



## LEON COUNTY BOARD OF COUNTY COMMISSIONERS

# STRATEGIC PLAN FY 2012 & FY 2013

### Vision

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Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, a catalyst for engaging citizens, community and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

### Core Values

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*We are unalterably committed to demonstrating and being accountable for the following core organizational values, which form the foundation for our people focused, performance driven culture:*

**SERVICE**

**RELEVANCE**

**INTEGRITY**

**ACCOUNTABILITY**

**RESPECT**

**COLLABORATION**

**STEWARDSHIP**

**PERFORMANCE**

**TRANSPARENCY**

**VISION**



## **Strategic Priority - Economy**

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

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

## **Strategic Initiatives - Economy**

- Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee (EC1, G3, G5)
- Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities, including:
  - Identify revisions to future land uses which expand opportunities to promote and support economic activity;
  - Consider policy to encourage redevelopment of vacant commercial properties; and
  - Consider policy to continue suspension of fees for environmental permit extensions (EC2)
- Implement strategies that support business expansion and job creation, including:
  - Evaluate start-up of small business lending guarantee program;
  - Identify local regulations that may be modified to enhance business development; and
  - Implement Leon County 2012 Job Creation Plan (EC2)
- Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder’s forum (EC2, EC3)
- Implement strategies that promote the region as a year round destination, including:
  - Evaluate competitive sports complex with the engagement of partners such as KCCI;
  - Support VIVA FLORIDA 500;
  - Develop Capital Cuisine Restaurant Week; and
  - Support Choose Tallahassee initiative (EC4, Q1, Q4)
- Implement strategies that assist local veterans, including:
  - Hold “Operation Thank You!” celebration for veterans and service members;
  - Develop job search kiosk for veterans;
  - Consider policy to allocate a portion Direct Emergency Assistance funds to veterans; and
  - Consider policy to waive EMS fees for uninsured or underinsured veterans (EC5, EC6, Q3)
- Implement strategies to promote work readiness and employment, including: provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners (EC6, Q2)

## **Ongoing Support (Highlights) - Economy**

- Develop and maintain County transportation systems, including roads, bike lanes, sidewalks, trails, and rights-of-way (EC1, Q2)
- Implement Department of Development Support & Environmental Management Project Manager, and dual track review and approval process (EC2, G2)
- Partner with and support the Economic Development Council, Qualified Targeted Industry program, Targeted Business Industry program, and Frenchtown/Southside and Downtown Redevelopment Areas (EC2)
- Support and consider recommendations of Town and Gown Relations Project (EC3)
- Promote region as a year round destination through the Fall Frenzy Campaign, and by identifying niche markets (EC4)
- Collaborate with United Vets and attend monthly coordinating meetings, support Honor Flights, provide grants to active duty veterans, assist veterans with benefits claims, provide veterans hiring preference, waive building permit fees for disabled veterans, and fund Veterans Day Parade as a partner with V.E.T., Inc. (EC5, EC6, Q3)
- Provide internships, Volunteer LEON Matchmaking, Summer Youth Training program, 4-H programs, EMS Ride-Alongs, and enter into agreements with NFCC and TCC which establish internship programs at EMS for EMS Technology students (EC6, G3)

## **Strategic Priority - Environment**

*To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)*

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

## **Strategic Initiatives - Environment**

- Implement strategies that protect the environment and promote orderly growth, including:
  - Develop Countywide Minimum Environmental Standards;
  - Develop minimum natural area and habitat management plan guidelines;
  - Integrate low impact development practices into the development review process; and
  - Consider mobility fee to replace the concurrency management system (EN1, EN2)
- Implement strategies to protect natural beauty and the environment, including: update 100-year floodplain data in GIS based on site-specific analysis received during the development review process (EN1, EN2)
- Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single family homes (EN1, EN2, G2)
- Implement strategies which plan for environmentally sound growth in the Woodville Rural Community, including:
  - Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension; and
  - Promote concentrated commercial development in Woodville (EN1, EN2, Q5)
- Continue to work with regional partners to develop strategies to further reduce nitrogen load to Wakulla Springs, including: conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report (EN1, EC4)
- Implement strategies to promote renewable energy and sustainable practices, including:
  - Complete construction of Leon County Cooperative Extension net-zero energy building;
  - Pursue opportunities to fully implement a commercial and residential PACE program;
  - Consider policy for supporting new and existing community gardens on County property and throughout the County;
  - Evaluate and construct glass aggregate concrete sidewalk;
  - Develop energy reduction master plan; and
  - Further develop clean - green fleet initiatives (EN2, EN3, EN4, Q5, EC6, G5)
- Develop and implement strategies for 75% recycling goal by 2020, including:
  - Evaluate Waste Composition Study;
  - Identify alternative disposal options; and
  - Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility (EN4)

## **Ongoing Support (Highlights) - Environment**

- Develop and maintain County stormwater conveyance system, including enclosed systems, major drainage ways, stormwater facilities, and rights-of-way (EN1)
- Provide Greenspace Reservation Area Credit Exchange (GRACE) (EN1, EN3)
- Provide canopy road protections (EN2)
- Provide Adopt-A-Tree program (EN1, EN4)
- Provide hazardous waste collection (EN1, EN3)
- Provide water quality testing (EN)
- Implement the fertilizer ordinance (EN1)
- Provide state landscaping and pesticide certifications (EN3)
- Conduct Leon County Sustainable Communities Summit (EN3)

