve and protect environmentally sensitive lands and our natural ecosystems.



(EN4)

Reduce our carbon footprint.

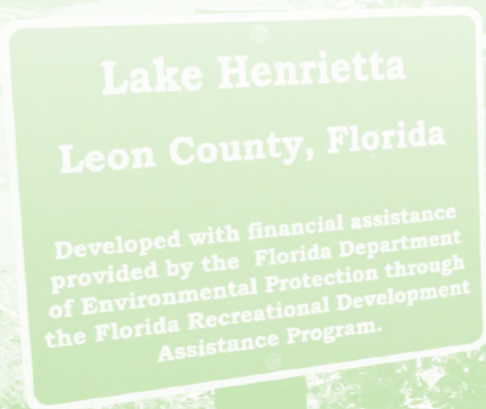
BOLD GOAL

Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone

PROGRESS AS OF JULY 2020

610

septic tank replacements are in progress





STRATEGIC INITIATIVES

- ▶ (EN1, EN2) Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment. (2016-13)
- ▶ (EN4) Develop strategies to increase recycling and reuse rates. (2016-14)
- ▶ (EN3) Implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (2016-15)
- ▶ (EN3) Convene the Leon County Sustainable Communities summit on a bi-annual basis. (2016-16)
- ▶ (EN3) In partnership with the Canopy Roads Committee, update and implement the long term management plan for the Canopy Roads including an active tree planting program. (2016-17, rev. 2020)
- ▶ (EN3) Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (2016-18)
- ▶ (EN4) Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Home Expo, to train industry professionals on sustainable building practices for participation in the PACE program. (2016-19)
- ▶ (EN2) Add environmental education kiosks, trail markings/mapping at Greenways and Parks. (2016-20)
- ▶ (EN4) Explore new opportunities for solar on County facilities. (2016-21)
- ▶ (EN1) Support the protection of Lake Talquin. (2016-22)
- ▶ Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:
 - » (EN1, EN2) Develop a septic tank replacement program. (2016-23A)
 - » (EN1, EN2) Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)
- ▶ (EN2, EN3, EN4) Work with Sustainable Tallahassee and community partners to evaluate developing a community-wide climate action plan. (2017-6)
- ▶ (EN1, EN2, EN3) Continue to work with the state as a host community in evaluating pilot technologies for new advanced wastewater treatment septic tanks. (2017-7)
- ▶ (EN1, EN2, EN3) Continue to work with the state to seek matching grants to convert septic to sewer systems. (2017-8)
- ▶ (EN4, EN3) Develop and enact the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint. (2018-2, rev. 2020)
- ▶ (EN1, EN2) To increase information available to the public regarding blue-green algae blooms, fishing advisories, invasive species, and general water quality, add education kiosks at Leon County boat landings. (2018-3)
- ▶ (EN3, EN4) Pursue NACo's SolSmart designation. (2018-4)
- ▶ (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. (2018-5)
- ▶ (EN1) Develop and enhance communications strategies to inform citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water (2018-6).
- ▶ (EN4, EN3) Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community. (2020-3)
- ▶ (EN2) To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers. (2020-4)

5-YEAR TARGETS

PROGRESS AS OF JULY 2020

- » Plant 15,000 trees including 1,000 in canopy roads 88% (13,498 Trees)
- » Ensure 100% of new County building construction, renovation and repair utilize sustainable design On target
- » 75% community recycling rate 62% Recycling Rate
- » Construct 30 miles of sidewalks, greenways and trails 88% (26.53 Miles)



STRATEGIC PLAN - FY2017 - FY2021

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.



(Q5)

Support strong neighborhoods.



(Q2)

Provide relevant library offerings which promote literacy, life-long learning and social equity.



(Q6)

Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.



(Q3)

Provide essential public safety infrastructure and services.



(Q7)

Assist local veterans and their dependents with securing entitled benefits and advocating their interests.



(Q4)

Support and promote access to basic health and welfare services to our community members most in need.

BOLD GOAL

Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans & their families

PROGRESS AS OF JULY 2020

77%
(\$77.3 Million)*

** Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2019.*

5-YEAR TARGETS

PROGRESS AS OF JULY 2020

- » Double the number of downloadable books at the library 118% (15,893 New Books)
- » Construct 100 fire hydrants 48% (48 Fire Hydrants)
- » Train 8,500 citizens in CPR/AEDs 71% (6,044 Citizens)
- » Open 1,000 new acres of park land to the public 24% (242.31 New Acres)



STRATEGIC INITIATIVES

- ▶ Continue to expand recreational amenities to include:
 - » (Q1, Q6) Implement a master plan for the Apalachee Regional Park. (2016-24A, rev. 2017)
 - » (Q1, Q6) Develop a program to establish a signature landscaping feature with a regular blooming season. (2016-24B)
 - » (Q1, Q6) Implement the Tallahassee-Leon County Greenways Master Plan. (2016-24C)
 - » (Q1, Q6) Evaluate additional trail expansion opportunities. (2016-24D)
 - » (Q1, Q6) Work with partners to utilize rights-of-way and utility easements to further expand the trail system. (2016-24E)
 - » (Q1, Q6) Identify opportunities to create dog parks in the unincorporated area. (2016-24F)
- ▶ (Q5) Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (2016-25)
- ▶ (Q3) Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (2016-26)
- ▶ (Q4, G1, G5) Work with the City of Tallahassee to develop a new CHSP process in-light of the United Way's decision to conduct a separate funds distribution process. (2016-27)
- ▶ (Q4, Q5) Implement the Joint County-City Affordable Housing Work Group's efforts to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships. (2016-28, rev. 2017)
- ▶ Continue to serve our seniors through programs and partnerships, including:
 - » (Q4) As Florida's first Dementia Caring Community, support the Florida Department of Elder Affairs in the further development of the pilot program, provide enhanced paramedic training and engage local partners in making the County a more dementia-friendly community. (2016-29A)
 - » (Q4) Exploring opportunities to address fraud/scams targeted towards seniors. (2016-29B)



- » (Q4, EC4) To continue to support Choose Tallahassee's efforts to market our community as a retirement destination. (2016-29C)
- ▶ (Q4) Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives. (2016-30)
- ▶ (Q7) Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (2016-31)
- ▶ (Q3) Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage. (2016-32)
- ▶ (Q3, Q4) Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies. (2016-33)
- ▶ (Q4) Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2016-34)
- ▶ (Q2) Explore opportunities to increase to high speed internet access through a "mobile hot spot" library lending program. (2016-35)
- ▶ (Q5, Q6) 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. (2017-9)

- ▶ (Q1, Q5, Q6) As part of sense of place initiative for Miccosukee, evaluate the opportunity to combine activities from the existing community center into the Old Concord School. (2017-10)
- ▶ (Q7) Enhance partnership with CareerSource to increase job and economic opportunities for local veterans. (2018-7)
- ▶ (Q5, Q6) Develop a formal policy to implement the private dirt road safety stabilization program to be funded through L.I.F.E. (2% of sales tax extension). (2018-8)
- ▶ (Q4) Conduct a comprehensive human service needs assessment in order to align CHSP funding with the highest human services needs in the community. (2018-9)
- ▶ (Q3) Implement practices and strategies to further enhance the response to mass casualty incidents; including, the delivery of Stop the Bleed campaign training which teaches citizens how to assist someone suffering from major bleeding. (2018-10)
- ▶ (Q4) Continue to evaluate the effectiveness of our existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote. (2018-11)
- ▶ (Q6, Q1) Implement a minimum grid bicycle route network. (2018-12)
- ▶ (Q3) Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 call takers. (2020-5)
- ▶ (Q4) In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program. (2020-6)
- ▶ (Q3, Q5) Coordinate with community partners to implement training for parents and students on the safe use of online applications. (2020-7)



STRATEGIC PLAN - FY2017 - FY2021

STRATEGIC PRIORITY

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



(G4)

Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices.



(G2)

Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.



(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.



(G3)

Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.

BOLD GOAL

Implement 500 citizen ideas, improvements, solutions & opportunities for co-creation

PROGRESS AS OF JULY 2020

62%

(310 Citizen Ideas)



STRATEGIC INITIATIVES

- ▶ (G1, G3) Alongside community partners, engage citizens of diverse backgrounds, education, and age on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens. (2016-36)
- ▶ (G1) Continue to Support Commissioner Desloge during his term as NACo President. (2016-37)
- ▶ (G5) In accordance with the Leon County Charter, convene a Charter Review Committee to review the Leon County Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot. (2016-38)
- ▶ (G2) Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (2016-39)
- ▶ (G2) Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (2016-40)
- ▶ (G4) Continue County sponsorship of employees' participation in the Certified Public Manager training. (2016-41)
- ▶ (G1) Seek opportunities for partnerships through NACo and FAC's enterprise programs. (2016-42)
- ▶ (G5) Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (2016-43)
- ▶ (G4) Evaluate establishing a living wage for County employees and continue to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional, and technician positions. (2016-44)
- ▶ (G1, G2) Partner with the Federal Alliance for Safe Housing (FLASH) to become the nation's first #HurricaneStrong county. (2017-11)
- ▶ (G1, G3) As part of Leon County's Citizen Engagement Series, conduct an annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects. (2017-12)
- ▶ (G1) Continue to support Commissioner Maddox in his efforts to become Florida Association of Counties President. (2017-13)
- ▶ (G2, G5) Implement the recommendations of the Hurricane Irma After Action Report. (2017-14)
- ▶ (G2, G5) Develop an emergency management plan for controlled release of water at the C. H. Corn hydroelectric dam. (2018-13)
- ▶ (G2, G5) Implement the recommendations of the Hurricane Michael After-Action Report. (2018-14)
- ▶ (G1) Pursuant to the approved ballot initiative amending the County Charter, adopt an Ethics Ordinance by December 2019. (2018-15)
- ▶ (G3, G1) Explore ways to promote and build upon Leon County's success in citizen engagement by identifying additional ways to increase the quantity and quality of citizen input opportunities. (2018-16)
- ▶ (G3, G5) Evaluate incorporating social infrastructure into the comprehensive plan land use element update. (2018-17)
- ▶ (G5) Complete an updated Building Permit fee study. (2020-8)
- ▶ (G2, G3) Implement the Leon County Essential Libraries Initiative. (2020-9)
- ▶ (G3) To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens. (2020-10)
- ▶ (G2, G5) Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts. (2020-11)
- ▶ (G3) In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event. (2020-12)
- ▶ (G3) Support the Complete Count Committee in educating the community and promoting the 2020 Census. (2020-13)

5-YEAR TARGETS

PROGRESS AS OF JULY 2020

- » Reduce by at least 30% the average time it takes to approve a single family building permit 20% Reduction (2 days faster)*
- » Achieve 90% employee participation in the County's "My Rewards" Well Being Program 90% Participation (507 Employees Participating)*
- » Reduce by 60% the outstanding debt of the County 49.5% Reduction*
- » 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace 100% of Employees Trained

* Progress toward this Target is reported annually at the end of each fiscal year. The data presented in this table is for FY 2019.



LEON COUNTY ATTORNEY



CHASITY O'STEEN

County Attorney

850-606-2520

OSteenC@LeonCountyFL.gov

Chasity H. O'Steen was selected to serve as the County Attorney beginning April 1, 2020. Ms. O'Steen is a 2003 graduate of the Florida State University College of Law, former General Counsel of both the State of Florida, Department of Management Services and Department of Financial Services. She brings with her a wealth of experience gained over sixteen years in State government and the private sector, practicing in areas of law relevant to local government such as ethics, policy, procurement and contract issues, public records, federal and state grant funding, labor and employment law, finance, real estate and civil litigation.

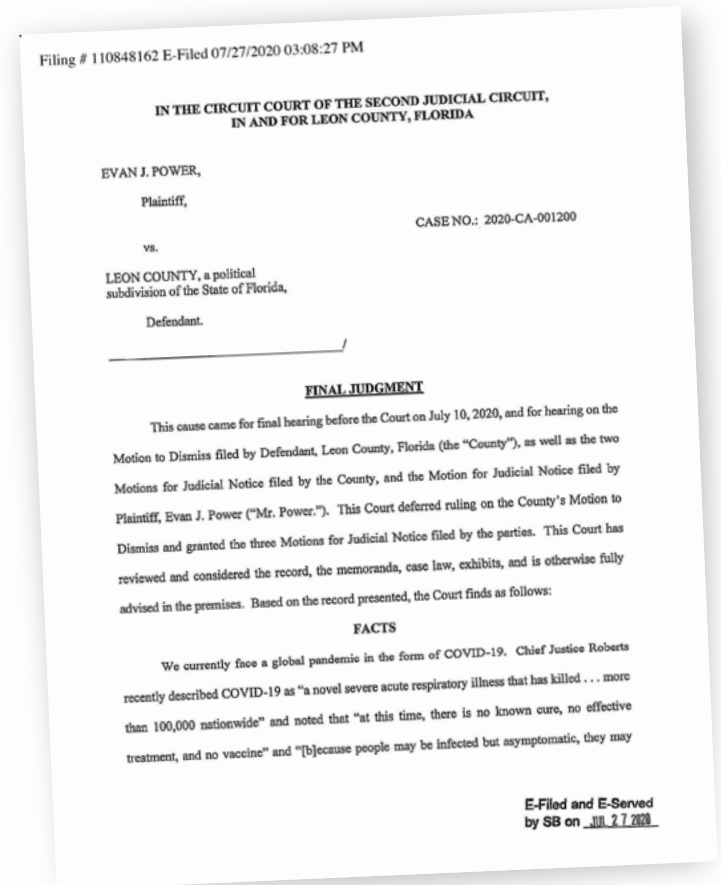
Ms. O'Steen leads a team of skilled professionals in providing legal support to the Board and other officials of Leon County Government.

COVID-19 Pandemic – the County Attorney's Office (CAO) has provided legal support on behalf of Leon County Government on significant matters related to the pandemic, including reviewing and providing legal counsel regarding compliance with the Florida Governor's Executive Orders and preparing over 25 local proclamations declaring a State of Emergency. Office personnel has researched and worked with Administration staff to develop CARES Act funding grant agreements and associated contracts and documentation for use with vendors, area agencies, not-for-profits, local businesses, citizens and local government entities receiving funds for qualifying projects, goods and services. Office personnel also worked with County staff to apply the Families First Coronavirus Response Act provisions within Leon County Government and develop policies and procedures to address pandemic-related issues impacting County personnel. Additionally, the Office has researched several major issues related to holding virtual local government workshops, meetings and hearings, the County's ability to enforce contracts during the pandemic and the ability to adopt emergency ordinances.

Further, Office personnel researched and provided information to the Board related to face mask and covering requirements in different parts of the state, and subsequently successfully defended the Board's adoption of its Emergency Ordinance requiring face coverings in certain circumstances in *Evan J. Power v. Leon County*. On July 27, 2020, the Court entered a Final Judgment in favor of the County, finding that Leon County Ordinance 20-15 does not violate any constitutional right of the Plaintiff and denying Plaintiff's request for injunctive relief. The Plaintiff has filed an appeal.

The County Attorney's Office has been involved in various other litigation, including:

- ▶ **Advon Corporation v. Leon County** – CAO continues to defend the County against allegations that the County breached the contract for construction and modification of the medical examiner facility located on Appleyard Drive. The County's Motion to Dismiss is pending.
- ▶ **Broward County v. State of Florida** – CAO continues to represent the County as a Plaintiff in the firearms preemption litigation wherein the Plaintiffs challenge the penalty provisions in the Florida Statutes, which allow any individual who enacts or causes to be enforced a preempted firearm regulation to be sued and/or removed from office by the Governor.



Court rules in favor of Leon County on face coverings.

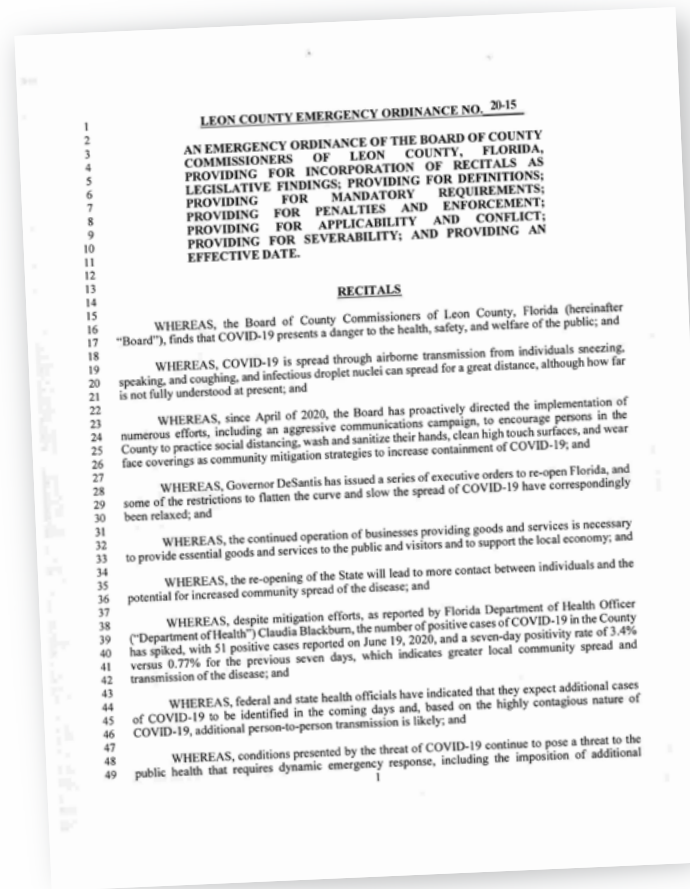
- ▶ **Kane County, Utah v. United States** – CAO joined this class action lawsuit on behalf of the County, which sought to recover monies that the court determined the Federal government owed each class member for the underpayment of its Payment in Lieu of Taxes (PILT) Act during the 2015, 2016, and 2017 fiscal years; the County was awarded \$5,568.
- ▶ **Leon County vs. AmerisourceBergen Drug Corporation, et al.** – CAO continues to work with outside counsel on representing the

COUNTY ATTORNEY OFFICE HIGHLIGHTS



County in the opioid litigation, wherein a multi-part complaint has been filed alleging the manufacturer defendants' false, deceptive and unfair marketing of opioids, as well as the distributor defendants' unlawful distribution of opioids.

- ▶ **Leon County vs. J-II Investments, LLC and Petrandis** – CAO continues to successfully defend the County in the various cases involving this matter, which began as a code violation in 2003, with the most recent Court Judgment in January 2020, holding that the County holds a valid lien in the amount of \$491,248.60 and authorized foreclosure of the subject property to recoup a part of the lien. Although the County was the successful bidder at the foreclosure sale in March 2020, the sale has yet to be finalized due to the Defendants' timely filed objections which remain pending with the Court. The Office also has successfully defended against the numerous objections filed by the Defendants seeking to prevent the County from obtaining fact information sheets and depositions from the Defendants in aid of the County's efforts to fully collect on its Judgment lien. In addition, the Defendants appealed the January 2020 Judgment to the First District Court of Appeal, which is currently being briefed by the parties and will continue to be defended by the Office until the Court reaches its decision.
- ▶ **Leon County v. Lakeshore Gardens Homeowners' Association and Leon County v. Lakeshore Estates Homeowners Association, Unit 10** – CAO successfully acquired the drainage and utility easements needed for the construction of the Meridian Road Crossdrain Project with the filing of two eminent domain lawsuits, each of which involved addressing the easement rights in the HOA common area held by the 140 homeowners in those subdivisions.
- ▶ **Leon County v. Williams, Williams and Pearl in the Wild** – CAO continues to represent the County in seeking a declaratory judgment and supplemental relief, including injunctive relief, to prohibit the Defendants from operating an event venue in violation of the Leon County Code of Laws. This case is pending in the discovery phase.
- ▶ **Nielsen, et al. v. DeSantis, et al.** – CAO represented the Leon County Canvassing Board, with the approval of the Board of County Commissioners, in three cases alleging multiple laws and practices governing mail-in voting burdens and disenfranchises voters and requesting injunctive and declaratory relief against the State and all Florida Supervisors of Election and Canvassing Boards. These cases



Emergency ordinance regarding face coverings adopted by the Board.

were settled prior to trial at no cost to the Canvassing Board and no additional obligations imposed.

