



*“People Focused. Performance Driven.”*

**PERFORMANCE & COMMUNITY RELEVANCE:  
COUNTY ADMINISTRATOR’S PROPOSED  
STRATEGIC APPROACH TO CARRYOUT THE  
BOARD’S VISION, GOALS & OBJECTIVES**

**VINCENT S. LONG**  
COUNTY ADMINISTRATOR  
TUESDAY, AUGUST 23, 2011



**L**istens for changing needs

**E**ngages citizens and employees

**A**ligns key strategic processes

**D**elivers results & relevance

**S**trives for continuous improvement

This document last revised: September 13, 2011

**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



August 23, 2011

Honorable Board of County Commissioners:

Thank you for giving me the opportunity to serve you, the citizens of Leon County and this wonderful community we are fortunate to call home.

When I recently addressed the Board at the July 12, 2011 Commission meeting, I spoke of the new level of effort and commitment required to achieve my singular aim as your County Administrator: to place the Board of County Commissioners in the best position to realize your vision for this community and to do so even amid the unprecedented challenges we face today and will continue to confront into the foreseeable future. As I said at that time, our “new normal” in local government is a time of continuously decreasing revenues, correspondingly increasing needs, and a coexisting demand for no increasing taxes. This is a time when local government as an institution, and indeed many dedicated and talented public servants, are an easy political target, or worse, a convenient diversion to fixing chronic problems which plague our state. This political climate, combined with the real economic struggles that people are facing, has led to a new level of skepticism in government and a time when a growing number of our citizens see themselves as individual disenfranchised taxpayer, rather than stakeholders in our collective success as a community. Consequently, many people are understandably upset, worried, or uncertain about their future and, while they go about their daily lives they may not be able to find anyone at the state or federal level to direct their frustration, they can always find the Courthouse.

This new normal has had and will continue to have a profound impact on our ability, as an organization, to successfully fulfill our obligations to our community, but we will not be successful by being distracted by the politics of the day. **This new normal requires a new model.** A model which ensures that Leon County government is in a constant state of becoming the highest performing organization we can be and does so in a way which always upholds our values and instills not only the public’s trust, but conveys a true sense of relevance for the role of county government in our efforts on behalf of and along side our community. Under the leadership of the Board and as carried out by the dedicated employees of Leon County, we will become the model for effectiveness as a 21st century county government by:

- 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 empowers them to help people.

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This will be our organizational culture, a culture which simply but powerfully combines performance and relevance - in other words, an organization which is **people focused and performance driven**.

In the time since the Board's action to select me as your County Administrator, I have taken the opportunity to reach out to county employees to discuss this and to get their thoughts, ideas and specific recommendations for moving ahead. I have been extraordinarily impressed with their feedback and I can tell you that Leon County employees are ready to exceed the already well-deserved high expectations you have of them. I have met with each of the Constitutional Officers and many of our judicial officers, including the Chief Judge, to discuss this transition and convey my commitment to an open, honest and frequent dialog with them. I have also met several times with the City Manager, at which time I shared my belief that, while we have focused tremendous attention on the strength of our formal agreements in the past, it is the strength of our relationship which will enable us to best serve our mutual interests of our community into the future. To continue to strengthen this relationship, it is my intention to have regularly scheduled meetings with the City Manager, not just meeting when a problem arises.

In the pages that follow, I present to you specifically how we will live this people focused, performance driven culture of ours as an organization. Herein you will find the structure (**Leon LEADS**) that I will put in place which will do this, as well as to align the Board's vision and strategic priorities with the optimized resources of the organization. I have also proposed a revised organizational structure to best effectuate this. In addition, you will see all of this reflected for the first time in the County's new web presence, our virtual front door, which reflects all of that which people will experience in all of the ways they interact and engage with Leon County government and in every way Leon County touches their lives. Lastly, as requested by the Board, I have included a proposed performance review of the County Administrator which is based upon the industry best practice for evaluating the effectiveness of the professional manager and does so in a way which promotes the accountability and transparency of that process.

A continuous goal for me is to ensure that each of you, as County Commissioners, are in a constant state of growing in your confidence in our ability and capacity to do *what* we do as an organization and to be even more proud of *how* we do it in Leon County. Again, I appreciate the confidence you have placed in me and will strive to continue to earn your trust, and that of our community, everyday.