## **Strategic Priority - Quality of Life**

*To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)*

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

## **Strategic Initiatives - Quality of Life**

- Implement strategies through the library system which enhance education and address the general public's information needs, including: complete construction of the expanded Lake Jackson branch library and new community center, and relocate services into the expanded facility (Q1, EC1, EC6)
- Implement strategies which advance parks, greenways, recreational offerings, including:
  - Explore extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette;
  - Update Greenways Master Plan;
  - Develop Miccosukee Greenway Management Plan; and
  - Develop Alford Greenway Management Plan (Q1, EC1, EC4)
- Expand recreational amenities, including:
  - Complete construction of Miccosukee ball fields;
  - Continue to plan acquisition and development of a North East Park;
  - Develop Apalachee Facility master plan; and
  - Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway (Q1, Q5, EC1, EC4)
- Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson branch library and new community center, through a Sense of Place initiative (Q1, EC1)
- Complete construction of Public Safety Complex (Q2, EC2)
- Consolidate dispatch functions (Q2)
- Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: pursue funding for community paramedic telemedicine (Q1, Q2)
- Implement strategies to maintain and develop programs and partnerships to ensure community safety and health, including: participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership, and in ASPCA ID ME Grant (Q2, Q3)
- Implement strategies that support amenities which provide social offerings, including:
  - Consider constructing Cascades Park amphitheatre, in partnership with KCCI;
  - Consider programming Cascades Park amphitheatre;
  - Develop unified special event permit process; and
  - Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA (Q4, EC1, EC4, G5)
- Implement strategies to promote home ownership and safe housing, including: consider property registration for abandoned real property (Q6)
- Implement strategies that preserve neighborhoods and create connectedness and livability, including:
  - Implement design studio;
  - Implement visioning team;
  - Develop performance level design standards for Activity Centers;
  - Revise Historic Preservation District Designation Ordinance;
  - Develop design standards requiring interconnectivity for pedestrians and non-vehicular access;
  - Develop bike route system; and
  - Establish Bicycle & Pedestrian Advisory Committee (Q6, Q7)

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## Ongoing Support (Highlights) – Quality of Life

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



Eastside Branch Library

## **Strategic Priority - Governance**

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

- ▶ Sustain a culture of transparency, accessibility, accountability, and the highest standards of public service. (G1)
- ▶ Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)
- ▶ Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (G3)
- ▶ Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's core practices. (G4)
- ▶ Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

## **Strategic Initiatives - Governance**

- Implement strategies which promote access, transparency, and accountability, including:
  - Explore providing on Demand - Get Local videos;
  - Explore posting URL on County vehicles; and
  - Instill Core Practices through: providing Customer Engagement training for all County employees, revising employee orientation, and revising employee evaluation processes (G1)
- Implement strategies to gain efficiencies or enhance services, including:
  - Conduct LEADS Reviews; and
  - Develop and update Strategic Plans (G2)
- Implement strategies to further utilize electronic processes which gain efficiencies or enhance services, including:
  - Develop process by which public may electronically file legal documents related to development review and permitting;
  - Expand electronic HR business processes including applicant tracking, timesheets, e-Learning, employee self service;
  - Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet; and
  - Institute financial self-service module, document management, and expanded web-based capabilities in Banner system (G2, EN4)
- Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects (G2)
- Implement strategies to further engage citizens, including:
  - Develop and offer Citizens Engagement Series; and
  - Develop and provide Virtual Town Hall meeting (G3)
  - Implement healthy workplace initiatives, including: evaluate options for value-based benefit design (G4)
- Implement strategies to retain and attract a highly skilled, diverse and innovative workforce, which exemplifies the County's core practices, including:
  - Revise employee awards and recognition program;
  - Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees; and
  - Pursue Public Works' American Public Works Association (APWA) accreditation (G4, G1)
- Implement strategies which ensure responsible stewardship of County resources, including: revise program performance evaluation and benchmarking (G5)
- Implement strategies to maximize grant funding opportunities, including:
  - Institute Grants Team; and
  - Develop and institute an integrated grant application structure (G5)

## **Ongoing Support (Highlights) - Governance**

- Develop and deploy website enhancements (G1)
- Provide and expand online services, such as Customer Connect, Your Checkbook, and Board agenda materials (G1)
- Provide televised and online Board meetings in partnership with Comcast (G1)
- Provide technology and telecommunications products, services and support necessary for sound management, accessibility, and delivery of effective, efficient services, including maintaining financial database system with interfaces to other systems (G1, G2, G5)
- Organize and support advisory committees (G3)
- Support and expand Wellness Works! (G4)

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### **Ongoing Support (Highlights) - Governance**

- Maintain a work environment free from influence of alcohol and controlled illegal substances through measures including drug and alcohol testing (G4, Q2)
- Support employee Safety Committee (G4)
- Conduct monthly Let's Talk "brown bag" meetings with cross sections of Board employees and the County Administrator (G4)
- Utilize LEADS Teams to engage employees, gain efficiencies or enhance services, such as: the Wellness Team, Safety Committee Team, Citizen Engagement Series Team, HR Policy Review & Development Team, Work Areas' Strategic Planning Teams (G1, G2, G4)
- Prepare and broadly distribute the Annual Report (G5)
- Conduct management reviews (G5)
- Provide and enhance procurement services and asset control (G5)
- Manage and maintain property to support County functions and to meet State mandates for entities such as the Courts (G5)



**L**ISTENS FOR CHANGING NEEDS

**E**NGAGES CITIZENS AND EMPLOYEES

**A**LIGNS KEY STRATEGIC PROCESSES

**D**ELIVERS RESULTS & RELEVANCE

**S**TRIVES FOR CONTINUOUS IMPROVEMENT





# CORE PRACTICES

Core Practices put our Core Values in action. Leon County employees are committed to the following 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.

**FOR MORE INFORMATION ONLINE, VISIT:**

[www.LeonCountyFL.gov](http://www.LeonCountyFL.gov)

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