- ▶ **Taylor v. Leon County** – CAO successfully defended a challenge to the County's interpretation of the height and size limitations within the Bradfordville Commercial Services zoning district.
- ▶ **Weilhammer v. Leon County** – CAO defended a Complaint for Writ of Mandamus filed in circuit court, regarding the County's denial of an

application for a building permit associated with proposed residential construction and alleged public records law violation. This matter was settled.

- ▶ **Yanes, et al., v. O.C. Food & Beverage, LLC, et al.** – CAO assisted with the amicus brief filed by Orange County and City of Miami Beach, joined in by an additional 18 other counties and cities, in support of the Appellants/Plaintiffs who sought to overturn an adverse Court ruling finding the Orange County Human Rights Ordinance unconstitutional. A favorable ruling was issued on June 24, 2020, reversing a 2019 ruling by the Orange County Circuit Court which declared the Orange County Human Rights Ordinance unconstitutional. It is important to note that the Orange County Human Rights Ordinance is essentially a verbatim copy of the Leon County Human Rights Ordinance adopted by the Board in May 2010.
- ▶ **Ordinances/Resolutions** – CAO also reviewed and/or prepared more than 20 ordinances that were subsequently adopted by the Board, including significant revisions to the Code of Ethics, the Animal Control and Urban Agriculture Ordinances, the Land Development Code, an ordinance establishing a new syringe exchange program, and those regulations relating to communications facilities and utility poles within the public rights-of-way. In addition, the CAO reviewed and/or prepared more than 30 resolutions that were also adopted by the Board, including a resolution supporting the work of a local citizens task force in their efforts to remove racially restrictive language in all residential recording instruments on real property in Leon County, a resolution authorizing the County Administrator to execute the Cares Act Funding Agreement with the State of Florida, Division of Emergency Management, and a resolution authorizing the exercise of Leon County's eminent domain power to acquire property for the Meridian Road Crossdrain Project.

- ▶ **Public Records Requests** – During the past twelve months, more than 230 public records requests have been processed through the CAO covering a wide range of matters.

- ▶ The CAO also continues to be active in efforts to keep the County's lakes clean and has worked diligently with the Florida Department of Environmental Protection and the U.S. Environmental Protection Agency to reduce nutrient levels coming into Lake Talquin from Georgia.



PROVIDING SERVICE 24 HOURS A DAY, 7 DAYS A WEEK



LIVING OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE

A CORE PRACTICE OF LEON COUNTY GOVERNMENT





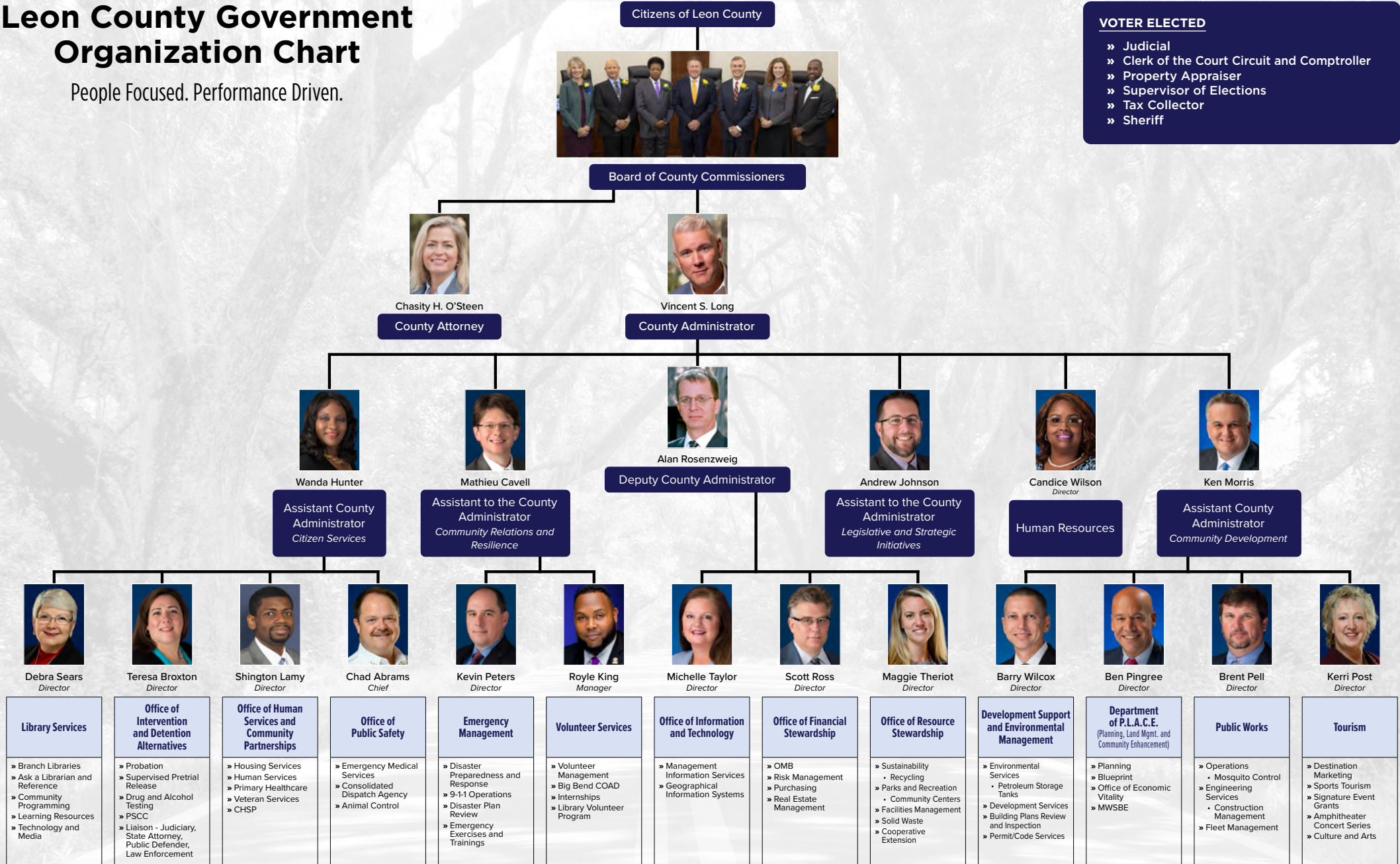
DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Leon County Government Organization Chart

People Focused. Performance Driven.

VOTER ELECTED

- » Judicial
- » Clerk of the Court Circuit and Comptroller
- » Property Appraiser
- » Supervisor of Elections
- » Tax Collector
- » Sheriff





LEON COUNTY PRESENTS AN EVENING WITH JJ GREY & MOFRO

On September 6, 2019, JJ Grey & Mofro returned to Tallahassee-Leon County to a sold-out concert at the Capital City Amphitheater to open the 2019 FSU home football season weekend. From the days of playing local juke joints to headlining major festivals, the American Southern Soul Rock Band JJ Grey & Mofro remain unfettered, blissful performers, singing with a blue-collared spirit over the bone-deep grooves of JJ Grey's compositions. JJ Grey & Mofro performed the first concert of the season; later concerts included Boyz II Men, Third Eye Blind and Dennis DeYoung.





CITIZEN ENGAGEMENT SERIES

PROVIDING TRANSPARENCY AND ENGAGING CITIZENS BOTH IN PERSON AND VIRTUALLY

Leon County continues to grow citizen involvement and engagement through its commitment to programs that help shape our community like the Library Lecture Series, Citizen Engagement Series and the Club of Honest Citizens.

This past year, the Leon County Library Lecture Series featured diverse speakers that engaged and inspired individuals of all ages both in person and virtually. Acclaimed New York Times bestselling author Jeff

VanderMeer led an in person reading and exploration of his popular novel “Borne,” while discussing the nature and rich biodiversity of Tallahassee-Leon County and how we can keep it that way. After this successful Library Lecture, VanderMeer led a virtual Q&A hosted by the Library via social media as part of the Big Read.

Local Motown musician and rising music star from NBC’s *The Voice*, Royce Lovett, struck a chord during a packed live performance at the Main Library. His performance of “Love & Other Dreams” took



The Longest Table

attendees on a personal, literary and musical journey of his life.

As part of the Club of Honest Citizens program, this year’s fourth annual Created Equal entitled “Created Equal: 60th Anniversary of the TLH Lunch Counter Sit-ins,” commemorated the first Tallahassee-Leon County lunch counter sit-ins held on February 13, 1960. Through an evening of stories and lived experiences told by members of our own community who led and actively participated in the Tallahassee-Leon County organized lunch counter sit-ins in protest of segregation, panelists provided a firsthand understanding of the experiences they faced as they advocated for civil rights under the law. Over 500 attendees engaged in meaningful conversations seeking to answer the question: are we sitting together now?

This year also marked the fifth annual Longest Table event in partnership with the City of Tallahassee and The Village Square in which nearly 500 individuals gathered together at one long, continuous table along Duval street to share a meal and engage in heartfelt conversation about their vision for the community. The success of this event has gained widespread attention as other cities, universities and schools throughout the nation have been inspired to replicate this civic enrichment in their own communities.

LIBRARY LECTURE SERIES TOPICS THAT ENGAGE AND INSPIRE



The World of ‘Borne’ ... and Our World with Award-Winning Novelist Jeff VanderMeer



Love & Other Dreams with Recording Artist Royce Lovett



Virtual events hosted by the Library for individuals of all ages



Created Equal:

60th Anniversary of TLH Lunch Counter Sit-ins



Are we sitting together now?



History happens one person at a time.
—Patricia Stephens Due

FEBRUARY 13

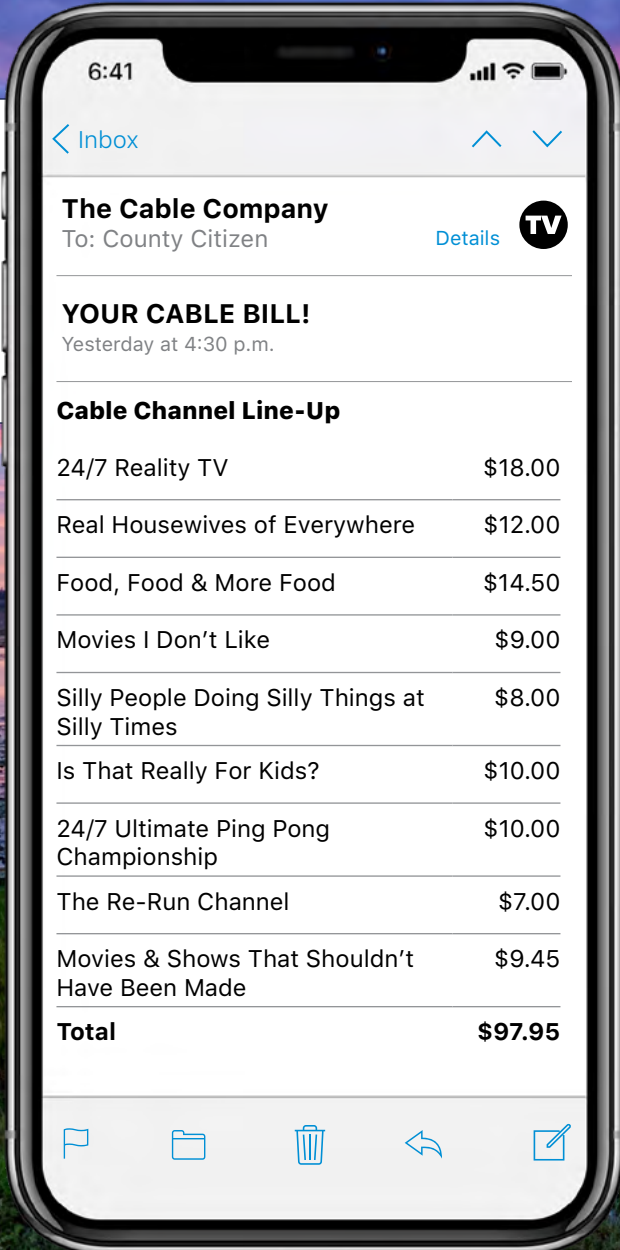
@ The Moon





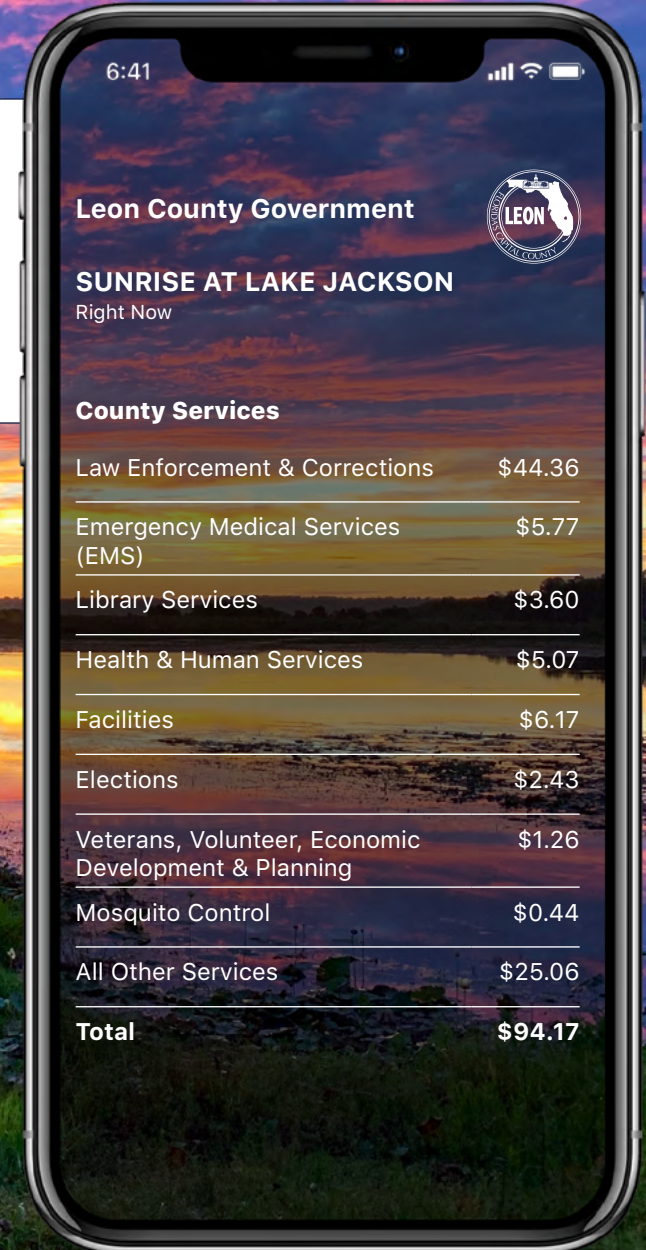
TV CABLE LINE-UP VS. COUNTY SERVICES

COMPARING YOUR DOLLAR



COMPARING HIGH-QUALITY COUNTY SERVICES WITH A MONTHLY CABLE BILL

For less than a monthly cable bill you receive County services like emergency medical services, parks, road maintenance, libraries, stormwater, County Sheriff, disaster response and recovery, and so much more!

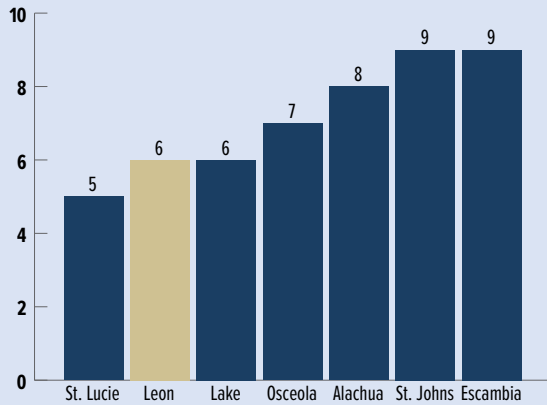


FY 2020/2021 LEON COUNTY ADOPTED BUDGET AT A GLANCE

COUNTY ADMINISTRATION

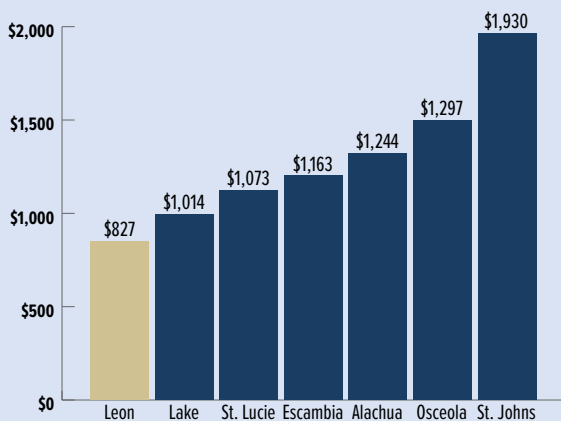


County Employees per 1,000 Residents (FY 2019)



Leon County ranks second (tied with Lake County), with a ratio of 6 employees for every thousand County residents.

Net Budget per Countywide Resident (FY 2020)



Leon County spends the least dollars per county resident of all like-sized counties. The next closest County's net budget per capita is 17% higher than Leon County's (Lake County). St. Johns County spends more than two times the amount per resident than Leon County does.

EXERCISING RESPONSIBLE STEWARDSHIP OF THE COMMUNITY'S RESOURCES

- ▶ Balanced the FY 2021 budget (\$280.6 million), a 2.32 percent increase from last year's budget, without raising the current millage rate of 8.3114 mills for the ninth year in a row. Estimated revenue losses for both FY 2020 and FY 2021 approximately total \$17 million.
- ▶ The Fiscal Year 2021 budget continues to maintain core services and the community's infrastructure, a few highlights include:
 - » No property tax rate, fee or special assessment increases, no layoffs or furloughs and no new general revenue positions.
 - » No change in either the Countywide Millage Rate of 8.3144 mills or the 0.5 EMS MSTU with an increase in property values of 6.78% Countywide; Total estimated ad valorem collections increased by \$9.2 million.
 - » Increased use of General Fund balance (\$283,810) at \$1.84 million to balance budget. This is below the \$5.0 million used during the peak of the recession.
 - » Supported the Leon County Sheriff's Office by funding two new positions, a Training and Wellness Specialist and an IT Analyst in addition to \$900,000 in capital improvements for the Sheriff's Evidence Warehouse project.
 - » Ensured \$287,000 in parks infrastructure funding for Apalachee Regional Park to host the 2021 NCAA National Cross County Championship.
 - » Approved an energy savings contract for \$17 million to pay for the replacement of outdated and energy inefficient capital equipment. The project will be funded through related energy savings over the life of the new equipment.