Sincerely,

A handwritten signature in black ink that reads "Vincent S. Long".

Vincent S. Long  
County Administrator



This document is divided into the following sections. Any official action necessary for formal implementation will be brought to the Board at a subsequent commission meeting.

- **LEON LEADS**
- **NEWLY DESIGNED WEBSITE**
- **ORGANIZATIONAL REVIEW**
- **PROPOSED ORGANIZATIONAL STRUCTURE**
- **ANNUAL REVIEW OF THE COUNTY ADMINISTRATOR**

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**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



# Leon LEADS

A Structure for Success

*“People Focused.  
Performance Driven.”*



## A CULTURE OF PERFORMANCE AND COMMUNITY RELEVANCE

The following framework for Leon LEADS will guide us in our transformational efforts and strategic implementation of Leon County's organizational culture, a culture of performance and community relevance ("People Focused. Performance Driven."). Leon LEADS is a new model for the "new normal" and will be essential to successfully carrying out the County Commission's vision, mission and strategic priorities amid unprecedented challenges and ever-changing conditions. Leon LEADS will enable Leon County to continue to lead as a 21st century county government which is in a constant state of becoming the highest performing organization we can be while conveying greater relevance and delivering more value in all the ways that county government touches the lives of our citizens.

### "3 PILLARS" - PEOPLE, PERFORMANCE & PLACE

To sustain our culture and realize our full organizational, political and fiscal capacity requires consistency in our daily actions, as representatives of Leon County, in demonstrating our focus on People, Performance and Place.

- **People** – Respecting, Engaging, Empowering Citizens and Employees
- **Performance** – Delivering Results, Exceeding Expectations, Demonstrating Value
- **Place** – Creating Opportunity, Attracting Talent, Promoting Livability and Sustainability

### TRANSFORMATIONAL STRATEGY

Leon LEADS is not a management philosophy, or a planning exercise, but a strategic transformational approach of aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization while instilling our people focused, performance driven culture throughout the organization. Leon LEADS is a continuous process of looking inward to strengthen what works (and to abandon what does not), and of looking outward to leverage community partnerships and to receive systematic feedback from citizens, while providing for ongoing adjustments as conditions change.

### LEON LEADS ACHIEVES RELEVANCE AND RESULTS BY:

- Demonstrating** performance and results
- Promoting** transparency, accountability and accessibility
- Partnering** with our community and empowering citizens
- Connecting** with citizens who see us as responsible stewards of our community resources

### LEON LEADS OPTIMIZES RESOURCES AND PERFORMANCE BY:

Providing a structure which reinforces our culture and creates an environment for employees to succeed by:

- **Instilling** our culture throughout the organization with our core values and practices as our drivers (*how we live our core values and core practices in carrying out the Board's vision, mission and strategic priorities*)
- **Aligning** the key strategic processes (*vision, mission, strategic priorities, strategic initiatives, business plans, program evaluations, employee evaluations, and reporting*)
- **Measuring** results (*not activity*) and benchmarking performance
- **Embracing** innovation and technology
- **Empowering** employees and encouraging a vigorous competition of ideas



## LEON LEADS BEGINS WITH THE VISION OF THE BOARD OF COUNTY COMMISSIONERS

The following sets the structure for Leon LEADS, which enables the entire organization to move forward in a strategic, definitive, aligned manner.

### TO BE ESTABLISHED BY THE BOARD AND REAFFIRMED AT ITS ANNUAL BOARD RETREAT:

- Vision Statement** The long-term aspirations Leon County government has for the world in which it operates and has some influence over. The desired future state of the organization, where it is headed, what it intends to be, or how it wishes to be perceived.
- Mission Statement** The overall function of Leon County government and what it can (and/or does) do or contribute to fulfill those aspirations. What is it attempting to accomplish and how it plans to move toward the achievement of the vision.
- Core Values** The guiding principles that form the foundation on which we perform work and conduct ourselves as an organization. The values embody how the organization and its people are expected to operate, thereby guiding its accomplishments through appropriate manners.
- Strategic Priorities** These are the vital strategic issues or topics that need to be successfully addressed if the County is to move forward to its stated vision. These are high-level “guiding vision” statements that articulate long-term priorities in order to focus effort, resources and performance. The Board will revisit these priorities annually to evaluate progress and refine efforts if necessary.