PROPERTY TAX DISTRIBUTION

(Based on average value single-family home in Leon County)

Services	FY 2021 Ad Valorem Tax Bill \$1,130	FY 2021 Monthly Cost	FY 2021 Percent of Ad Valorem Taxes
Sheriff - Law Enforcement	290.04	24.17	25.67%
Sheriff - Corrections	242.23	20.19	21.44%
Facilities Management	74.00	6.17	6.55%
Emergency Medical Services	69.29	5.77	6.13%
Health & Human Services	60.86	5.07	5.39%
Library Services	43.24	3.60	3.83%
Tax Collector	35.80	2.98	3.17%
Management Information Services	34.27	2.86	3.03%
Property Appraiser	34.18	2.85	3.02%
Other Non-Operating/Communications	30.38	2.53	2.69%
Supervisor of Elections	29.22	2.43	2.59%
Other Criminal Justice (Probation, DJJ, Diversion)	26.62	2.22	2.36%
Community Redevelopment - Payment	23.06	1.92	2.04%
Capital Improvement	22.93	1.91	2.03%
Administrative Services	22.67	1.89	2.01%
Veterans, Volunteer, Planning, Economic Dev.	15.09	1.26	1.34%
Board of County Commissioners	12.53	1.04	1.11%
Geographic Information Systems	11.76	0.98	1.04%
800 MHz Radio Communication System	11.06	0.92	0.98%
Clerk of Circuit Court	8.42	0.70	0.74%
Court Administration and Other Court Programs	7.74	0.64	0.68%
Financial Stewardship	7.04	0.59	0.62%
Mosquito Control	5.29	0.44	0.47%
Risk Allocations	5.18	0.43	0.46%
Sustainability/Cooperative Extension	5.07	0.42	0.45%
Budgeted Reserves	1.38	0.11	0.12%
Line Item Agency Funding	0.66	0.05	0.06%
TOTAL	\$1,130.00	\$94.17	100.00%



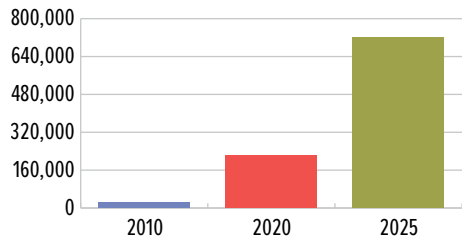
PERFORMANCE DRIVEN PROGRESS

PROVIDING HIGH-QUALITY SERVICES WITH OPTIMIZED RESOURCES



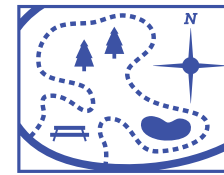
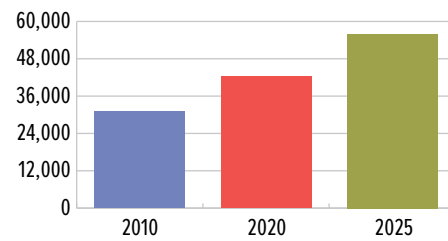
Library Services

EBOOK/AUDIOBOOK DOWNLOADS



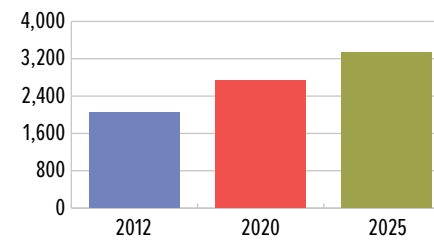
Emergency Medical Services

CALLS FOR SERVICE



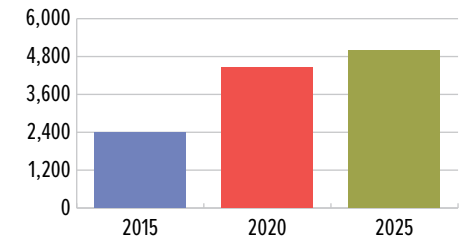
Parks and Recreation

TOTAL ACRES OPEN TO THE PUBLIC



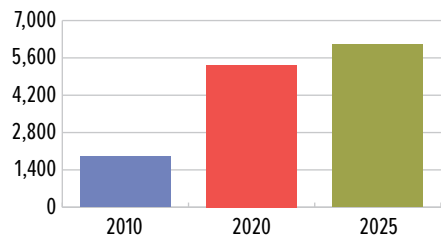
Dev. Support & Env. Mgmt.

ONLINE PERMITS ISSUED



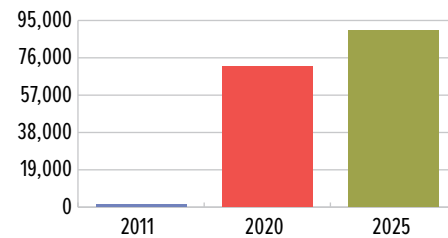
Veteran Services

CLIENTS SERVED



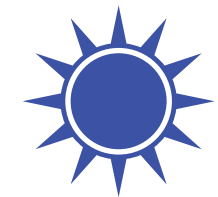
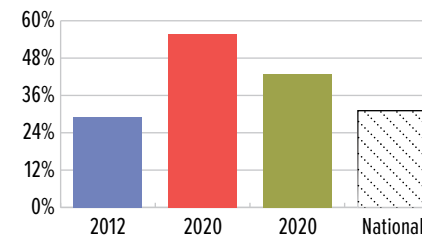
Community & Media Relations

NEWS AND ALERTS SUBSCRIBERS



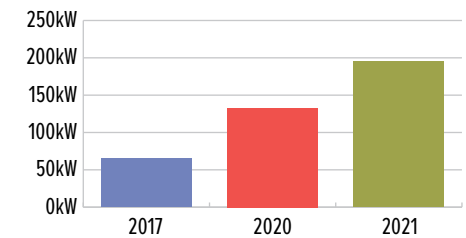
Emergency Medical Services

CARDIAC ARREST SURVIVAL RATE



Sustainability

SOLAR ENERGY



■ PAST
 ■ PROGRESS
 ■ PROJECTED

STRETCHING YOUR TAX DOLLARS

EXERCISING RESPONSIBLE STEWARDSHIP OF THE COMMUNITY'S RESOURCES

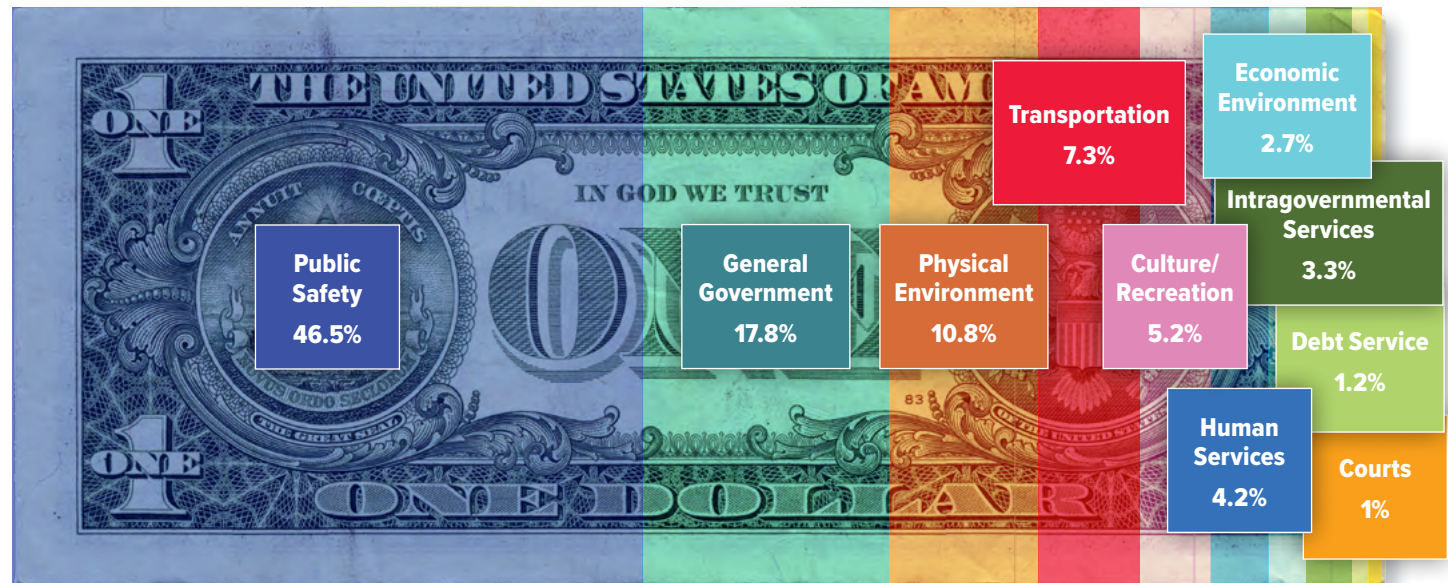


WHERE THE \$280.6M COMES FROM...



FY 2020/2021 ADOPTED BUDGET:
\$280.6 MILLION

...AND HOW THE \$280.6 IS UTILIZED



DID YOU KNOW?

- Leon County citizens pay among the lowest in the state per person to operate their local County government.
- Leon County's Fiscal Year 2021 budget is still \$3 million less than the Fiscal Year 2008 budget.



EMERGENCY MEDICAL SERVICES (EMS)

OFFICE OF PUBLIC SAFETY

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To preserve life, improve health and promote safety through clinically superior and compassionate pre-hospital care and life safety education for citizens and visitors of Leon County.

Strategic Initiatives

QUALITY OF LIFE

- Continued to evaluate emergency medical response strategies to improve medical outcomes and survival rate (Initiative #2016-26).
- Continued to provide dementia sensitivity training to staff and support the Florida Department of Elder Affairs in its public education initiative (Initiative #2016-29).

PRESERVING LIFE. IMPROVING HEALTH. PROMOTING SAFETY.

- Celebrated 17 years of dedicated service to the community and responded to over 45,000 calls for service in FY20, leading the industry in setting the standard for emergency care.
- Continued to provide specialized services through Critical Care Transport, Tactical Medical, Highly Infectious Patient Transport and Special Operations teams.
- Continued to improve the chances of survival following a cardiac arrest event by advocating for the integration of Automated External Defibrillators (AEDs) and conducting Cardio-Pulmonary Resuscitation (CPR) training through the Heart Ready initiative.
 - Over 700 citizens have received training in CPR and AED use and 1,206 public access AEDs in the community are registered with EMS.
- Completed a research study that appeared in Prehospital Emergency Care and was accepted by the National Association of EMS Physicians. The study was based on 1728 cardiac arrests over a 6-year period and looked at the effectiveness of advanced airways used by paramedics when treating a patient suffering from cardiac arrest. Results found:
 - Endotracheal Tube Intubation (ETT) use during cardiac arrest had improved Return of Spontaneous Circulation (ROSC) when compared to Supraglottic Airway Devices (SGA).
- Continued to participate in national Cardiac Arrest Registry for Everyone program which collects and analyzes EMS and hospital data to improve cardiac arrest outcomes.
- Continued a partnership with the University of Florida to research advances in pre-hospital emergency pediatric patient care.
- Provided an income-based fee discount program and continued to completely waive EMS fees for uninsured or underinsured veterans.
- Maintained accreditation from the Commission on Accreditation of Ambulance Services, which sets the highest standards.



Keeping the ambulance clean per CDC guidelines

DID YOU KNOW?

The EMS Critical Care Transport Team became the first ground-based team in the country to have 100% of its members credentialed as Certified-Critical Care Paramedics by the International Board of Specialty Certification. This assures that critically sick and injured patients that require ambulance transport from one hospital to another get the best care possible during the transport.

- Hosted 110 public education events during the year and trained 370 citizens in Stop the Bleed techniques.
- Partnered with Safe Kids Big Bend, a national organization committed to working with families and communities to keep children safe from unintentional injuries, through the Community Centric Injury Reduction program.

Contact us

(850) 606-2100
www.LeonCountyFL.gov/LCEMS



Veterans Day Parade



Donning personal protective equipment



Chief Darryl Hall inducted into TCC Hall of Fame

- ▶ Conducted over 50 child safety seat inspections and installations at the Public Safety Complex as well as at health and safety fairs throughout the community through the Child Passenger Safety Seat program.
- ▶ Presented Leon Lifesaver at over 20 community events and continued to participate in safety initiatives:

- » Partnered with Leon County Schools and supported the Safe Routes to School program by providing a bike trailer, equipment and medics to promote bicycle use and transportation measures as well as safety education to the schools and the community.
- » Participated in Operation Spring Break, an anti-drunk driving and anti-distracted driving program for high school-aged teenagers in cooperation with community partners.
- ▶ Partnered with the Capital Area Healthy Start Coalition to teach 140 new mothers CPR and AED use to prevent, recognize and respond to cardiac, respiratory, choking and sleep-related emergencies.
- ▶ Continued public information efforts to build public awareness of EMS excellence and attract a talented workforce:
 - » Posted position information, employee highlights, safety tips and more and achieved a 41% gain in growth over the last year on the EMS Facebook page.
 - » Created a new recruitment website and implemented new outreach strategies to attract paramedics.
 - » Partnered with Tallahassee Community College and first responder agencies to develop a program to award scholarships to students enrolled in TCC public safety programs.

RESPONDING TO COVID-19

- ▶ Worked with the Consolidated Dispatch Agency to implement 9-1-1 caller screening protocols to identify callers as possible COVID-19 positive, allowing first responders to take appropriate personal protective measures.
 - » 1,814 responses to COVID-19 related calls (March 15 – August 27, 2020)
- ▶ Implemented a specific sentinel data monitoring and analysis system to monitor data for indicators of COVID-19 infection.
- ▶ Implemented a member monitoring program to identify paramedics at risk for COVID-19 infection.
- ▶ Initiated mandatory surgical mask or N95 respirator use by EMS members on all responses and required patient and family mask use since early April.
- ▶ Responded to Florida Department of Health missions for the County's Highly Infectious Disease Transport Network team to assist state assets in mitigating COVID-19.
- ▶ Worked with Emergency Management, Florida Department of Health in Leon County and local hospitals to develop a plan for medical surge and developed and deployed a Rapid Alternative Response system to assist in decreasing demands on the healthcare system.
- ▶ Provided paramedic assistance at community testing sites.
- ▶ Created a CPR Home Addition training program and distributed training materials to encourage citizens to become educated in CPR lifesaving techniques.



LEROY COLLINS LEON COUNTY PUBLIC LIBRARY SYSTEM

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To be an essential resource and place for learning, engagement and innovation that provides for our community's changing needs.

Strategic Initiatives

QUALITY OF LIFE

- Added 45% more devices to meet patron demand in the Mobile Hotspot Lending Program, allowing patrons to access high-speed internet service at home or on-the-go (Initiative #2016-35).
- Continued to implement the Leon County Essential Libraries Initiative (Initiative #2020-9).

LEARN. ENGAGE. INNOVATE.

- ▶ Began work on the Essential Libraries Initiative to re-envision the County's libraries to address the changing needs of County residents and usage trends throughout the library system.
- ▶ Served over 1,200,000 customers through the Library System and managed nearly 1,400,000 checked out materials in FY 20, including print, DVD, audio, e-books, computers and more.
- ▶ Increased e-book and audiobook downloads by 40% to over 172,000 total downloads.
- ▶ Introduced a convenient Online Library Card Registration System to allow for instant access to electronic resources through the Library's website and the Leon County Library mobile app.
- ▶ Expanded support of students by qualifying all enrolled in educational institutions located in Leon County for free library cards.
- ▶ Held the third Big Read, a community-wide reading and topical exploration program for the third time with grant funds awarded by the National Endowment for the Arts.
- ▶ Added a collection of 76 "LaunchPad" tablets with pre-loaded educational games and activities for ages 3-5, to promote kindergarten readiness through a grant awarded by the Panhandle Library Access Network.
- ▶ Presented the sixth spring and fall Seed Library in cooperation with Leon County Cooperative Extension Services in which users checked out over 20,000 sample-sized packets of seeds with instructions for effective cultivation.



Reopening preparations



African American Read-In

- ▶ Completed a successful fifth year of the Leon County Library Lecture Series, offering two varied and informative sessions:
 - » Royce Lovett, "Love & Other Dreams:" 174 attendees enjoyed Lovett's music and personal narrative on January 16, 2020, at the Main Library.
 - » Jeff VanderMeer, "The World of Borne... and Our World": More than 225 attended this inspiring lecture on February 6, 2020, at the Main Library.
- ▶ Hosted U.S. Census regional training for enumerators.



Library Lecture Series: Jeff VanderMeer

Contact us

(850) 606-2665
www.LeonCountyFL.gov/Library

- ▶ Designated as “Safe Place” locations for young people under the age of 18 in need of immediate help and safety by the National Safe Place Network.

RESPONDING TO COVID-19

- ▶ Initiated 96-hour quarantines for all returned books, movies and other items to ensure safety of handling by staff and other patrons.



Shelving donation for libraries affected by Hurricane Michael

- ▶ Introduced curbside pickup in Phase 1 of the Reopening Plan to provide safe, contact-free access to reading materials and movies.



Free masks for the community

- ▶ Instituted measures for safe use at all libraries, including: social distancing indicators, one-way aisles, appropriately distanced computers, self-service holds, pickup and self-checkout, as well as time-limited access to buildings in Phase 2 of the Reopening Plan.



Self-pickup station for holds

- ▶ Distributed more than 225,000 free cloth masks to citizens.

- ▶ Initiated extended computer access appointments for unemployment benefits filing, job searches and online interviews.

- ▶ Answered more than 2,500 informational questions and provided technical guidance in downloading e-books and more by telephone and email during the Safer-at-Home order.

- ▶ Purchased 1,400 new e-books for both adults and children and doubled the number of Kanopy movie checkouts allowed per card to ensure a variety of digital materials for cardholders to enjoy.

- ▶ Developed the “Always Open” web page as a one-stop-shop for electronic resources.

- ▶ Worked with online information providers to add access to upwards of 25 educational resources for all ages.

- ▶ Worked with local U.S. Post Office managers to place federal tax forms and instruction booklets in publicly accessible locations while the libraries were closed.

- ▶ Hosted over 120 virtual events with an average of 30 per month, including storytimes, craft classes, book clubs and sing-a-longs to provide citizens with family-friendly activities during the pandemic.

- ▶ Created an eight-week virtual summer program for children and families featuring classic tales and thematic weekly take-home activities via “Adventure Bags.”



Guest check-in table

LEON COUNTY LIBRARY LOCATIONS

LeRoy Collins Leon County Main Library

200 West Park Avenue
(850) 606-2665

Dr. B. L. Perry, Jr. Branch Library

2817 South Adams Street
(850) 606-2950

Eastside Branch Library

1583 Pedrick Road
(850) 606-2750

Jane G. Sauls Fort Braden Branch Library

16327 Blountstown Highway
(850) 606-2900

Lake Jackson Branch Library

3840-300 North Monroe Street
(850) 606-2850

Northeast Branch Library

5513 Thomasville Road
(850) 606-2800

Woodville Branch Library

8000 Old Woodville Road
(850) 606-2925

- ▶ Partnered with Leon County EMS to provide access to CPR Anytime Kits at all library locations (in lieu of the annual Press the Chest event).



EMERGENCY MANAGEMENT

COMMUNITY RELATIONS AND RESILIENCE

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To protect our community by coordinating and integrating all activities necessary to build, sustain and improve resilience so as to mitigate against, prepare for, respond to and recover from man-made natural disasters.

Strategic Initiatives

GOVERNANCE

- Partnered with the Federal Alliance for Safe Homes (FLASH) to become the nation's first #HurricaneStrong community initiative (Initiative #2017-11).
- Implemented all 133 recommendations for improvement in emergency management identified in the Hurricane Irma and Hurricane Michael After-Action Reports (Initiative #2017-14 and #2018-14).
- Developed an emergency management plan for controlled release of water at the Lake Talquin Dam (formerly C. H. Corn hydroelectric dam) (Initiative #2018-13).

Contact us
 (850) 606-3700
www.LeonCountyFL.gov/EM

DISASTER PREPAREDNESS, RESPONSE & RECOVERY

- ▶ Emergency Management directs the Emergency Operations Center (EOC) to plan for and coordinate disaster response activities.
 - » Activated the EOC to coordinate the response to COVID-19 for 173 continuous days as of September 1st, the longest activation in the County's history.
 - » Hosted separate training courses for 120 local and regional emergency responders to build and enhance their emergency response skills.
- ▶ Over the last year, to ensure Leon County is prepared and resilient for any disaster, Emergency Management:
 - » Reviewed emergency plans for 48 healthcare facilities and conducted public education and outreach programs for community groups.
 - » Hosted a virtual Build Your Bucket Event with the City to enhance community disaster preparedness and provided over 200 disaster supply kit buckets to citizens of vulnerable populations in coordination with Ability1st and Elder Care Services.
- ▶ Received 159,759 emergency calls during this past year to the Leon County Enhanced 9-1-1 System. Of these calls, over 137,000 were from wireless devices, over 13,000 were from landline devices and over 8,100 were from VoIP devices.
 - » Processed over 170 Master Address Street Guide updates.
 - » Responded to over 900 requests for 911 records.



Hands-on training class in hazardous event management

DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

NACo Achievement Award in the category of Risk and Emergency Management for #HurricaneStrong Partnership.



DID YOU KNOW?

The Emergency Operations Center (EOC) was activated on March 10, 2020 to respond to COVID-19 and has been active for 173 consecutive days, the longest in County history. The previous longest activation was 8 days for Hurricane Michael.



Disaster preparedness bucket delivery with Elder Care Services

COVID-19: RESPONDING TO THE PANDEMIC

For three years straight, Leon County was tested by powerful hurricanes, and each year, the County team and its many community partners rose to meet the challenge. Leon County applied the lessons learned from previous hurricanes to coordinate the County's response to COVID-19, which became the largest and longest emergency management activation in Leon County's history.

Beginning on January 21, County Emergency Management staff began close coordination with the Florida Department of Health and other healthcare experts to plan for and respond to COVID-19. On Tuesday, March 10, at 8 a.m., Leon County activated the Emergency Operations Center by request of the Florida Department of Health in Leon County to assist in convening agencies, providing coordination and aligning public information efforts. On Monday, March 16, Leon County declared a local state of emergency.

- ▶ Activated the Emergency Operation Center for more than 173 days and continued to support the Florida Department of Health and its Joint Information Center.
- ▶ Distributed more than one million pieces of personal protective equipment (PPE) to fulfill requests from local hospitals and long-term care facilities.
- ▶ Resourced more than 113 facilities in critical need throughout our community through the County's local staging area.
- ▶ Convened more than 305 different conference calls with 6,550 diverse participants across every discipline and continued regional efforts to build hospital capacity in coordination with public health officials.
 - » Convened regular coordinating calls with K-12 schools, universities, healthcare and emergency response representatives to ensure continuity of operations and information exchange.
 - » Worked with medical experts to develop a regional medical surge plan.



Emergency Management assisting a local small business

- » Received and disseminated information from regular statewide and local briefings on the developing situation.
- » Coordinated joint information and messaging conference calls to ensure accurate, vetted and unified messaging on COVID-19 and disease transmission.
- ▶ Prepared for scenarios to convene additional responding agencies at the Emergency Operations Center to assist health experts in coordinating any public health emergency response, similar to the efforts before and after a natural disaster.
- ▶ Provided expert operational guidance across 18 different emergency support functions in support of the Florida Department of Health in Leon County's operations and response.
- ▶ Established the Local Homeless COVID-19 Planning Task Force with The Big Bend Continuum of Care and other organizations to address planning and coordination needs related to CDC interim guidance for homeless shelters.



ANIMAL CONTROL

OFFICE OF PUBLIC SAFETY

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To improve animal and human well-being through education, prevention and enforcement programs and humane animal care and control services for the citizens and animals of Leon County.

Strategic Initiatives

QUALITY OF LIFE

- Continued to improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies (Initiative #2016-33).

Contact us
 (850) 606-5400
www.LeonCountyFL.gov/Animal

PROTECTING LEON COUNTY'S ANIMALS & CITIZENS

- In order to continuously provide for the safety and well-being of both citizens and domestic animals, Animal Control staff has:
 - Maintained the online Animal Abuser Registry to address animal abuse and raise public awareness of animal neglect, logging nearly 2,000-page views since its launch.
 - Educated residents about responsible pet care and animal safety by participating in 10 outreach events including HOA meetings, localized community safety fairs, dog park openings and community pet adoption events and handing out over 124 spay and neuter vouchers.
 - Performed 1,110 preventative maintenance services in-house.
 - Educated pet owners on Leon County's Animal Ordinance and provided loaner dog houses to pet owners.
 - Rescued more than 300 pets and ensured more than 38 lost pets were returned home.
 - Provided more than 100 leashes to help people and pets stay active through quality time outdoors.
 - Continued to implement strategies that allow Animal Control Officers to return animals to their owners, eliminating the need to take animals to the shelter.
- Animal Control staff is committed to serving the community and decreasing the number of animal bites. During the year, staff:
 - Fielded over 9,000 phone calls resulting in over 2,900 service requests and over 3,900 Animal Control Officer responses.
 - Responded to over 250 service requests for inhumane care, resulting in the issuance of citations and referrals to the Leon County Sheriff's Department for pursuit of criminal charges.
 - Investigated over 232 dangerous or aggressive animal complaints.



Animal Control working with Tallahassee Big Dog Rescue

RESPONDING TO COVID-19

- Aided with securing pet food assistance to residents and pets in need through partnering with Leon County Humane Society.
- Assisted the Leon County Sheriff's Office with animal removal from homes and vehicles.

DID YOU KNOW?

Leon County Animal Control offers free and low cost spay and neuter vouchers through assistance from Community Partners to help reduce pet overpopulation.



Goal Statement

To guide the City and County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace and leveraging existing resources to maximize the infusion of financial capital to the local economy.

Strategic Initiatives

ECONOMY

- Continued to implement the Economic Development Strategic Plan (Initiative #2016-6).
- Continued to implement the joint County/City disparity study and enhancements to the MWSBE program (Initiative #2016-7).
- Evaluated expanding Leon Works as a regional event and to different segments of the community (#2017-1).
- Partnered with Florida State University on the Civic Center District Master Plan (Initiative #2016-2).
- Continued to address issues of economic segregation and diversity, evaluate establishing a micro-lending program for small, minority and women-owned businesses (Initiative #2016-11).
- Continued to partner with Shop Local 850 to promote Leon County's local businesses and entrepreneurs and develop new data sources to analyze the economic impacts of shopping local (Initiative #2017-3).
- Explored ways to expand how local businesses can do business outside of the community (2017-4).

Contact us

(850) 219-1060
www.OEVForBusiness.org

EMBRACING ECONOMIC VITALITY IN #FLCAPITAL4BIZ!



Domi Awards

ACHIEVING REGIONAL LEADERSHIP THROUGH COMMUNITY ENGAGEMENT

- Completed consolidation of the MWBE Policy and Procedures for Leon County Government, City of Tallahassee and Blueprint Intergovernmental Agency based upon the recommendations within the approved 2019 Disparity Study.
- Launched the Minority and Women and Small Business Enterprise (MWSBE) Academy Series with topics including Architecture, Engineering, Public Relations, Marketing and Construction.
- Partnered with the Department of Management Services Office of Supplier Diversity for the Ambassador Program to increase the number of certified business enterprises across the state and help these certified businesses become more competitive with their bid proposals.

USING DATA TO DRIVE INFORMED DECISION-MAKING

- Continued tracking more than 80 economic indicators for the Tallahassee-Leon County area, on a quarterly and annual basis and produced the Quarterly Economic Dashboard presenting data on 13 local economic indicators.

- Participated in the C2ER Cost of Living Index, which ranked the Tallahassee metro area at 2.9% below the national average for cost of living out of 270 urban areas.

RESPONDING TO COVID-19

- Administered the COVID-19 Economic Disaster Relief (CEDR) Grant Program to assist local businesses and support continuity of operations during the first critical weeks of the pandemic. In total, 561 businesses employing over 4,400 people were awarded over \$1.1 million in grant funds.
- Administered the Local Emergency Assistance for Non-profits (LEAN) Grant Program to assist local non-profits financially impacted by the COVID-19 pandemic. In total, \$582,500 in assistance was distributed to 233 organizations which employ more than 2,300 people.
- Administered the Leon CARES Small Business Assistance program to provide 7.5 million in local funding to cover business expenses related to COVID-19, including relaunch and safety costs.
- Developed the Open for Takeout map and TLH2GO in collaboration with 223 Agency to encourage residents to support local businesses by ordering takeout, delivery or buying a gift card online.
- Curated a Business Resource Guide and administered Business Impact Surveys to provide technical assistance information and financial resources to small businesses and non-profits.
- Developed a Personal Protective Equipment (PPE) site to connect businesses in the community with organizations in Leon County that source, manufacture or distribute PPE.
- Formed the Local Economic Stakeholder Group with local leaders and business representatives from both the public and private sector to discuss and recommend actions toward sustaining and reopening the economy.
- Partnered with Shop Tally to develop Pay It Forward, a gift card donation program to support businesses and local nonprofits.



TOURISM

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To enhance the region's economic growth and quality of life by collaboratively inspiring the vitality of Leon County/Tallahassee's visitor economy.

Strategic Initiatives

ECONOMY

- Supported individuals interested in relocating to Tallahassee through programs and partnerships with Choose Tallahassee (Initiative #2016-29).
- Continued to work with Florida State University to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (Initiative #2016-5).
- Enhanced competitiveness in attracting national and regional running championships through strategic investments at Apalachee Regional Park (Initiative #2016-12).
- Raised awareness of County trails through Tourism's Strategic Plan, by working with community partners including pursuing the International Mountain Biking Association (IMBA) designation (Initiative #2017-5).

GOVERNANCE

- To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens (Initiative #2020-10).

Contact us

(850) 606-2300
www.LeonCountyFL.gov/Tourism

PROMOTING AND MARKETING FLORIDA'S CAPITAL REGION

- ▶ In 2020, Leon County Tourism created \$647 million in economic impact, nearly 1.6* million visitors from 44* states and 27* countries and 9,987* jobs.
- ▶ Due to COVID-19's devastating impact on travel, hotels throughout the County saw an average 50% hotel occupancy through July 2020, down 25% from 2019.
- ▶ Continued to promote tourism efforts through Tourist Development Tax collections, which are anticipated to be \$4.4* million annually, down 39% from 2019 due to COVID-19.
- ▶ Hosted four concerts at the Capital City Amphitheater including JJ Grey & Mofro, Boyz II Men, Third Eye Blind and Dennis DeYoung.
- ▶ Continued to create and build awareness for Leon County as a tourism destination through innovative marketing programs and co-operative promotional projects with industry stakeholders.
 - » Developed and launched a new fully digital grants management system to manage applications, reviews, contracts and post-event reports, simplifying the process for applicants.
 - » Worked with national journalists to achieve 294 story placements in print and online media featuring the area, its businesses and amenities, generating more than 511 million media impressions.
 - » Introduced comprehensive creative marketing campaign, "Pretty. Unexpected" with inclusion in the 2020 Visitor's Guide.
 - » Launched a new destination website and mobile app featuring visitor itineraries, hotel information, event listings, attraction information, blog posts, video content and restaurant details.
 - » Achieved a following of more than 100,000 people across social media platforms and created a Facebook Tourism Industry Page to share important tourism industry news.



JJ Grey & Mofro at Capital Cascades Amphitheater

- » Expanded the "Seasoned Local" campaign by incorporating celebrity recommendations, including Cheryl Hines and Tony Hale.
- » Developed a customized Arts & Culture co-operative advertising program for COCA and their grantees to market to out of town visitors at reduced cost.
- » Held 46 in-person meetings with travel editors and feature writers, pitching Leon County as a travel destination for editorial coverage.
- » Hosted 16 journalists for media stays resulting in editorial exposure for Leon County.

*Projected estimate by Downs & St. Germain Research. Final results anticipated in December 2021.



Red Hills Horse Trials



Florida High School Athletic Association Cross Country

- » Conducted an Influencer Media Familiarization tour, hosting 4 bloggers in direct fly markets of Charlotte, Dallas and Atlanta, resulting in more than 11 million impressions on social media.
- » Hosted the Editor-in-Chief of Southern Living for a media stay, resulting in coverage in April and August 2020 issues.
- ▶ Awarded more than \$620,720 in grant funding to 108 local Legacy, Signature, Special and Sporting events that brought overnight visitors and direct spending to local businesses throughout the Capital County. Approximately 50 events were canceled due to COVID-19.
- ▶ Participated in meetings with community members and leaders to discuss the County's Bicentennial Celebration in 2024.

- » Supported 4 Legacy and 5 Signature/Emerging Signature Events generating \$5,762,700 in economic impact including: Market Days, Red Hills International Horse Trials and Warner Soccer ASG Presidents' Day Invitational Tournament.
- ▶ Secured 3 major cross-country meets for FY2021-2022 at Apalachee Regional Park including:
 - » 2020 Amateur Athletic Union Cross Country National Championships.
 - » 2021 USA Track & Field Club Cross Country National Championships.
 - » 2022 National Junior Collegiate Athletic Association Cross Country National Championships.
- ▶ Hosted the first of the five-year contract for the 1A-3A Florida High School Athletic Association Football Championships at Gene Cox Stadium.
- ▶ Initiated \$3 million in park improvements as part of the Apalachee Regional Park cross country course improvement project.

RESPONDING TO COVID-19

The sudden and severe drop in consumer travel and visitor spending during the pandemic resulted in more than a \$1.6 million reduction in the Division's budget in FY20. In June FY20, the Division of Tourism crafted a new strategy to market Tallahassee/Leon County as a safe visitor destination and developed a restart and recovery awareness campaign utilizing CARES Act funding.

- ▶ Hosted 25 weekly Tourism Industry meetings on Zoom as of August 2020 featuring over 70 guest speakers and more than 900 participants to share information and provide support to the tourism and hospitality industry.
- ▶ Embraced the Spirit of Travel during National Travel & Tourism Week virtually and hosted an online concert with local singer songwriter Royce Lovett.
- ▶ Worked with meeting planners, event organizers and venue/facility owners to reschedule and rebook conferences and events rather than canceling due to COVID-19.
- ▶ Developed new COVID-19 focused online content to disseminate destination information to consumers and the tourism industry.
- ▶ Moved Gift Shop merchandise sales online to VisitTallahassee.com.

DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE



Tallahassee was named a Top-10 Best City in the South by Southern Living Magazine for the second consecutive year and Top College Town.



PLANNING

DEPARTMENT OF P.L.A.C.E.

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To provide accurate information, creative and effective planning recommendations and expertise in the areas of long-range land use, environmental and transportation planning for the orderly growth of Leon County and the Tallahassee community.

Strategic Initiatives

QUALITY OF LIFE

- Continued to support the Miccosukee Citizens Working Group to include planning of a “Miccosukee Working Group: Canopy Roads and Development” Open House, and facilitated a series of “Do Something Day” community events in coordination with citizen volunteers (Initiative #2017-10).
- Continued working on planning and implementing the bicycle route network in coordination with the Bicycle Working Group citizen’s focus group (Initiative #2018-12).
- Managed the consultant review of transportation fee alternatives to replace the existing concurrency management system of mobility fees, including the acceptance of the Phase I report. (Initiative #2016-18).
- Brought options to the Board of County Commissioners to update the Comprehensive Plan Land Use and Mobility Elements through an in-house or consultant study (Initiative #2016-25; #2018-17).

GOVERNANCE

- Led the 2020 Census Complete Count Committee to increase awareness and response rates to the 2020 Census (Initiative #2020-13).

Contact us

(850) 891-6400
www.LeonCountyFL.gov/Planning

PLANNING TODAY FOR TOMORROW’S COMMUNITY

- Adopted the Local Mitigation Strategy update with stakeholder input and State of Florida’s Division of Emergency management (DEM) approval.
- Launched a successful Bike Month campaign in May 2020 to promote public health and quality of life.
- Reviewed 14 Comprehensive Plan text and map amendments during the 2020 Comprehensive Plan Cycle, which are slated for adoption in the joint Public Hearing in late 2020.
- Processed 20 rezoning applications since October 2019 including: changes to zoning districts and planned unit developments, staff analysis and generating a Planning Commission recommendation in Tallahassee and Leon County.
- Provided site assistance to 34 private-sector customers and 24 public-sector customers in Leon County.
- Hosted a series of virtual charrettes to gather citizen feedback and input for the Welaunee Master Plan.

RESPONDING TO COVID-19

- Transitioned to remote operations and continued providing high quality of service to citizens in online forums with remote public comment options.
- Developed new engagement methods to accommodate citizens including online charrettes and an Urban Forestry blog.



Anne Rokyta from the DesignWorks Division works on illustrations showing zoning district standards



Online Urban Forestry blog with Mindy Mohrman

DID YOU KNOW?

Planning leads the 2020 Complete Count Committee tasked with increasing community response rates for a more accurate collection of data. The results of the 2020 Census will be used to determine federal representation and funding of programs, grant distribution, political representation and future planning for Tallahassee-Leon County.



Mission Statement

To implement the Blueprint program in a timely and cost-effective manner, utilizing sound but innovative business practices while keeping the citizenry informed and involved.

Strategic Initiatives

QUALITY OF LIFE

- Completed construction of a weatherization solution for the Capital City Amphitheater stage (Initiative #2016-1).
- Identified solutions for weatherization of the Capital City Amphitheater stage utilizing a portion of BP settlement funds (Initiative #2016-1).
- Initiated three new greenways projects, including: design of the Lake Jackson and Lake Jackson South Greenways, design of the Capital Circle Southwest Greenway and Debbie Lightsey Nature Park as part of the effort to continue to implement the Tallahassee-Leon County Greenways Master Plan (Initiative #2016-24C).

PRESERVE, PROTECT & ENHANCE THE COMMUNITY'S QUALITY OF LIFE



Broadmoor Pond Park

- ▶ Initiated planning and design for three greenway projects which will provide over 6.4 miles of conservation & connectivity in north, central and southwest Leon County, including connections to the Lake Jackson Mounds Archaeological State Park, Okeeheepkee Prairie County Park and Lake Ella.
- ▶ Developed a prioritization system and criteria that will direct \$15 million in sales tax funding for the implementation of the Tallahassee-Leon County Greenways Masterplan project.
- ▶ Approved the amended Northeast Gateway: Welaunee Boulevard Project, including the Welaunee Boulevard extension from Fleischmann Road crossing I-10 and continuing to the vicinity of Roberts Road, as well as the Shamrock Extension to Centerville Road.
- ▶ Began the Northeast Connector Corridor: Bannerman Road Project involving the following: updating the Leon County 2012 Bannerman Road Corridor Plan, conducting a feasibility study of widening Bannerman Road from Tekesta Drive to Meridian Road and securing design and permitting of the approved roadway concept.

- ▶ Selected a creative design team for design and construction of a new skateable art park along Capital Cascades Trail at Coal Chute Pond and Railroad Square Art Park.
- ▶ Engaged the Blueprint Citizens Advisory Committee as Project Liaisons for Infrastructure projects, representing a key citizen voice in public discussions about Blueprint projects.

RESPONDING TO COVID-19

- ▶ Dedicated over 1,500 hours to assisting local business owners and Leon County non-profits impacted by the COVID-19 pandemic to obtain grant assistance through the COVID-19 Economic Disaster Relief (CEDR) and Local Emergency Assistance for Non-profits (LEAN) grant programs.

DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

In 2020, Blueprint's Orange Avenue/ Meridian Street Site Improvements Project

received local award recognition from the American Public Works Association Big Bend Chapter.



Contact us

(850) 219-1060
www.BlueprintIA.org



PUBLIC WORKS

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To provide safe, efficient and sustainable roadways and transportation amenities, stormwater facilities and vehicle fleet throughout Leon County that enhances its livability, environment and economic vitality.

Strategic Initiatives

ENVIRONMENT

- Continued to implement the Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site (Initiative #2016-15).

ECONOMY

- Further enhanced our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (Initiative #2016-12).

QUALITY OF LIFE

- Continued to implement a master plan for the Apalachee Regional Park (Initiative #2016-24A).
- Continued 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 (Initiative #2017-9).

Contact us

(850) 606-1500

www.LeonCountyFL.gov/PubWorks

PLANNING, BUILDING & MAINTAINING QUALITY INFRASTRUCTURE

- Leveraged \$2.5 million in grants for the following projects:
 - Big Bend Scenic Byway (\$538,932).
 - Phase I & II construction of bicycle lanes on a portion of Smith Creek Road (\$1,841,705).
 - Design of the realignment of Old Bainbridge Road at Capital Circle NW (\$80,000).
 - Waste Tire Amnesty Event (\$25,000).
 - Center for Disease Control and Prevention Community Clean Up Event (\$15,000).
- Began work on the Meridian Drainage Improvements Project to alleviate flooding and improve water quality at nearby lakes and streams.
- Completed the following projects to enhance County building and recreational facilities: Bradfordville Dog Park Overflow Parking, Canopy Oaks, Concession/Comfort Station, Concord School Re-roof, Roof Replacement for Leon County Detention Facility Pods/Central Core, Volunteer Fire Station on County Road 12, State Attorney's Office Renovations and the Leon County Supervisor of Elections Roof Repairs.
- Began construction on the Apalachee Regional Park Cross Country Facility improvements in preparation for hosting the 2021 NCAA National Cross-Country Championship.
- Responded to and cleared roads following an EF-1 tornado in northeastern Leon County on April 24.

RESPONDING TO COVID-19

- Continued to advance roadway, street lighting and water quality projects during the pandemic.



Meridian Road Drainage Improvements Project

- Created a 24-hour document drop-off bin for the Public Works Center, processing over 234 right of way permits during the pandemic.
- Transferred 91 construction progress meetings online and ensured 1,442 site visits occurred with social distancing measures in place.