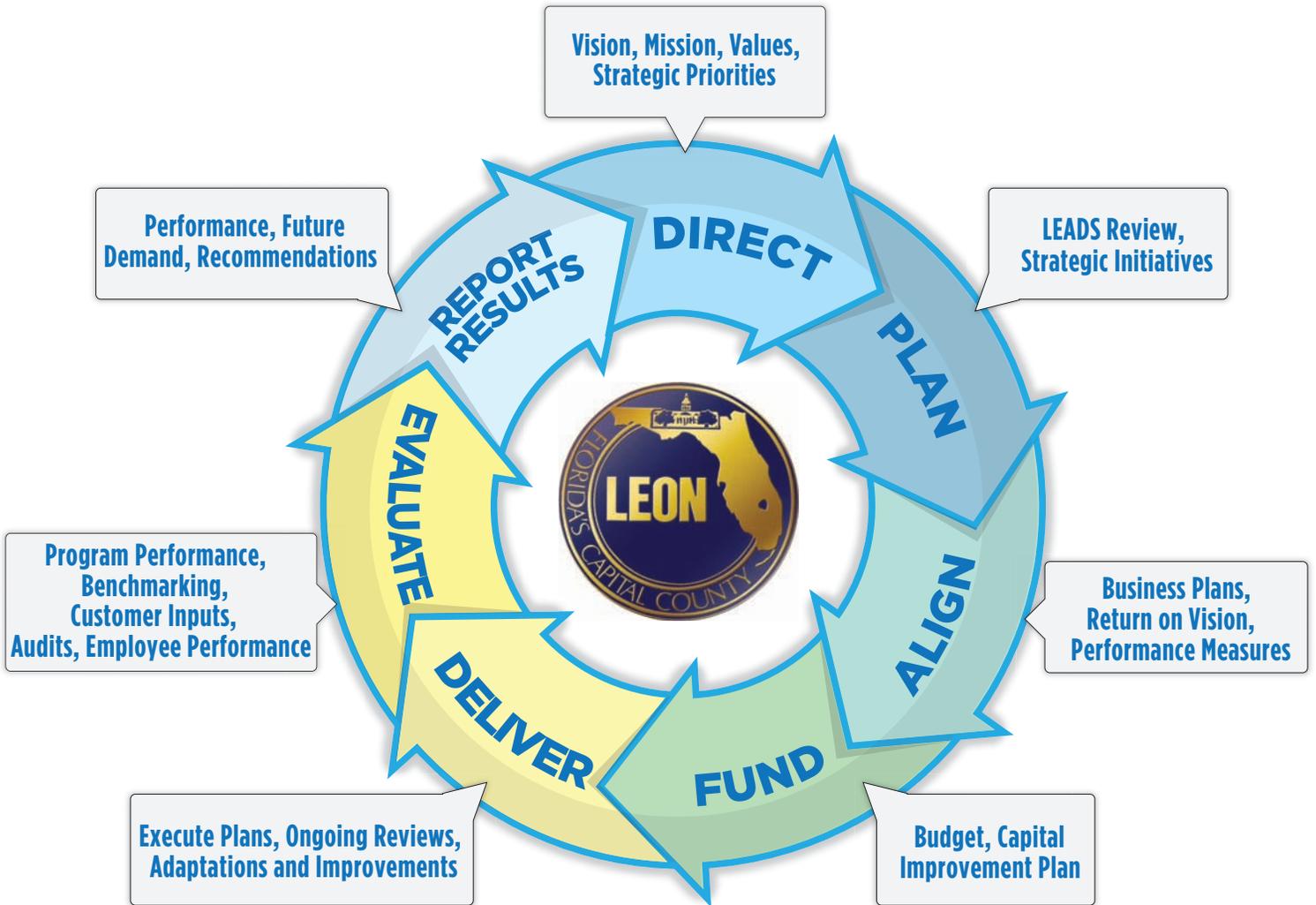
## TO BE DEVELOPED AND CARRIED OUT BY STAFF:

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- Strategic Initiatives** Upon adoption of the above, the County Administrator will ensure the development of strategies or actions to move the County forward in its achievement of the Board's strategic priorities, which may be new or continued from prior years. These strategic initiatives will be identified and presented to the Board for approval as part of the budget process.
- Action Plans** Resource commitments and time horizons for the accomplishment of strategic initiatives. Various organizational units (departments, divisions, offices or teams) may be responsible for carrying out strategic initiatives for Board strategic priorities.
- Business Plans** Each responsible organizational unit will develop a business plan, prepared as part of the budget process, which identifies departmental roles in carrying out the strategic initiatives, desired outcomes, benchmark measures, and performance measures aligned with desired outcomes. A leadership team will review the business plans to gain borrowed perspective, eliminate silos and determine Return on Vision (ROV).
- LEADS Review** "An honest look in the mirror" to gain perspective on performance, and factors that affect performance, through the assessment of organizational metrics, progress on current strategies, customer and employee "voices", technologies, strengths, weaknesses, opportunities and threats.
- Performance Monitoring and Evaluation** Organizational success will be monitored against desired outcomes and benchmark measures. Employee appraisals will include an assessment of behavioral alignment with core values and core practices.
- Performance Improvement** Progress will be evaluated through a leadership team approach, with adaptations and the realignment of resources made when appropriate. Employees at all levels will be encouraged to identify areas for improvement and to participate in operational improvement teams.
- Reporting** Annual performance, financial and State of the County reports will be presented to the Board and to the public.
- Core Practices** Workplace practices which set the stage for the desired workplace culture.



## ALIGN AND INTEGRATE TO LEAD





**THE COUNTY ADMINISTRATOR'S STRATEGIC INTENT PROVIDES CLARITY, FOCUS, AND INSPIRATION TO GUIDE THE COLLECTIVE EFFORTS OF LEON COUNTY EMPLOYEES IN ACHIEVING THE VISION OF THE LEON COUNTY BOARD OF COUNTY COMMISSIONERS AND FULFILLING OUR OBLIGATIONS TO OUR COMMUNITY.**

## **COUNTY ADMINISTRATOR'S STRATEGIC INTENT**

In every way that Leon County government touches the lives of our citizens and shapes our community we will do so in a way which demonstrates our belief that our community and our citizens are worth caring about, worth investing in and our worth our best efforts as responsible stewards and responsive providers of high quality services. We will be in a constant state of becoming the highest performing organization we can be and will do so in a way which always upholds our values and instills not only the public trust, but conveys a true sense of relevance for what we do on behalf of and along side our citizens. We will be the standard for promoting transparency, accessibility, accountability and engaging citizens, employees and community partners in important decisions facing our community, as well as creating and sustaining a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life. Through living our people focused, performance driven culture, we will be a model 21st century county government that our citizens believe in and others benchmark against.



## CORE PRACTICES

### WE BELIEVE IN:

**Delivering the “wow” factor in customer service.** Deliver exemplary service with pride, passion and determination. Be responsible for anticipating problems, finding solutions and taking appropriate action in “real time.” Listen, be empathetic, be courteous, prioritize customers’ satisfaction, and exceed expectations. [Customers know that they are the reason we are here.](#)

**Connecting with citizens to go beyond customer service to community relevance.** Convey the County’s mission, connect with citizens and engage citizens as stakeholders in the community’s success. Communicate regularly, solicit ideas and embrace partnerships. [Citizens know they are part of the bigger cause.](#)

**Demonstrating the highest standards of public service.** Be honorable, truthful, and sincere. 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 that benefits the public interest and the common good. Align the County’s core values and core practices with words and actions. [Citizens know that we are on their side.](#)

**Accepting individual and organizational accountability.** Take responsibility for our decisions, actions, behavior, and for the quality of work performed individually and in teams. Actively promote transparency. Own and learn from mistakes, and move on. Mistakes born of initiative will be celebrated as learning experiences, mistakes born of neglect will not be tolerated - as responsibilities to citizens, community and co-workers are too important. [Leon County is a learning organization.](#)

**Exhibiting respect for people, diversity and fairness.** Provide employees with the necessary equipment, resources and training. Ensure employees receive equitable opportunity for growth, learning, and recognition. Make employment decisions impartially. Respect the diversity of citizens, co-workers and elected officials. Do not tolerate discrimination. [Leon County exercises an ethic based on respect.](#)

**Employing a team approach.** Build a collaborative work environment which promotes interdepartmental coordination and cooperation, and an organizational competition of ideas. Utilize interdepartmental teams to optimize employee innovation and talents. Ensure team members are clear of their role and where they fit in. Ensure team members feel they can depend on other team members to achieve well articulated organizational goals. Value the strengths that result from varied experiences, ideas and perspectives. [Employees can produce bigger and better ideas to address the problems and seize the opportunities which face our community.](#)