Goal Statement

To provide the public with professional services for the construction and maintenance of cost-effective infrastructure to enhance our community's quality of life.

Strategic Initiatives

ENVIRONMENT

- Continued to implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment (Initiative #2016-13).
- Continued evaluating pilot technologies for new advanced wastewater treatment septic tanks (Initiative #2017-7).
- Continued to seek matching grants for septic-to-sewer projects. To date, a total of \$59.22 million has been committed by the state and County (Initiative #2017-8).
- Added educational kiosks at County boat landings to educate the public on blue-green algae blooms, fishing advisories, invasive species and general water quality (Initiative #2018-3).
- Continued to evaluate requiring advanced wastewater treatment for new construction (Initiative #2016-23B).
- Informed citizens of the County's overall water quality and stormwater policies, as well as emergent issues impacting individual water bodies or ground water (Initiative #2018-6).
- Continued 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 (Initiative 2017-9).

Contact us

(850) 606-1500
www.LeonCountyFL.gov/Engineering

PROFESSIONAL SERVICES AND QUALITY INFRASTRUCTURE



Centerville Trace Stormwater Improvements

- ▶ Leon County is committed to continuously evaluating roadways to provide a safe and efficient transportation system and over the past year:
 - » Completed the construction of Old Bainbridge Road safety improvements from Monroe Street to the Gadsden County line and Old Bainbridge Road at Knots Lane.
 - » Completed the design of Smith Creek Road Bike Lane improvements.
 - » Resurfaced 12 miles of roads throughout Leon County.
 - » Completed a Preliminary Engineering Study for the Maylor Road Accessibility Enhancement project.
 - » Completed sidewalk construction along Crowder Road and Indian Mound Road.
 - » Completed the sidewalk design along Blountstown Highway from Williams Landing Road to the existing sidewalk east of campus, and Gearhart Road from CSX Railroad to Capital Circle NW.

- ▶ Engineering Services completed the following projects using the most cost-effective options to reduce flooding and improve the community's surface and ground water quality:
 - » Centerville Trace Stormwater Pond Repair/Dam Rehabilitation.
 - » Linene Woods Phase 1 Drainage Improvements.
 - » Lexington Road Cross Drain Improvements.
 - » Began construction on the Raymond Tucker Road/Golden Pheasant/Windwood Hill Drainage and Accessibility Improvements.
- ▶ To enhance traffic and pedestrian safety, Engineering Services completed street lighting projects at the following intersections:
 - » Geddie Road and West Tennessee Street, Meridian Road and Timberlane Road; Meridian Road and Maclay Road; Bull Headley Road and Bannerman Road; and Mahan Drive and Dempsey Mayo Road.

RESPONDING TO COVID-19

- ▶ Transferred construction progress meetings online and ensured site visits occurred with social distancing measures in place.
- ▶ Accepted electronic submittals for Right of Way Placement Permit Applications and Subdivision Development review.
- ▶ Continued to allow residents' participation in the Septic to Sewer Program by allowing Central Sewer Connection Applications to be submitted electronically.
- ▶ Completed drainage improvements requiring Meridian Road closure, taking advantage of decreased flow in traffic during the state's Safer-at-Home order.



FLEET MANAGEMENT

PUBLIC WORKS

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Goal Statement

To provide the best quality maintenance and repair at the most economical cost to taxpayers of Leon County.

Aligning Resources with Strategic Priorities

ENVIRONMENT

- Protected the quality and supply of our water (EN1).
- Continued to reduce our carbon footprint (EN4).

GOVERNANCE

- Exercised 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).

VEHICLE REPAIR AND PREVENTATIVE MAINTENANCE

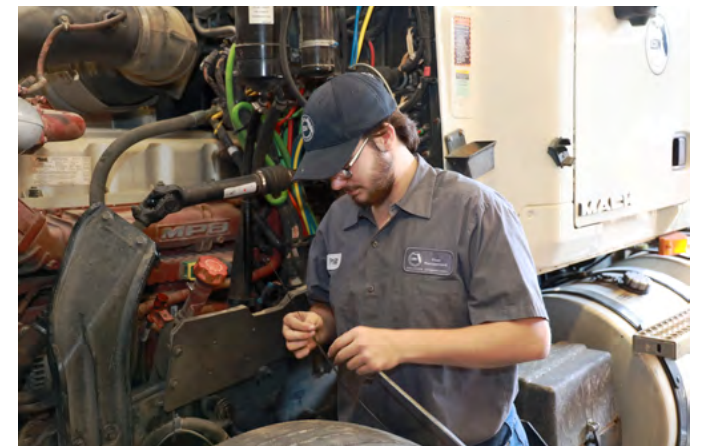
- ▶ Fleet Management continues to work towards improving management of resources and increasing efficiency through vehicle cost saving opportunities.
 - » Invested in 45 hybrid vehicles, purchased 3,400 gallons of Echo Power Echo Friendly Recycled Motor Oil and recycled 1,500 (44%) gallons of used motor oil.
 - » Performed 1,110 preventative maintenance services in-house.
 - » Collected \$100,000 in surplus vehicle and equipment at auction.
 - » Purchased the County's first fully electric vehicle.
- ▶ Transferred a surplus vehicle to Emergency Care Help Organization (ECHO) to assist in the transportation of donated furniture low-income and disabled veteran County residents.

RESPONDING TO COVID-19

- ▶ Enhanced disinfection protocols for fleet vehicles, requiring drivers to wipe down every touch surface when entering the vehicle and when they return it.
- ▶ Limited the number of staff occupying a County vehicle in the field and required face coverings in County vehicles with two or more occupants.



Ambulance repairs



Fleet Management's Leon Works Junior Apprentice, Fall 2019

Contact us

(850) 606-2000

www.LeonCountyFL.gov/Fleet



Goal Statement

To provide for the safety and convenience of the public by constructing, maintaining, beautifying and protecting our infrastructure, to include transportation maintenance, stormwater maintenance, right-of-way maintenance and mosquito control services.

Strategic Initiatives

ENVIRONMENT

- Worked with the Canopy Roads Committee to update and implement a long-term management plan for Canopy Roads including an active tree planting program (Initiative #2016-7).

QUALITY OF LIFE

- Continued coordination with Florida Department of Transportation for safety improvements on state and county roadways (Initiative #2017-9).
- Continued to increase safety in the unincorporated area through the County's Street Lighting program (Initiative #2016-31).

Contact us
(850) 606-1400
www.LeonCountyFL.gov/Operations

TRANSPORTATION INFRASTRUCTURE

TRANSPORTATION MAINTENANCE

- ▶ Responded to more than 12,100 requests for services via e-mail, telephone, personal contacts and the Citizens Connect mobile app.
- ▶ Performed 2.15 miles of road resurfacing with Open Grade Hot Mix, a more environmentally friendly asphalt providing for a certain degree of stormwater treatment within the asphalt mat.
- ▶ Installed and repaired approximately 7,395 street signs throughout Leon County.
- ▶ Refurbished approximately 11,000 sign panels.
- ▶ Repaired 119 miles of road shoulders.
- ▶ Painted more than 74,018 square feet of pavement traffic symbols, including school zone crossings, pedestrian crosswalks, bicycle lanes and more.

RIGHT-OF-WAY

- ▶ Removed over 50 trees from the roadway following the April 2020 tornado in the Killearn Acres neighborhood.
- ▶ Completed maintenance on more than 769 acres of landscaped areas throughout Leon County.
- ▶ Planted over 900 trees along County canopy roads and through the Adopt-A-Tree program.

STORMWATER MAINTENANCE

- ▶ Cleaned more than 12,000 linear feet of enclosed systems to improve water quality and reduce potential stormwater impacts on adjacent properties.
- ▶ Inspected 317 stormwater ponds for National Pollutant Discharge Elimination System MS4 permit.



Crews place drainage pipe in Killearn Lakes

- ▶ Renewed 83 County and City stormwater operating permits for stormwater facilities.

MOSQUITO CONTROL

- ▶ Secured a Center for Disease Control and Prevention Hurricane Relief Crisis Mosquito Control grant in the amount of \$15,000 to sponsor a community Clean Up Event to reduce mosquito breeding sites in neighborhoods.

RESPONDING TO COVID-19

- ▶ Fabricated over 100 informational and directional signs throughout the County to ensure the health and safety of the public.
- ▶ Suspended all Mosquito Control day-time hand-fogging operations to preserve adequate personal protective equipment prioritized for health care agencies.
 - » Continued with night-time truck spraying, which does not require the same type of protective equipment.
- ▶ Implemented telecommuting options to encourage social distancing in the workplace.



SUSTAINABILITY

OFFICE OF RESOURCE STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

Office of Resource Stewardship: To provide leadership and coordination of services through the Office of Sustainability, Parks and Recreation, Solid Waste Services, Facilities Management and the Cooperative Extension office in order to identify opportunities for synergy and added efficiencies between each work-group to effectively promote stewardship of the community's natural, societal and economic resources.

Sustainability: To enhance our community's environmental, economic and social resilience by promoting adoption of sustainability practices within County government and the community at large.

Strategic Initiatives

ENVIRONMENT

- Expanded use of solar energy on County buildings, with new solar arrays installed at the Transfer Station and Northeast Branch Library (Initiative #2016-21).
- Developed new strategies to increase community recycling rates (Initiative #2016-14).
- Continued to support the County's Property Assessed Clean Energy (PACE) program (Initiative #2016-19).
- Fostered the creation of the Capital Area Sustainability Compact in an effort to work with local organizations and businesses to drive sustainability forward in the community (Initiative #2017-6).
- Developed an action plan to further reduce the County Government's carbon footprint (Initiative #2018-2).
- Achieved NACo's SolSmart Designation (2018-4).

Contact us

(850) 606-5000
www.LeonCountyFL.gov/Sustainability

GROWING GREEN TOGETHER

- ▶ Continued to work on action items and goals set forth in the Integrated Sustainability Action Plan (ISAP) including reducing greenhouse gas emissions from County operations by 30% by 2030.
- ▶ Improved 119 homes, increasing energy efficiency, energy conservation and weatherization with projects totaling more than \$1,490,000 through the Property Assessed Clean Energy (PACE) program and continued to expand the program to include commercial properties.
- ▶ Conducted a survey of more than 30 County employees from all departments on how the Sustainability Team can better support work areas.
- ▶ Installed two new solar arrays on the Northeast Branch Library and the Leon County Transfer Station which have generated 33 Megawatt Hours (MWh) of electricity to date.
- ▶ Provided grant funding and advice to 45 community gardens to date through the Community Garden Program.
- ▶ Hosted the second Lake Iamonia Clean-Up, a fun day of kayaking where more than 50 participants picked up 780 pounds of trash out of the lake and learned how to help maintain a healthy, local ecosystem.
- ▶ Installed seven creatively designed cigarette butt disposal containers at boat landings in an effort to help reduce litter.
- ▶ Collaborated with Native Nurseries to host the third Native Plants Buy-One-Get-One-Free event to provide opportunities for residents to plant native plants and support healthy local ecosystems.
- ▶ Continued to promote sustainability programs on social media, surpassing 2,600 likes on the Office of Resource Stewardship and Sustainability Facebook page.
- ▶ Continued to expand the Green Team, an interdepartmental sustainability committee of more than 22 County employees that works to identify and implement sustainable best practices in County work areas.

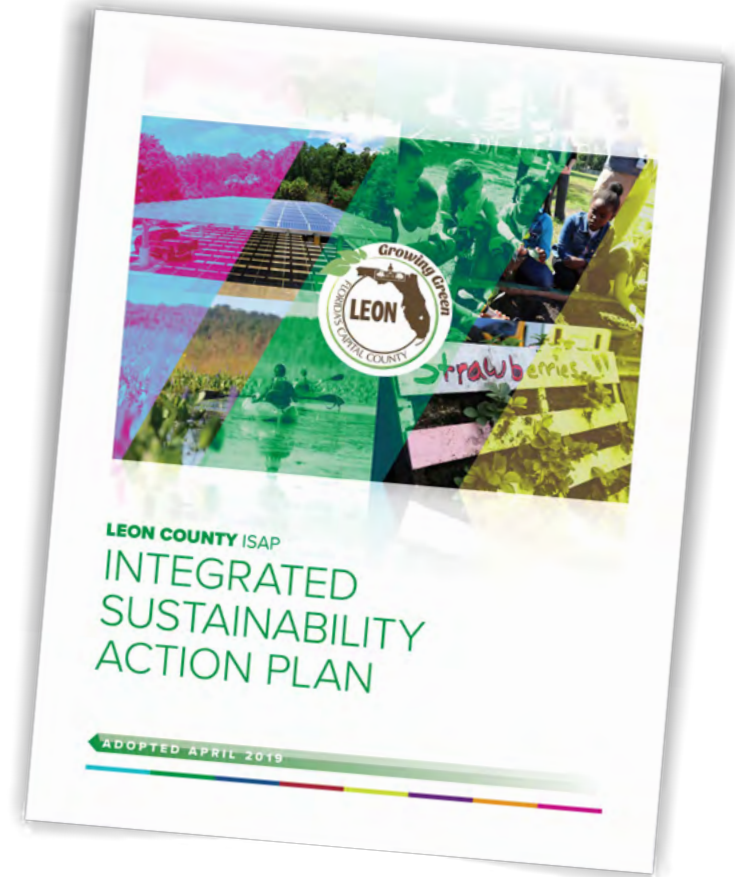


Buy-One-Get-One free native plants at Native Nurseries

- ▶ Passed the "Single-Use Plastic Straws and Expanded Polystyrene Products" policy that reduces the use and distribution of single-use plastic straws and eliminates the use and distribution of expanded polystyrene products in County operations and events.



Lake Iamonia On-The-Water Cleanup



- ▶ Helped Leon County achieve a SolSmart Gold community designation, which recognizes communities that make it faster, easier and more affordable to go solar.
- ▶ Continued to work with community organizations on pressing sustainability issues in the Capital Area Sustainability Compact.
- ▶ Worked with EMS to install on-board battery systems on two ambulances, reducing idling by 75% and saving the County an

estimated \$12,400 in fuel costs per year and 52 metric tons of CO2 emissions.

- ▶ Worked with Fleet Management to purchase the County's first fully-electric vehicle – a Chevy Bolt.
- ▶ Continued developing a Sustainable Business Resource Guide.

RESPONDING TO COVID-19

- » Worked with the Extension office to promote sustainable practices citizens could engage with while in quarantine, such as gardening and composting.
- » Coordinated efforts to obtain over 200 cloth masks from Sustainable Tallahassee made from donated fabric.



PARKS AND RECREATION

OFFICE OF RESOURCE STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To provide for the safety, comfort, and convenience of the public by creating and maintaining infrastructure and programs supporting recreation, parks and open space.

Strategic Initiatives

QUALITY OF LIFE

- Began construction of new facilities at the Apalachee Regional Park cross-country course which includes a permanent finish line, stage, restrooms and operations building (Initiative #2016-12 and #2016-24A).
- Expanded the signature landscaping program at Martha Wellman and Canopy Oaks Parks, beautifying the areas for park users (Initiative #2016-24B).
- Constructed five new miles of single-track trails at J. R. Alford Greenway expanding the trail opportunities within the community (Initiative #2016-24D).
- Opened the first two County dog parks in the unincorporated area: Bradfordville Dog Park and J. Lee Vause Dog Park (Initiative #2016-24F).

ENVIRONMENT

- Installed trail markings/mapping at J. R. Alford Greenway to educate users and assist with wayfinding (Initiative #2016-20).
- Incorporated solar panels into the construction design of the operations building for Apalachee Regional Park (Initiative #2016-21).
- Completed installation of educational kiosks at all Leon County boat landings (Initiative #2018-2).

Contact us

(850) 606-1470

www.LeonCountyFL.gov/Parks

MAINTAINING LEON COUNTY'S PRISTINE PARKS & GREENWAYS



Arbor Day at Martha Wellman Park

- ▶ Renovated Canopy Oaks Park by constructing a new concession stand and pavilion, resurfacing the tennis courts and adding pickleball striping.
- ▶ Completed a beautification project at Martha Wellman Park in recognition of Arbor Day in which 60 volunteers planted over 500 shrubs, wildflowers and trees.
- ▶ Supported youth leadership development by partnering with multiple Eagle Scout candidates to complete 4 community service projects within park facilities.
- ▶ Began design and permitting for Miccosukee Greenway – Crump Rd trailhead improvements which will include a water source, parking improvements and erosion repair and control.
- ▶ Hosted a Little League Coaches Clinic that included: training on automated external defibrillator (AED) use, first aid and CPR, heat exhaustion/heat stroke education and ballfield maintenance.



Bradfordville Dog Park

- ▶ Renovated bathroom facilities at Coe Landing campground with assistance from Facilities Management with no interruption or inconvenience to campers.
- ▶ Constructed first-of-its-kind County playground at Okeeheepkee Prairie Park to promote inclusive, play-based learning that incorporates rocks, logs, hills and vibrant colors and patterns to enhance sensory engagement for children of all ages.



J. Lee Vause Dog Park



Chaires basketball courts



Kate Ireland Park



- ▶ Opened Orange-Meridian Park providing an established community gathering space in a previously vacant lot with improvements including: a gravel parking area, ADA parking spaces, water fountain, bike rack, picnic tables, restroom, a Little Free Library station and a kiosk providing community information.

- ▶ Completed renovations to the basketball courts at Chaires Park.

- ▶ Continued to advance strategic initiatives and construction projects such as Apalachee Regional Park cross-country improvements, Okeehopee Prairie Park playground installation, Canopy Oaks Park renovations, five new miles of single track trail at Alford Greenway, Chaires baseball field bid, Crowder Road Landing improvements and St. Marks Headwaters Greenway – Buck Lake Road trailhead design and permitting.

RESPONDING TO COVID-19

- ▶ Continued operations and maintenance at Greenways, passive parks, boat landings, tennis courts and basketball courts providing open, public spaces for physical and mental health needs.

COMMUNITY CENTERS

Dorothy Cooper Spence Community Center

4768 Chaires Cross Road

Bradfordville Community Center

6808 Beech Ridge Trail

Fort Braden Community Center

16387 Blountstown Highway

Lake Jackson Community Center

3840 N. Monroe Street, Suite 301

Micosukee Community Center

13887 Moccasin Gap Road

Woodville Community Center

8000 Old Woodville Road

- ▶ Coordinated the closure of playgrounds, campgrounds, community centers, dog parks and pavilions to decrease the spread of the virus.
- ▶ Coordinated with Community and Media Relations to communicate with licensed sport providers and post signage at athletic fields and basketball courts to limit the use to groups under 10 and encourage physical distancing.
- ▶ Processed over 250 cancellations for campgrounds, community centers and pavilions issuing full refunds to displaced customers.
- ▶ Assisted branch libraries in implementing curbside pickup operations.
- ▶ Offered a drive-through “Lunch-n-Learn” series for seniors through the Leon County Senior Outreach Program to disperse COVID-19 information and reduce social isolation among the senior population.



FACILITIES MANAGEMENT

OFFICE OF RESOURCE STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Goal Statement

To serve the people of Leon County as a responsible steward of all building infrastructure that is necessary to support County operations in a timely, professional and cost-effective manner.

Strategic Initiatives

ENVIRONMENT

- Installed new solar arrays at the Northeast Branch Library and the Transfer Station (Initiative #2016-21).
- Worked with the Office of Sustainability to develop an action plan to further reduce Leon County Government's carbon footprint (Initiative #2018-2).

GOVERNANCE

- Encouraged staff participation in Certified Public Manager training (Initiative #2016-41)

Contact us

(850) 606-5000
www.LeonCountyFL.gov/Facilities

PROFESSIONAL CONSTRUCTION & MAINTENANCE FOR COUNTY BUILDINGS

- ▶ Continued to identify cost and energy saving opportunities in alignment with the Integrated Sustainability Action Plan.
 - » Finalized agreement to implement the Energy Savings Company (ESCO) project which will result in an investment of nearly \$17 million dollars to upgrade County facilities and significantly contribute to the 30% greenhouse gas reduction goal by 2030.
- ▶ Remodeled the Leon County Extension office to provide citizens and extension staff a safe and modern building for extension operations. The County realized an estimated \$250,000 in savings by having County Facilities staff complete the remodel.
- ▶ Trained Facilities staff on deep cleaning Heating, Ventilation and Air Conditioning (HVAC) systems, improving indoor air quality and resulting in approximately \$70,000 in savings.
- ▶ Remodeled the Public Defender's office space in the Courthouse resulting in a cost savings of over \$100,000 and a safer lobby.
- ▶ Upgraded all light controls at the Public Safety Complex to increase safety, reliability and energy conservation.
- ▶ Performed an interior demolition of the records storage warehouse and provided temporary storage for impacted records to allow for a full renovation of the warehouse.
- ▶ Installed an electric vehicle charging station at the Office of Resource Stewardship for Sustainability's new Chevy Bolt.
- ▶ Repurposed interior Courthouse space allowing for Volunteer Services to be conveniently located within the Courthouse.

RESPONDING TO COVID-19

- ▶ The following modifications were made to County facilities to enhance workplace safety and help prevent the spread of the coronavirus that causes COVID-19:



Hand washing reminders installed during COVID-19

- » Installed 26 temporary germ "sneeze" shields and one permanent shield in County office and common areas.
- » Developed and built 80 custom "bench blocker" guards for blocking courtroom pews to allow for physical distancing.
- » Provided and installed over 100 hand sanitizer dispensers throughout county facilities.
- » Provided all logistical support for the Emergency Operation Center's COVID-19 response including negotiating with the Airport Authority to identify, procure and renovate a warehouse at the Tallahassee International Airport, as well as coordinating Federal Aviation Agency clearance for relevant staff.
- » Worked with the Emergency Operations Center to receive shipments of Personal Protective Equipment (PPE) and other supplies at the warehouse and distribute to local organizations.
- » Formed a decontamination team of County staff to respond to COVID-19 positive cases in County facilities to allow for enhanced sanitization of facilities and safeguard employees and the public.



Goal Statement

To provide an integrated solid waste management system dedicated to excellent customer service and responsible fiscal and environmental stewardship.

Strategic Initiatives

ENVIRONMENT

- Developed new strategies to increase the community recycling rate (Initiative #2016-14).
- Assisted Engineering and Public Works with access, historical context and site expertise as they work to close the solid waste landfill (Initiative #2016-15).
- Provided personnel, trucks and containers to support the Apalachicola National Forest clean up event (Initiative #2020-4).

Contact us
 (850) 606-1800
www.LeonCountyFL.gov/SolidWaste

CUSTOMER SERVICE, ENVIRONMENTAL STEWARDSHIP & INNOVATION

- ▶ Leon County's Hazardous Waste Center continued to be a one-stop location for hazardous waste and electronics disposal promoting the reuse and recycling of these products.
 - » Processed 314 tons of potentially hazardous material from 16,229 residents, of which 56 tons were removed from the solid waste stream through recycling or reuse.
 - » Returned 48 tons of household products to the community through the Reuse Center and the Smarter Sorting System and provided 4,675 gallons of re-blended latex paint to citizens free of charge through the ReNew Paint program.
- ▶ Leon County continues to strive towards exceeding the state recycling goal and finding creative opportunities for waste diversion.
 - » Processed 14,737 tons of yard debris from Leon County residents.
 - » Coordinated resident pick up of 2,420 tons of mulch from the County's yard waste processing center.
 - » Processed 332 tons of waste tires from Leon County residents for re-purposing into alternative fuel.
 - » Hosted resident collection events, which included 3,064 participants delivering 46 tons of hazardous waste and 33 tons of e-scrap for safe disposal.
- ▶ Coordinated with Leon County Community and Media Relations to increase monthly Household Hazardous Waste Collection Event attendance.
 - » Set a new October record and collected the most batteries at any prior event with 900 pounds collected at the October 2019 collection event.
 - » January 2020 event had the largest amount of electronic waste collected at any event and the highest event attendance for a collection event held at Leon County Public Works. 2.6 citizens were served per minute over the 4-hour collection event.



Household Hazardous Waste Collection event

- » March 2020 event had the second highest March event attendance with a top 5 placement for overall amount collected.

RESPONDING TO COVID-19

- ▶ Managed a 46% increase in requests for mulch and 15% increase in bulk pick up when compared to 2019 due to an increase in residents performing yard work and cleaning during the pandemic.

DID YOU KNOW?

Since 2017 over 100,000 pounds of batteries have been recycled through the Hazardous Waste Center.



LEGISLATIVE AND STRATEGIC INITIATIVES

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Goal Statement

To serve as a bridge from strategic planning to action implementation by ensuring alignment of organizational activities, initiatives and culture with the overarching strategic vision and plan set forth by the Board of County Commissioners.

Strategic Initiatives

ECONOMY

- Advocated for the County's 2020 Legislative Priorities, including protection of the state workforce and modification of the eligibility to levy the local option High Impact Tourist Development Tax (Initiative #2016-3).

ENVIRONMENT

- Finalized the development of a County ordinance and Comprehensive Plan amendment to provide development standards and a permitting process for solar energy systems (Initiative #2018-4).

GOVERNANCE

- Supported County Commissioners in their leadership roles with the National Association of Counties and the Florida Association of Counties to advance conversations and exchange best practices (Initiative #2016-37 and #2017-13).
- Ensured the continued viability of the County's single-stream recycling program by identifying immediate strategies to address recent shifts in the global market for recyclables and initiating a comprehensive study of long-term options (Initiative #2016-14).
- Employed 10 local high school students as Leon Works Junior Apprentices to shadow and train with County staff to prepare for in-demand skilled careers (Initiative #2016-4A).

Contact us

(850) 606-5300
www.LeonCountyFL.gov/SpecialProjects

ADVOCATING FOR LEON COUNTY'S LEGISLATIVE INTERESTS

- ▶ Continued to partner with stakeholders throughout the community to identify policy issues of shared significance through legislative dialogue meetings.

- ▶ Hosted a series of training sessions for the Florida Association of Counties (FAC) to provide their staff with a detailed behind-the-scenes look at the operations of county governments in Florida. In response, FAC presented Leon County with its inaugural "Counties Helping Counties" award, recognizing Leon County's efforts to support excellence in county government throughout the state.



Budget Game with Florida Association of Counties members

- ▶ Partnered with organizations such as the Florida Association of Counties, Leon County's state and federal legislative delegations, the City of Tallahassee, institutions of higher education and others to identify shared issues and seek opportunities to leverage financial, technical and human capital to draw attention to community priorities at the federal, state and local levels.
- ▶ Planned, developed and implemented the County's 2020 state and federal legislative priorities to seek funding for local projects and advance legislation that protects the County's local home rule authority.
- ▶ Produced a pre-session update, end of session report and weekly briefings (Capitol Update) to keep the Board of County Commissioners and senior staff apprised of legislative developments that would impact the community during the 2020 Legislative Session.

RESPONDING TO COVID-19

- ▶ Tracked and provided regular updates on legislative relief packages and policy action taken at the state and federal level in response to the novel coronavirus (COVID-19) pandemic and its associated economic, social and public health impacts.
- ▶ Developed Leon County's COVID-19 Response and Re-opening Plan for a gradual, phased-in approach to safely re-opening our community, consistent with federal guidance, the Governor's statewide Executive Orders and expert public health recommendations.
- ▶ Developed and implemented the Leon CARES Expenditure Plan for the \$51.2 million in Coronavirus Relief Funds allocated to Leon County to provide critical economic relief to the local business community, address the community's greatest social service needs and fund essential public health and safety expenditures related to COVID-19.
- ▶ Developed Leon County's Short-Term Vacation Rental Safety Plan to provide safety guidelines for property owners and managers to ensure short-term vacation rentals are opened in a responsible and safe manner.

DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Leon County was the first recipient of the Florida Association of Counties' (FAC) "Counties Helping Counties Award" showcasing the roles and functions of highly effective Florida county governments.



All About Florida



PROVIDING CRITICAL ASSISTANCE TO THOSE IMPACTED BY COVID-19

Approved by the Leon County Board of County Commissioners in July 2020, the Leon CARES program uses up to \$51.2 million in federal dollars to fund essential public health and safety expenditures related to COVID-19 including enhanced testing and contract tracing, addressing food insecurity, direct assistance to individuals experiencing financial hardship, a variety of human service needs, critical economic relief to the local business community and direct COVID-related costs incurred by the County, Constitutional and Judicial Offices and the City of Tallahassee.

Through Leon CARES funding, the County is able to:

- ▶ Support a significant expansion of our community's testing and contact tracing capabilities in partnership with local primary healthcare providers.
- ▶ Establish four new dedicated contract tracing teams and continued to support contract tracing efforts, allowing for tracing of 600 cases per week and 1,920 contacts per week.
- ▶ Continue to ensure that partners of the County's Primary Healthcare Program have the necessary resources to serve the medical needs of low-income residents.
- ▶ Fund and reimburse direct COVID-19-related costs incurred by the County, Constitutional and Judicial Offices and the City of Tallahassee.
- ▶ Provide local human service agency assistance and funds to support the following community programs: public health, food insecurity, homelessness and childcare support.
- ▶ Dedicate funding to provide direct emergency financial relief for individuals and families, support for community-wide social service needs and assistance to local businesses throughout Leon County (including within the City of Tallahassee) to stimulate economic recovery.



INDIVIDUALS, SMALL BUSINESS AND COMMUNITY ASSISTANCE

To meet critical community needs during the COVID-19 pandemic, on Monday, August 17, 2020 the County opened its Leon CARES online portal to distribute millions of dollars in direct assistance to those in Tallahassee-Leon County impacted by COVID-19.

Individual Assistance

The Leon CARES Individual Assistance Program provides assistance to Leon County households (including households within the City of Tallahassee) experiencing financial difficulty due to COVID-19. Eligible households may receive up to \$3,000 in one-time assistance to support past-due rent, mortgage and utility bills. The funds are provided directly to the landlord, property manager, mortgage company or utility company on behalf of eligible applicants.

Small Business Assistance

The Leon CARES Small Business Grant Program seeks to drive economic recovery and put citizens back to work by investing \$7.5 million in the restart, relaunch and reopening of local businesses impacted by COVID-19. The Small Business Grant Program provides financial support to approximately 3,100 qualifying small businesses located in Leon County (including businesses within the City of Tallahassee) to cover business expenses directly related to COVID-19, including business relaunch costs and COVID-19 safety costs through a one-time payment of up to \$8,500.

Local Human Services Agencies Assistance

The Leon CARES Local Human Services Assistance Grant Program dedicates \$2 million in funding to human services nonprofit organizations for unanticipated programmatic and operational expenses incurred due to COVID-19. Available funding will provide up to \$20,000 of one-time assistance to nonprofit organizations that provide or intend to provide human service in Leon County in response to COVID-19.



DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT (DSEM)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

DSEM: To support the development of a sustainable community and its built environment, while protecting and preserving our natural resources to maintain the quality of life for all citizens and building positive relationships through exceptional customer service.

Development Services: Guide and support the development of sustainable communities through the adopted policies of the Comprehensive Plan and development standards of the Land Development Code, while ensuring and promoting the quality of life for all citizens of Leon County.

Building Plans Review and Inspection: Ensure that built environments are safe, accessible and energy efficient through compliance with all applicable construction codes, plans review, inspections, the use of automated technologies and continuing staff development.

Environmental Services: Provide high quality technical and scientific permitting and review services to the public and to disseminate environmental information to the public and government agencies in support of environmental protection efforts.

Code Compliance: Administer, centralize, coordinate and facilitate licensing code compliance, citizen review boards, growth and environmental management services to residents, property owners and land development professionals served by DSEM in order to achieve compliance with adopted ordinances and policies.

Contact us
(850) 606-1300
www.LeonPermits.org

PERMITTING, INSPECTION, DEVELOPMENT AND SUPPORT



Intake staff reviewing permit applications for completion prior to scanning

DEVELOPMENT SERVICES DIVISION

- ▶ Continued to provide exceptional customer service to the community and ensured that all approved development met or exceeded the minimum development standards.
- ▶ Reviewed and approved 41 site and development plan applications, 42 minor subdivision applications, 1,079 land use compliance applications and issued 32 concurrency certificates and 200 permitted use verifications.
- ▶ Worked with the Office of Sustainability, Keep It Rural Coalition, SolSmart Initiative and local utilities to develop a new ordinance addressing the permitting of solar energy systems, including solar farms.
- ▶ Negotiated with the owner of a large parcel (Cawthon Property) to draft a Development Agreement that would establish a regional stormwater facility and address the donation of right-of-way to the

County for improvements to Bannerman Road to help offset future development impacts.

- ▶ Worked with stakeholders to finalize an Urban Agriculture and Urban Equine Ordinance to provide development standards for urban farms.
- ▶ Worked with homeowners' associations and citizen advocacy groups to amend the Lake Protection Node zoning district to provide greater flexibility in development options and encourage new development and redevelopment within the nodes while still meeting the strict Lake Jackson stormwater standards.
- ▶ Worked extensively with concerned residents on development project applications, including:
 - » A residential development within Fallschase that includes a total of 419 multi-family and single-family detached dwelling units.
 - » The second phase of residential development within the Camellia Oaks subdivision that includes 76 new residential dwelling units.
 - » An 8,400+/- square foot new church at the corner of Lonnie Road and Dempsey Mayo Road.
 - » A proposed 36-lot single-family detached residential subdivision located off Thomasville Road.

BUILDING PLANS REVIEW AND INSPECTION DIVISION

- ▶ Performed 29,000 building, electrical, plumbing and mechanical inspections, completing the associated plan reviews and issuing approximately 6,000 building permits.
 - » Staff coordination resulted in an average of eight (8) days to issuance of new single-family home building permits.
- ▶ Continued working with MIS to fully implement Selectron building inspection software to allow customers to text inspection requests and provide more inspection information to customers.



Strategic Initiatives

ENVIRONMENT

- Continued working with Planning to complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees (Initiative #2016-18).
- Continued working with Public Works to develop a septic tank replacement program (Initiative #2016-23A).
- Evaluated requiring advanced wastewater treatment (AWT) for new construction (Initiative #2016-23B).
- Achieved the National Association of Counties' (NACo) Sol Smart designation Gold (Initiative #2018-4).

GOVERNANCE

- Continued roll out of a modernized permitting system for mobile and online technologies (Initiative #2016-40).



Building Plans Review staff checks house plans for compliance with the Florida Building Code

- ▶ Continued working with MIS to implement Camino software, a web-based program that will assist in expediting the permit review process.
- ▶ Worked with the County Attorney's Office to review and update the Leon County Code of Laws Chapter 5 – Building and Construction Regulations.
- ▶ Proposed and gained Board approval to replace the complex building permit fee calculations with a flat fee methodology to decrease review time on building permits.

ENVIRONMENTAL SERVICES DIVISION

- ▶ Reviewed 58 natural features inventory applications and helped ensure environmental protection by reviewing 72 site plan applications.
- ▶ Reviewed 82 environmental management permit applications, 31 new stormwater management facility operating permit applications and processed 240 operating permit renewals to ensure proper operation of stormwater facilities.
- ▶ Worked with the Development Services Division to review over 200 permitted use verifications for environmental compliance issues.
- ▶ Reviewed 151 driveway applications and 1,447 single family permit applications for environmental protection.
- ▶ Performed more than 6,600 environmental inspections in support of approved permits.
- ▶ Performed 445 petroleum tank inspections in Leon, Gadsden, Wakulla and Jefferson Counties during the Florida Department of Environmental Protection 2019/2020 fiscal year through the Leon County Petroleum Storage Tank Regulation Program.
- ▶ Continued working on revisions to the Floodplain Ordinance in coordination with FEMA, which may result in additional direct cost savings for property owners within Leon County that are required to purchase flood insurance.

CODE COMPLIANCE SERVICES DIVISION

- ▶ Attended four (4) local gun shows during this fiscal year to ensure compliance with the Criminal History Records Check and Waiting Period for Purchase of Firearms, aka the "Gun Show Loophole" Ordinance.
- ▶ Provided assistance to 653 contractor licensing customers.
- ▶ Responded to 2,326 code compliance calls from citizens resulting in 690 site inspections and presentation of 59 cases before the Code Enforcement Board for disposition.
- ▶ Monitored 116 properties under the Abandoned Property Registration Ordinance to protect neighborhoods from becoming blighted through distressed and abandoned properties with mortgages in default.
- ▶ Responded to 152 Compliance Certification Letter requests to provide for the recovery of associated costs of research and processing of open code violations and property liens.
- ▶ Processed two (2) nuisance abatement cases through the Nuisance Abatement Board to streamline the process for the abatement of unsafe structures.

RESPONDING TO COVID-19

- ▶ Maintained the department's level of service by providing customer service via email and phone during the Governor's mandated Safer-at-Home order and conducting virtual building inspections throughout the pandemic.
- ▶ Implemented virtual meeting procedures for all Application Review, Development Review Committee and Board of Adjustment and Appeals meetings to ensure development reviews and variance requests continued with minimal, if any, delay.
- ▶ Maintained the same level of service for all code compliance requests, as well as Development Services, Environmental Services and Building Plans Review and Inspection reviews associated with respective application submittals.



HUMAN SERVICES/PRIMARY HEALTHCARE/CHSP

OFFICE OF HUMAN SERVICES AND COMMUNITY PARTNERSHIPS (HSCP)

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission and Goal Statements

HSCP: To build a stronger, healthier community by providing a safety net of resources, services and solutions for citizens in need in partnership with our community.

Human Services: To serve as a safety net to enhance the quality of life for residents by providing resources, access to social services and short-term financial assistance.

Primary Healthcare: To improve the health of citizens by providing quality and cost-effective health services through collaborative community partnerships.

Strategic Initiatives

QUALITY OF LIFE

Human Services

- Allocated a combined \$3.4 million in partnership with the City to the Community Human Service Partnership (CHSP) program to continue providing funding to more than 50 non-profit human services agencies (Initiative #2016-27).
- Initiated a comprehensive human service needs assessment to align CHSP funding with the highest needs in the community (Initiative #2018-9).

Primary Healthcare

- Funded CareNet to offer critical health services to uninsured and low-income residents, helping to realize a return of \$2.75 for every \$1 of County tax revenue contributed to AHCA's Low Income Pool (LIP) local match program. (Initiative #2016-34).
- Worked with the County Health Department in identifying an operator for a local Syringe Exchange Program (Initiative #2020-6).

Contact us

(850) 606-1900
www.LeonCountyFL.gov/HSCP

PRESERVING & IMPROVING THE HEALTH AND WELFARE OF CITIZENS

- ▶ Provided a total local match of \$493,380 for the behavioral health Low Income Pool funding that allowed Apalachee Center, Bond Community Health Center and Neighborhood Medical Center to leverage an additional \$1,356,606 to support healthcare services for citizens.
- ▶ Provided \$59,000 in annual funding for medical examination costs for children alleged to have been abused, abandoned or neglected.
- ▶ Allocated \$40,000 in annual funding for the Direct Emergency Assistance Program to provide financial assistance to Leon County residents for basic expenses including shelter and utility costs.
- ▶ Provided care for 1,295 individuals who involuntarily need access to emergency mental and/or behavioral health or substance abuse treatment in Leon County through the Apalachee Center Central Receiving Facility.
- ▶ Contributed \$1,323,768 to help fund more than 7,500 visits for primary care, dental care and mental health services for uninsured and low-income residents at Neighborhood Medical Center, Bond Community Health Center and Apalachee Center.
- ▶ Provided \$168,826 to the Capital Medical Society Foundation's We Care Network to coordinate donated specialty medical care and dental care for uninsured and low-income residents valued at more than \$2.77 million.
- ▶ Helped uninsured residents with limited income receive more than 4,000 prescription medications valued at over \$3 million through the CareNet partnership with FAMU Pharmacy and Neighborhood Medical Center and filled more than 200 prescription medications not covered by insurance at cost savings totaling more than \$4,000.
- ▶ Disseminated information about food distribution sites throughout the County to support children and families during economic crisis.



COVID-19 mobile test site at Griffin Middle School

RESPONDING TO COVID-19

- ▶ Served on the Local Homeless COVID-19 Planning Task Force with the Big Bend Continuum of Care and other organizations to address planning and coordination needs related to CDC interim guidance for homeless shelters.
 - » Identified viable locations to ensure homeless populations in Leon County had safe and sanitary temporary shelter during the COVID-19 pandemic.
 - » Identified non-congregate shelters for infected individuals to self-isolate to prevent further spread of the virus.
- ▶ Administered, reviewed or processed millions in Leon CARES funding for individual assistance, community assistance and the public health response.
- ▶ Processed over 477 Emergency Assistance applications through the web-based Neighborly Emergency Application, initiated in June due to COVID-19.
- ▶ Transitioned the majority of all Human Services programs to a virtual format to ensure Leon County residents had remote access to assistance.



Goal Statement

To efficiently and responsibly administer programs and develop community partnerships that preserve and grow the inventory of safe and sanitary affordable housing in unincorporated Leon County.

Strategic Initiatives

QUALITY OF LIFE

- Continued to implement the Joint County-City Affordable Housing Work Group's recommendations to develop a holistic plan for the redevelopment of a multi-family affordable housing project and identification of additional transitional housing opportunities through community partnerships (Initiative #2016-28).

HOUSING ASSISTANCE, COUNSELING & SOLUTIONS

- ▶ Leon County continuously works to develop community partnerships that preserve and grow the inventory of safe and sanitary affordable housing in unincorporated Leon County and administer home rehabilitation, home replacement, home ownership development, down payment assistance, emergency housing repair (short-term and permanent) and rental development & rehabilitation programs.
 - » Passed a second resolution authorizing the Housing Finance Authority of Leon County to issue a multi-family housing revenue bond to support financing for affordable housing.
 - » Continued to administer the Down Payment Assistance Program, funded in conjunction with Escambia Housing Finance Authority and the Tallahassee Lenders Consortium, allowing over 45 first-time homebuyers to purchase a home in Leon County.
 - » Assisted over 40 citizens in addressing critical repairs through the Emergency Short-Term Housing Repair Program.
 - » Rehabilitated and preserved more than 50 homes owned by low-income residents in Leon County that allowed residents to remain in their homes.

RESPONDING TO COVID-19

- ▶ Created and administered an Emergency Rental Assistance program using funding from the State Housing Initiatives Partnership.
- ▶ Continued to provide essential services to citizens in need before, during and after the Safer-at-Home orders in March and April.
- ▶ Leveraged the fully online application for services and, through its pool of local contractors, addressed emergent needs such as installing tarps on leaking roofs, pumping out malfunctioning septic systems and other repairs.



House warming ceremony

DID YOU KNOW?

During the COVID-19 pandemic, The Division of Housing Services created a program to support the development of new single-family homes using State Housing Initiatives Partnership funds as well as utilized CARES Act funding received through the Florida Housing Finance Corporation to provide mortgage and rental assistance.

Contact us

(850) 606-1900

www.LeonCountyFL.gov/Housing



VETERAN SERVICES

OFFICE OF HUMAN SERVICES AND COMMUNITY PARTNERSHIPS

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Goal Statement

To assist veterans and their dependents in accessing federal, state and local benefits earned for their honorable military service.

Strategic Initiatives

QUALITY OF LIFE

- Continued to support the National Pearl Harbor Day Partnership with Honor Flight Tallahassee and assisted with planning and coordination for the Reunion event (Initiative #2016-31).
- Enhanced partnership with CareerSource to increase job and economic opportunities for local veterans, including participating in events such as Veteran Express, an online event in which local veterans engaged with veteran services counselors on accessing Veteran Administration benefits (Initiative #2018-7).

Contact us
 (850) 606-1940
www.LeonCountyFL.gov/Vets

VETERANS HELPING VETERANS

- Facilitated claim actions that resulted in Leon County veterans receiving more than \$20 million in benefits.
- Completed 3,647 benefit counseling contacts for veterans and their dependents.
- In partnership with the City of Tallahassee, provided over 125 StarMetro Bus passes that totaled 6,772 trips for low income and disabled veterans.
- Managed the Veterans Resource Center where nearly 75 veterans accessed resources to assist them with employment needs and continued partnering with Career Source Capital Regional to increase job and economic opportunities for local veterans.
- Sent 50 “welcome” letters to all separating veterans who designated Tallahassee as their home of record or as the place they will be relocating to after separation.
- Maintained strong relationships with community partners by attending United Vets monthly coordinating meetings.
- Partnered with the American Legion Sauls-Bridges Post 13 to host the annual Operation Thank You breakfast with over 500 citizens and veterans in attendance.
- Assisted 89 Veterans through the Veterans Emergency Assistance Program, which provides emergency financial assistance to help qualifying veterans meet critical, basic needs such as rent, mortgage and utilities.
- Continued to provide financial support for the Leon County Veteran’s Day Parade in partnership with Vet Events Tallahassee, Inc.
- Honored veterans by placing Operation Thank You commemorative wreaths on Memorial Day at various memorials in the community including the WWII Memorials located on the front lawn of the County Courthouse, Vietnam Veteran Memorial, the Korean War Veteran Memorial at Cascades Park, VFW County-owned Cemetery, Oakland Cemetery, Tallahassee National Cemetery, Big Bend Hospice Veteran Memorial and Daniel B. Chaires Community Park.



Veterans Day Parade

RESPONDING TO COVID-19

- Continued to provide essential services to veterans in need before, during and after the Safer-at-Home order in March and April by maintaining social distancing, rearranging seating in the waiting area per social distancing guidelines and providing mask/face covering for all clients and staff.

DID YOU KNOW?

All persons serving in the United States military who reside in Leon County are eligible to apply for a grant equal to that portion of their Leon County Ad Valorem property taxes on their owner-occupied residence reflecting the time they served on active duty in direct support of a named United States military conflict or national emergency declared by the President of the United States per Title 10, U.S.C.



LEON COUNTY

**OPERATION
THANK YOU**

Each year, Leon County and the American Legion Sauls-Bridges Post 13 host the annual Operation Thank You Breakfast to honor all veterans and remember those who dedicated their lives in service to our country.





COMMUNITY AND MEDIA RELATIONS

COMMUNITY RELATIONS AND RESILIENCE

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To proactively facilitate the accurate, effective, timely and consistent flow of public information to internal and external parties of interest, provide community outreach and serve as the County's liaison with its media partners.

Strategic Initiatives

GOVERNANCE

- Engaged citizens and community partners on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens (Initiative #2016-36).
- Hosted the annual "Created Equal" event to strengthen the County's commitment in tackling difficult subjects (Initiative #2017-12).
- Developed and enhanced communications strategies to inform citizens of the County's overall water quality and stormwater policies (Initiative 2018-6).
- Developed an Action Plan to increase the quantity and quality of citizen input opportunities (Initiative #2018-16).
- Celebrated the centennial of women's right to vote by conducting a multi-modal public information campaign (Initiative 2020-12).

Contact us

(850) 606-5300
www.LeonCountyFL.gov/CMR

EDUCATION, INFORMATION & COMMUNITY OUTREACH

- ▶ Community and Media Relations (CMR) continued to enhance the community's access to Leon County Government and promote transparency and accountability.
 - » Continued to work with County staff to accurately respond to public records requests in a timely manner.
 - » Worked with media partners in print, television, radio and online to provide accurate and timely information to the public.
- ▶ Updated the 2020 Leon County Disaster Survival Guide and distributed 20,000 copies throughout the community to help citizens prepare for hurricane season and other disasters.
- ▶ Continued to provide the public with free real time news updates on the County's digital media subscription service GovDelivery and increased the number of email subscribers by 37,659 (bringing the total to 60,000+ subscribers).
- ▶ Prepared and issued approximately 300 news advisories, releases and public notices detailing County activities and facilitated nearly 50 press conferences, community meetings and events.
- ▶ Continued to provide the public accurate and timely information through the County's award-winning Emergency Information Portal (EIP) website and Citizens Connect Mobile App. Visit www.LeonCountyFL.gov/EIP
- ▶ Maintained and grew Leon County's Facebook, Twitter, Instagram, LinkedIn, Nextdoor and YouTube accounts, totaling more than 52,000 followers on all platforms, a nearly 50% increase over last year.
- ▶ Created and implemented an Integrated Communications Plan with the goal of increasing the 2020 Census self-response rate and coordinated with key community partners.
- ▶ Launched the Leon County Government channel on Roku in line with a strategic goal to meet citizens in new and unprecedented ways.



Disaster Survival Guide promotional filming

DEMONSTRATING HIGHEST STANDARDS OF PUBLIC SERVICE

Florida Public Relations Association Capitol Chapter Award of Distinction for Leon County Created Equal.



DID YOU KNOW

Community Media Relations is activated during the times of emergency and serves as a critical communication tool for reaching the public.



Emergency Operations Center activation

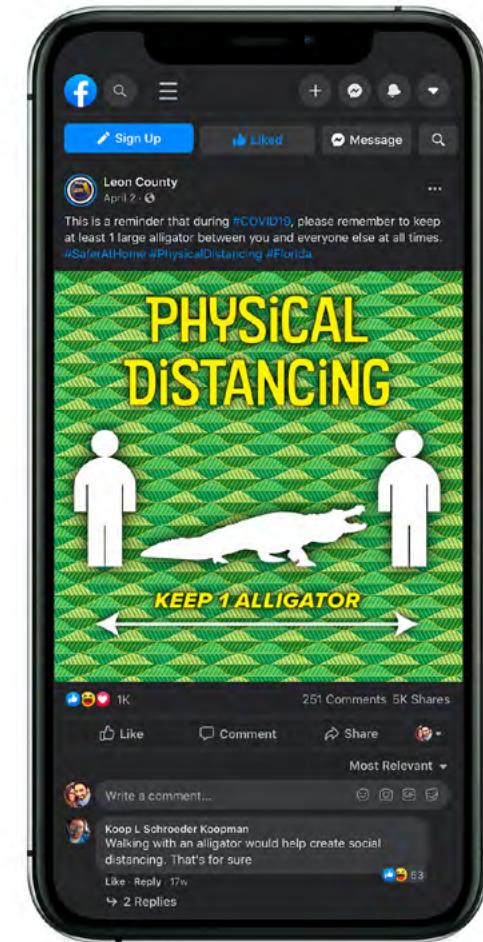


"It's Not Too Much To Mask" billboard

COVID-19 RESPONSE

- ▶ In response to the COVID-19 pandemic, Community and Media Relations provided timely, relevant and accurate emergency information to the public across all available public information channels. Critical public health messages have been seen, read and heard more than 18.5 million times across every available public information platform:
 - » Provided 100+ daily operational updates and 50+ news releases and community updates.
 - » Published critical health information through more than 2,000 posts (135% increase over 2019) garnering 8 million impressions (400% increase over 2019).
 - » Designed and published a physical distancing graphic that achieved national media attention and coverage on 120+ media outlets worldwide.
 - » Updated the Emergency Information Portal (EIP) which logged more than 200,000+ user visits.
 - » Created a COVID-19 stand-alone website featured testing information as well as resources including ways to give back, where to find local mask makers and more.

- ▶ Launched an integrated public information campaign encouraging mask usage called "It's Not Too Much to Mask" featuring more than 60 community members modeling behavior change.
- ▶ Coordinated weekly conference calls with the Joint Information Center, made of key partners including the Florida Department of Health-Leon County, and provided communication materials for cohesive messaging and reinforcement of health expert guidance.
- ▶ Developed the Timely News from Trusted Voices video series featuring local leaders discussing important topics. 30+ videos garnered 100,000 views across multiple platforms.
- ▶ Launched the County's biggest public information campaign to date for Leon CARES to educate and inform residents about local assistance made available through the federal CARES Act.
- ▶ Partnered with ShopTally on a campaign to support local businesses and non-profits through the purchase of gift cards called Pay It Forward, providing more than \$500 in gift cards to local businesses.
- ▶ Partnered with Tallahassee Foodies and For the Table Hospitality to promote support local event, Rally for Tally, reaching over 100,000 citizens.



Leon County's Physical Distancing Gator Graphic was developed by Community and Media Relations staff and posted to the County's social media pages as part of the County's efforts to reinforce behavior change during the COVID-19 pandemic.

The graphic received over 1 million impressions and over 100,000 engagements. It also appeared on over 120 local and national news outlets including CNN, MSNBC, NPR and the Boston Globe. Additionally, it was featured on the Late Show with Stephen Colbert, Jimmy Fallon and Last Week Tonight with John Oliver.



VOLUNTEER SERVICES

COMMUNITY RELATIONS AND RESILIENCE

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Goal Statement

To empower citizens to answer local needs through volunteerism and community engagement.

Strategic Initiatives

GOVERNANCE

- Assisted the Division of Library Services with implementing recommendations from the Leon County Essential Libraries Initiative, including developing plans to engage more library volunteers (Initiative #2020-9).

Contact us
(850) 606-1970
www.VolunteerLEON.org

RESPONSIVE VOLUNTEERISM & COMMUNITY ENGAGEMENT

- Coordinated internship and volunteer opportunities for more than 1,200 volunteers and interns that volunteered over 34,000 hours of service in County government programs and special events.
- Registered 1,000 new users with VolunteerLEON Get Connected volunteer portal.
- Instituted new ways to reach citizens by creating a VolunteerLEON Facebook page with over 300 followers.

RESPONDING TO COVID-19

- Coordinated basic mobile hygiene facilities for an auxiliary site following a COVID-19 outbreak at a long-term care facility for the developmentally delayed.
- Coordinated the Big Bend Community Organizations Active in Disaster (COAD), a collaboration of non-profits and government agencies that participate in all phases of disaster preparedness and response during the COVID-19 pandemic.
- Registered 100 disaster volunteers through the Disaster Volunteer Portal.
 - Shared healthcare-related volunteer information captured from the Disaster Volunteer Portal with Capital Medical Society.
- Assisted with recruiting volunteers for the Salvation Army to transition the Family Store to a Community Resource Center.



Southside Day of Service



Volunteers at Second Harvest food bank

DID YOU KNOW?

VolunteerLEON is the lead agency in charge of Big Bend Community Organizations Active in Disaster (COAD), leading hundreds of volunteers across 23 organizations building better communication, collaboration and coordination during times of disaster and emergency.



Mission Statement

To provide professional, reliable and innovative programs and consultative services to attract, train and retain a high-performing and diverse workforce, within a healthy and supportive work-life balanced environment, while ensuring compliance with federal, state and local employment regulations.

Strategic Initiatives

GOVERNANCE

- Continued to provide opportunities for industry certifications and training for those employees in skilled craft, paraprofessional and technician positions (Initiative #2016-4).
- Continued County sponsorship of employees' participation in the Certified Public Manager Training program (Initiative #2016-41).

ATTRACTING, TRAINING AND RETAINING A QUALITY WORKFORCE

TRAINING, PROFESSIONAL DEVELOPMENT AND BENEFITS

- ▶ Implemented and launched the NEOGOV PERFORM and NEOGOV LEARN systems for performance evaluations and enhanced online learning.
 - » Created educational resources including downloadable materials and video tutorials.
 - » Hosted twelve virtual trainings benefiting more than 229 employees and trained 98% of employees in diversity over the past year.
- ▶ Partnered with EMS to restructure the onboarding process for newly hired paramedics.
- ▶ Continued to employ fifteen local high school students in skilled areas throughout the county through the Junior Apprentice program. Students completed half of their apprenticeship prior to the 2020 pandemic.

HEALTH AND WELL-BEING

- ▶ Maintained employee participation in the My Rewards program at a rate of 90%, resulting in reductions to health care costs to employees.
- ▶ Continued to support the overall well-being of employees through its wellness program. Over the past year, the County:
 - » Collaborated in community events in which over 223 employees participated, including the Corporate Cup Challenge, The Big One and blood drives.
 - » Engaged 500 employees and 60 vendors in the 2019 Well-Being Fair.
 - » Tracked 2,222 employee visits to Live Well Leon activities and events.



Leon Works Junior Apprenticeship Luncheon

- » Implemented the new TAVi Health Online Wellness Challenge for employees to encourage physical activity and teamwork.

RESPONDING TO COVID-19

- ▶ Developed operating guidelines, internal time tracking, safety protocols and processes related to COVID-19.
- ▶ Created training modules on how to accurately take employee temperatures, droplet isolation and how to safely don personal protective equipment (PPE).
- ▶ Developed guidance to seamlessly transition employees to work from home.
- ▶ Held over 40 virtual exercise and nutrition classes to keep employees healthy while working remotely.
- ▶ Provided COVID-19, mental health awareness and telecommuting resources to employees.
- ▶ Converted all NEOGOV Perform in-person training to online courses.

Contact us

(850) 606-2400
www.LeonCountyFL.gov/HR



OFFICE OF INFORMATION TECHNOLOGY

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To provide reliable and effective technology and telecommunications solutions and services to County agencies to enable them to fulfill their missions in serving the citizens of Leon County.

Strategic Initiatives

QUALITY OF LIFE

- Increased high speed internet access through the County's mobile hot spot library lending program (Initiative #2016-35).

GOVERNANCE

- Deployed TEAMS as a tool for remote communication and collaboration (Initiative #2016-39).
- Continued to assist DSEM in the roll out of an updated permitting system that is modernized to use mobile and online technologies (Initiative #2016-40).

Contact us

(850) 606-5500
www.LeonCountyFL.gov/MIS

MAINTAINING EFFICIENT & COST-EFFECTIVE INFORMATION TECHNOLOGY

- ▶ The Office of Information Technology provides essential public safety infrastructure and services to ensure the safety of the entire community and works to exercise responsible stewardship of the County's resources:
 - » Updated and modernized the Court Case Management system.
 - » Implemented Florida Arrest Affidavit functionality allowing all Law Enforcement partners to meet FDLE reporting requirements for the Leon County Detention Facility.
 - » Updated TLCPermits search capabilities to allow citizens to pull current and previous permit information based on multiple criteria.
 - » Redesigned the LeonLeads application to fit the new workflow process.
 - » Upgraded EMS scheduling application to a cloud-based system and incorporated hospital data into the electronic run reports and outcomes system.
 - » Implemented Public Works Small Wireless Facilities permitting based on Leon County ordinance requirements.
 - » Improved workflow process for new single-family home permitting and implemented email notifications for expiring permits based on HB 477.
- ▶ Supported nearly 2,500 users with 2,279 desktops, 449 laptops, 193 tablets, 273 printers, 520 smart phone devices, 4,100 desk phones and extensions and 586 network devices at 80 sites.
- ▶ Maintained more than 650 servers and 1,000 terabytes to provide for the ongoing needs of customers and continued to provide server and data center resources using shared infrastructure to avoid costs.
- ▶ Continued management of the Tallahassee/Leon County GIS program with more than 600 data layers, 84 web applications and 60 business units in Leon County and the City of Tallahassee.



Public Safety Complex servers

- ▶ Developed and launched an educational mapping tool, History in Your Hands, to showcase Tallahassee-Leon County development history.

RESPONDING TO COVID-19

- ▶ Facilitated over 1,000 Zoom meetings for various departments and implemented an extensive work from home strategy in a matter of days providing over 300 County employees a safe and secure way to work remotely.
- ▶ Facilitated 8 virtual commission meetings that were streamed over 35,000 times to ensure that members of the public had access to view and engage with Board of County Commission meetings throughout the pandemic.
- ▶ Created a COVID-19 test site mapping application to allow users to view available test sites near their location.
- ▶ Established expedited protocols for the processing of Leon CARES payments.

PROBATION, SUPERVISED PRETRIAL RELEASE AND DRUG/ALCOHOL TESTING

OFFICE OF INTERVENTION AND DETENTION ALTERNATIVES



ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

To provide information to the Courts which support judicial custody release decisions and provide alternatives to incarceration to persons accused of crimes and offenses, improve their ability to live lawfully and productively in the community, enhance the overall administration of justice and support community safety and well-being.

Strategic Initiatives

QUALITY OF LIFE

- Participated in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts (Initiative #2020-11).
- Continued to evaluate the effectiveness of existing County supported re-entry programs, explore other opportunities to further enhance re-entry efforts, and work with the Supervisor of Elections to assist former felons with registering to vote (Initiative #2018-11).
- Identified and evaluated pretrial alternatives to incarceration for low level and non-violent offenders through regional partnerships and state and national efforts, including data-driven justice initiatives (Initiative #2017-30).

Contact us

(850) 606-5600

www.LeonCountyFL.gov/Probation

COURT SERVICES, CASE MANAGEMENT & COMMUNITY SERVICE

- ▶ Maintained an average monthly caseload of 1,566 County probationers and Supervised Pretrial Release defendants and recovered approximately \$28,000 from probationers for crime victims through court-ordered restitution.
- ▶ Performed more than 6,175 criminal history reviews and demographic assessments on new arrestees to assist the court in making release decisions.
- ▶ Administered more than 16,100 court-ordered drug and alcohol tests and collected more than \$126,170 for testing services.
- ▶ Continued to implement initiatives to manage the jail population and reduce recidivism through cooperation with the Leon County Public Safety Coordinating Council, comprised of the State Attorney, Public Defender, Courts, Leon County Sheriff and Tallahassee Police.
- ▶ Assisted Apalachee Center Inc. in the application process to secure funding through the Criminal Justice, Mental Health and Substance Abuse Reinvestment Grant.
- ▶ Participated in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts in the community.
 - » Through video interviews with more than 50 community agencies and local advocacy groups, MIT students gained an understanding of our local re-entry ecosystem and assisted County staff in identifying a service model that addresses the needs of individuals transitioning from incarceration.
- ▶ Expanded efforts to inform citizens of Amendment 4, allowing individuals convicted of a felony to have their voting rights restored, in partnership with the Supervisor of Elections (SOE).
- ▶ Identified and supported additional services to address the increasing needs of individuals with mental illness in the community through continued participation in Data Driven Justice and Stepping Up Initiatives' quarterly learning opportunities.



Urinalysis testing being conducted

RESPONDING TO COVID-19

- ▶ Implemented a process to conduct interviews and assessments with arrestees via telephone in lieu of in-person meetings to minimize exposure risk, enabling the safe continuation of critical defendant information in determining appropriate release options and conditions for individuals in pretrial custody.
- ▶ Transitioned to telephone and video conferencing appointments with pre and post sentence offenders to continue monitoring compliance with court-ordered conditions.
- ▶ Ensured continuation of critical community services by local agencies through the continued administration of court-ordered urinalysis and alcohol testing.



OFFICE OF MANAGEMENT AND BUDGET (OMB)

OFFICE OF FINANCIAL STEWARDSHIP

ALIGNING BOARD PRIORITIES WITH OPTIMIZED RESOURCES

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

Mission Statement

Office of Financial Stewardship: To provide sound financial management, ethical procurement services and asset control to the Board of County Commissioners, County Administrator and Board departments, offices and divisions, while minimizing long-term costs associated with accidental losses, in order to support effective decision making and ensure responsible stewardship of County resources.

Office of Management & Budget: To continuously enhance the quality of County services by optimizing the use of County financial resources through the effective provision of planning, policy analysis, budget development, budget implementation and program evaluation services to benefit citizens, elected officials and staff.

Strategic Initiatives

GOVERNANCE

- Continued to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate (Initiative #2016-43).
- Continued to ensure Leon County provides employees with a living wage as defined by the Massachusetts Institute of Technology (MIT) (Initiative #2016-44).

Contact us

(850) 606-5100
www.LeonCountyFL.gov/OFS

RESPONSIBLE PLANNING AND MANAGEMENT OF THE COMMUNITY'S FINANCIAL RESOURCES

- According to the international rating agency Fitch, "The County's financial profile is characterized by prudent, forward-looking budgeting, high reserve levels and strong liquidity..." Even in a slowly recovering economy, Fitch continued to provide Leon County with a General Obligation Bond rating of "AA+" and a stable outlook.



Let's Balance! Budget Game

- Achieved the second-lowest net budget (\$827) per county-wide resident among like-sized counties and one of the lowest net budgets per county resident in Florida. Additionally, Leon County has six employees per 1,000 residents and ranks seventh lowest in employees per capita among all 67 counties.
- Realized over \$28.9 million in new cost savings and cost avoidances prior to the development of the FY 2020 adopted budget including Updated Library Card Digitization Project: \$27,800 and the Updated Campground Reservation System: \$85,379.
- Provided an additional \$1.4 million in capital funding for amenities at the Apalachee Regional Park cross country track to host the 2021 NCAA National Cross County Championship and the 2022 NCJAA Division I and Division II Cross County Championships.
- Dedicated \$680,580 to Livable Infrastructure for Everyone (L.I.F.E.) funding for Miccosukee Sense of Place, Rural Road Safety Stabilization, street lighting and boat landings.
- Provided \$130,000 in first year funding for a helicopter for the Sheriff's Office to be jointly purchased with the City of Tallahassee and financed over seven years.
- Decreased use of the General Fund balance by 22% (\$442,500) to \$1.56 million. (\$5.0 million used during the peak of the recession).

County Budget For Fiscal Year	2019/2020	2020/2021
Budget	\$274,202,473	\$280,565,746
County Wide Millage Rate	8.3144	8.3144
Emergency Medical Services	0.5000	0.5000
Total Millage Rate	8.8144	8.8144
Budgeted Property Taxes	\$139,218,926	\$148,422,772
Budgeted Emergency Medical Services MSTU	\$8,372,157	\$8,925,645

RESPONDING TO COVID-19

- Facilitated funds to ensure personal protective equipment (PPE) was available to County staff and the community.
- Projected County revenues including sales, gas and tourism taxes showing Leon County losing a combined \$17 million in FY 2020 (\$6.9 million) and FY 2021 (\$10.1 million) as a result of the pandemic.
- Balanced the current and upcoming fiscal year budgets without an offsetting increase in any taxes or fees.



Goal Statements

Purchasing: To provide timely and professional procurement services to secure requested supplies, services and commodities at a specified level of quality and at the lowest possible cost through open and fair competition.

Risk Management: To establish, to the fullest extent possible, a safe work and service environment in which employees, as well as members of the general public, can enjoy safety and security in the course of their daily pursuits.

Aligning Resources with Strategic Priorities

ENVIRONMENT

- Reduced our carbon footprint (EN4).

GOVERNANCE

- Retained and attracted a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices (G4).
- Exercised responsible stewardship of County resources, sound financial management and ensured that the provision of services and community enhancements were done in a fair and equitable manner (G5).

Contact us

(850) 606-1600 (Purchasing)
(850) 606-5100 (Risk Management)
www.LeonCountyFL.gov/Purchasing

PROCURING AND MANAGING RESOURCES AND SERVICES, AND MANAGING RISK

- ▶ Provided sales and customer support to staff through ordering, stocking and issuance of operational consumable products valued at over \$78 million during the fiscal year through more than 1,800 requisitions.
- ▶ Maintained proper control over all records of tangible personal property through conducting an annual inventory consisting of assets valued over \$66 million with no missing items.
- ▶ Conducted both on-site and online surplus sales/auctions resulting in a return of almost \$70,000 and used online auction services and on-site surplus sales to dispose of obsolete equipment.
- ▶ Used competitive quoting and cooperative contracts to reduce inventory costs and had a turnover rate of 2.34, exceeding the national standard.
- ▶ Conducted over 65 competitive solicitations to ensure the best value to the County.
- ▶ Coordinated 3 safety sessions and conducted monthly site visits to ensure employees have a safe working environment.
- ▶ Reviewed over 420 criminal background checks on individuals wishing to volunteer.
- ▶ Purchased and installed emergency evacuation chairs for the Government Annex building and the Public Safety Complex to promote safety awareness.



Personal protective equipment shipment

RESPONDING TO COVID-19

- ▶ Procured over \$750,000 of PPE equipment and supplies for EMS, healthcare agencies, employees and citizens.
- ▶ Helped to facilitate a safe re-start of business activities to include the availability of PPE, thermometers, reusable masks and other equipment and supplies to ensure the safety of our employees and citizens.
- ▶ Implemented a new electronic procurement system called ProcureNow which provides vendors the option for electronic submission as well as instant access to services and processes such as bids, requests for proposal and invitations to negotiate.

DID YOU KNOW?

The Purchasing Division holds on-site surplus sales and utilizes online auction services to maximize surplus sales while reducing storage requirements.



LIVING OUR PEOPLE FOCUSED. PERFORMANCE DRIVEN. CULTURE



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A CORE PRACTICE OF LEON COUNTY GOVERNMENT



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DSEM: Permit & Compliance Services
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DSEM: Building Plans Review and Inspection
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HSCP: Veteran Services
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OFS: Risk Management
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Risk Manager
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CITIZEN COMMITTEES

ADVISORY COMMITTEE ON QUALITY GROWTH

Provides a continuous source of community input and technical resources from industry professionals and community stakeholders that offer proactive input and feedback for development review and approval service enhancements.

AFFORDABLE HOUSING ADVISORY COMMITTEE

Reviews the established policies and procedures, ordinances, land development regulations and adopted comprehensive plan and recommends specific actions or initiatives to encourage or facilitate affordable housing.

ANIMAL SHELTER ADVISORY BOARD

Supports the Tallahassee-Leon Community Animal Services Center (animal shelter) by serving as community liaisons and assisting with developing policies, programs and long-range planning.

ARCHITECTURAL REVIEW BOARD

Reviews and makes recommendations for placement of properties on the Local Register of Historic Places and reviews changes to the exterior of properties zoned with Historic Preservation Overlay.

AUDIT ADVISORY COMMITTEE

Adopts an annual plan of work for the Auditor and oversees the work of the Auditor. Promotes, maintains and enhances the independence and objectivity of the internal audit function by ensuring broad audit coverage, adequate consideration of audit reports and appropriate action on recommendations.

BIG BEND HEALTH COUNCIL

Determines the health needs and resources of the 14-County Service District to develop a District Health Plan. Provides for local representation in planning and evaluating health needs of the County.

BOARD OF ADJUSTMENT AND APPEALS

Responsible for hearing and deciding on appeals of interpretations made by the administrative officers as to the applicability of provisions in the Land Development Code (LDC) as well as for requests for a variation of development standards in the LDC.

CANOPY ROADS CITIZENS COMMITTEE

Assists in coordinating efforts to protect and maintain canopy roads through the development of a long-range canopy road management plan, provides feedback and makes recommendations regarding the preservation of canopy roads to the City and County Commissions.

CAREERSOURCE CAPITAL REGION BOARD

Develops the Region's strategic workforce development plan, identifies occupations in demand in the area, solicits input and participation from local business

community for the provision of services and provides policy guidance and program procedures to connect employers with qualified skilled job talent offering employment and career development opportunities.

CODE ENFORCEMENT BOARD

Conducts hearings to enforce County laws on cases involving violations of environmental management, zoning, land use, building code and control of junk accumulation and imposes fines and penalties with the goal of obtaining code compliance.

COMMUNITY DEVELOPMENT BLOCK GRANT CITIZENS ADVISORY TASK FORCE

Provides input on the development and implementation of the Small Cities Community Development Block Grant process, facilitates community needs discussion, provides recommendations as to the program area and activities that should be considered when drafting the grant application and provides input during the grant implementation.

COMMUNITY HUMAN SERVICES PARTNERSHIPS CITIZEN REVIEW TEAMS

Implements the joint agency review process for joint funding recommendations, resulting in funding recommendations for human services agency grant applicants that provide services to Leon County residents.

CONTRACTORS LICENSING AND EXAMINATION BOARD

Accepts and approves applications, administers examinations for contractor's licenses, issues contractor's licenses and conducts hearings and disciplines contractors for violations.

COUNCIL ON CULTURE & ARTS

Stimulates greater awareness and appreciation of the importance of the arts by encouraging and facilitating greater, more efficient use of governmental and private resources for the development and support of the arts.

EARLY LEARNING COALITION OF THE BIG BEND REGION

Implements, coordinates and administers the provisions of the Statutory Voluntary Prekindergarten Program and the School Readiness Program in Gadsden, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla Counties and serves as the community child care coordinating agency.

HOUSING FINANCE AUTHORITY OF LEON COUNTY

Encourages investment by private enterprise and stimulates construction and rehabilitation of housing

through use of public financing and the provision of low-cost loans to purchase affordable housing.

INVESTMENT OVERSIGHT COMMITTEE

Reviews, reports, and recommends changes in investment practices of Leon County, reviews the County's portfolio activity for compliance with the investment plan, reviews investment policies and makes recommendations to the Board for amendments.

JOINT CITY/COUNTY BICYCLING WORKGROUP

Provides input to the Tallahassee-Leon County Planning Department staff regarding cycling-related projects, improvements, events and ordinances that are considered to be of community interest.

JOINT SCHOOL COORDINATING COMMITTEE

Fosters the coordination of comprehensive planning and school facilities planning programs by addressing relevant issues.

LEON COUNTY EDUCATIONAL FACILITIES AUTHORITY

Assists institutions for higher education in the construction, financing and refinancing of projects as set forth in Florida Statutes.

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY

Serves as the governing board for Innovation Park and is comprised of prominent business and community leaders that work together to guide the growth and development of the Park.

LIBRARY ADVISORY BOARD

Serves as a forum for community input concerning the County's library programs and activities.

PLANNING COMMISSION

Designated as the Local Planning Agency that reviews amendments to the Comprehensive Plan for area-wide planning within Leon County.

SCIENCE ADVISORY COMMITTEE

Evaluates and reports on scientific evidence and makes recommendations concerning policies and programs that pertain to environmental issues in order to safeguard natural resources and public health and safety.

TALLAHASSEE-LEON COUNTY COMMISSION ON THE STATUS OF WOMEN & GIRLS

Provides input and recommendations on approaches to address issues affecting the women and girls in Tallahassee-Leon County and promotes awareness on issues including: discrimination, employment, education,

social services, health, economic security, access to justice, freedom from violence and more.

TALLAHASSEE-LEON COUNTY MINORITY, WOMEN & SMALL BUSINESS ENTERPRISE (MWSBE) CITIZENS ADVISORY COMMITTEE

Monitors the progress of the MWSBE Program in achieving program performance goals, provides input on MWSBE policy alternatives and suggests programmatic recommendations relative to seeking resolution of disputes regarding Certification and Good Faith Effort.

TALLAHASSEE SPORTS COUNCIL

Provides a fact-finding source of community input and technical resources used in developing recommendations regarding sports tourism to be considered by the Tourist Development Council.

TOURIST DEVELOPMENT COUNCIL

Makes recommendations for operation of special projects or for uses of the tourist development tax revenue and reviews expenditures of revenue from tourist development trust fund.

VALUE ADJUSTMENT BOARD

Settles disputes between taxpayers and the Property Appraiser relating to denials of exemptions, classifications and market values.

WATER RESOURCES COMMITTEE

Makes recommendations on policies, regulations and management activities to protect and enhance County water resources while considering the various impacts to these resources from accelerated runoff including flooding and surface and groundwater degradation.

FOR MORE INFORMATION

Citizen participation is important in developing Leon County's programs/policies and in providing quality services to the community. For more detailed information or to join one of the committees, visit our website: www.LeonCountyFL.gov/Committees or call the Agenda Coordinator at (850) 606-5300.



Tear Here

BOARD OF COUNTY COMMISSIONERS

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Mary Ann Lindley, At-Large Commissioner
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www.LeonCountyFL.gov/Animal

COMMUNITY & MEDIA RELATIONS
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Leon.IFAS.UFL.edu

Agriculture
(850) 606-5200

Family/Consumer Sciences
(850) 606-5203

4-H
(850) 606-5204

Horticulture/Forestry
(850) 606-5202

DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT
(850) 606-1300
www.LeonPermits.org

Building Inspection
(850) 606-1300

Inspection Hot Line (IVRS)
(850) 891-1800

Code Enforcement
(850) 606-1300

Concurrency Management
(850) 606-1300

Environmental Permitting
(850) 606-1300

EMERGENCY MANAGEMENT
(850) 606-3700
www.LeonCountyFL.gov/EM

EMERGENCY MEDICAL SERVICES
www.LeonCountyFL.gov/LCEMS

Headquarters/Administration
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Dispatch
(850) 606-5808
TLCCDA.org

FACILITIES MANAGEMENT
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www.LeonCountyFL.gov/Facilities

FLEET MANAGEMENT
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www.LeonCountyFL.gov/Fleet

HEALTH DEPARTMENT
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www.LeonCountyFL.gov/LCHD

HOUSING SERVICES
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www.LeonCountyFL.gov/Housing

HUMAN SERVICES & COMMUNITY PARTNERSHIPS
(850) 606-1900
www.LeonCountyFL.gov/HSCP

HUMAN RESOURCES
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www.LeonCountyFL.gov/HR

Job Line
(850) 606-2403

LEGAL AID
(850) 222-3292

LEROY COLLINS LEON COUNTY PUBLIC LIBRARY SYSTEM
(850) 606-2665
www.LeonCountyFL.gov/Library
Literacy Volunteers
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MANAGEMENT INFORMATION SERVICES
(850) 606-5500
www.LeonCountyFL.gov/MIS

Geographic Information Services
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TLCGIS.org

MINORITY, WOMEN & SMALL BUSINESS ENTERPRISE
(850) 219-1060
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MOSQUITO CONTROL
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www.LeonCountyFL.gov/Mosquito

OFFICE OF FINANCIAL STEWARDSHIP
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PUBLIC WORKS
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www.LeonCountyFL.gov/PubWorks

Operations (24-hour response)
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PURCHASING
(850) 606-1600
www.LeonCountyFL.gov/Purchasing

SOLID WASTE MANAGEMENT
(850) 606-1800
www.LeonCountyFL.gov/SolidWaste

Hazardous Waste
(850) 606-1803

Recycling Information
(850) 606-1802

Rural Waste Collection Center
(850) 606-1800

Transfer Station
(850) 606-1840

SUPERVISED PRETRIAL RELEASE
(850) 606-5700
www.LeonCountyFL.gov/Probation

SUSTAINABILITY
(850) 606-5021
www.GrowingGreen.org

TALLAHASSEE-LEON COUNTY OFFICE OF ECONOMIC VITALITY
(850) 219-1060
www.OEVforBusiness.com

TOURISM DEVELOPMENT
(850) 606-2305
www.VisitTallahassee.com

VETERAN SERVICES
(850) 606-1940
www.LeonCountyFL.gov/Vets

VOLUNTEER SERVICES
(850) 606-5300
www.VolunteerLEON.org

CONSTITUTIONAL OFFICES

CLERK OF COURTS
(850) 606-4000
www.Clerk.Leon.FL.us

SUPERVISOR OF ELECTIONS
(850) 606-8683
www.LeonVotes.org

PROPERTY APPRAISER
(850) 606-6200
www.LeonPA.org

TAX COLLECTOR
(850) 606-4700
www.LeonTaxCollector.net

SHERIFF
(850) 606-3300
www.LeonCountySO.com

OTHER COUNTY/STATE AGENCIES

PUBLIC DEFENDER
(850) 606-1000
www.LeonCountyFL.gov/PD

STATE ATTORNEY, 2ND JUDICIAL CIRCUIT
(850) 606-6000
www.SAO2FL.org

CIRCUIT COURT 2ND JUDICIAL
(850) 606-4401
www.LeonCountyFL.gov/2ndCircuit

EMPLOYING TEAM APPROACH



Arbor Day tree planting



Tourism Marketing Rollout

EMPLOYING TEAM APPROACH

A Core Practice of Leon County Government

Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.



Bradfordville Dog Park opening



Library shelf donation for hurricane-hit library systems



DSEM Permit Intake Team



Library Lecture Series: Royce Lovett



BOARD OF COUNTY COMMISSIONERS



Bryan Desloge, Chairman | District 4 | COVID-19 Press Conference



Bill Proctor | District 1 | Frenchtown Historical Marker Unveiling



Kristin Dozier | District 5 | House Warming Ceremony



Rick Minor, Vice Chairman | District 3 | Operation Thank You



Jimbo Jackson | District 2 | Tallahassee Community College Hall of Fame Induction



Mary Ann Lindley | At-Large | Board Retreat



Nick Maddox | At-Large | Purpose Built Community Designation



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.



2020 Leon County Annual Report

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