**Being responsible stewards of our community resources.** Demonstrate value in delivering cost effective, high quality services. Continuously seek out new and efficient ways to raise the bar and do more with less. Show respect for the environment by implementing, and being a community catalyst for, sustainable practices. Engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life. [Employees tirelessly enhance our community’s livability, sustainability and economic competitiveness.](#)

**Demonstrating performance, value and results.** Be the standard for performance as a 21st century county government. Drive performance through a people focused, performance driven culture. Provide a structure for employees to succeed through Leon LEADS which will perpetuate persistence and consistency of vision and alignment of key processes. Employees will understand the County vision, embrace the core values and engage in the core practices. Establish goals, measure results, and report successes. Define the bar for performance for others to benchmark against. [Employees have a structure in place to succeed and are empowered to help people.](#)



## THE PERSISTENCE OF THIS VISION AND LIVING OUR CULTURE THROUGH OUR CORE PRACTICES WILL LEAD TO THE FOLLOWING RESULTS:

### CITIZENS

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**Citizens** are empowered, engaged and have a sense of community. They feel that County government is on their side, that decisions are made equitably and that their voice is heard. They feel respected and believe that county officials are responsible stewards of the community's resources.

### COUNTY COMMISSIONERS

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**County Commissioners** are continually growing in their confidence of County staff and the capacity of the organization to carry out the vision of the Board on behalf of our citizens. They are prepared, receiving timely, accurate and complete information and analysis upon which to make the best policy decisions. They recognize that County employees, at all levels, are innovative problem solvers who respect the will of the Board and are committed to exceeding the highest expectations of customer service.

### COUNTY EMPLOYEES

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**County Employees** fully embrace and live by our core practices, and enhance our people focused, performance driven organizational culture. Demonstrate pride in their work and their community, Always strive to improve levels of service and performance, and are empowered to help the people they serve.

### THE LEON COUNTY ORGANIZATION

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**The Leon County Organization** has the continuously increasing political and fiscal capacity to pursue bold opportunities and weather difficult challenges.

## LEAD WITH STRATEGIC AND SMART TEAMS

Citizens want their tax dollars spent wisely, efficiently and effectively, and to that end, LEAD Teams will be an essential component of our performance driven culture. Teams are a basic component of transforming an organization's culture. Effective teams bring complimentary skills and experiences together, they build trust and understanding, and they bridge operations and agencies. Effective teams must be committed to a common purpose, performance goals and approach for which they hold themselves accountable. Just as sports teams are formed to win games, our LEAD Teams will be formed to accomplish strategic initiatives and improve operational performance.

- **LEAD Strategically** – Strategy teams will be formed to accomplish strategic initiatives in a responsive timeframe. Success requires teamwork, coordination, and integration across structural boundaries.

We will hold department and cross department accountability meetings around the strategic initiatives to assess progress, ensure collaboration and accountability for achieving the desired outcomes. These meetings will be used to improve performance, planning and decision making; to better allocate resources; and to identify the need for strategic initiative teams.

- **LEAD Smart** – Smart teams will be formed, as needed, to achieve operational improvements with one or more of the following desired effects:
  1. Improve Customer Service
  2. Increase Employee Productivity
  3. Promote Employee Wellness
  4. Ensure Employee Accountability
  5. Provide Rapid Response
  6. Improve Operational Safety and/or Reliability
  7. Improve Energy Efficiency or Other Sustainable Practices





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# **The New Leon County Website**



## THE NEW LEON COUNTY WEBSITE

Citizens interact with County government through a variety of methods: phone calls, email, in-person, correspondence and the website. Each interaction should be dealt with in a positive manner, reinforcing the openness and transparency in which we conduct ourselves.

The Leon County website is just one of the many ways our citizens interact with Leon County Government, but it's an important one. The website is often the first, and sometimes only, interaction citizens have with Leon County Government.

As our 'virtual front door,' users will find that this website reflects the County's continuous efforts to better serve them and to provide the information they need at their fingertips, which will be presented in a unique and user-friendly layout. We are committed to exceeding their expectations in customer service and responsiveness.

The entire redesign of the website is intended to provide the user with multiple ways to access the County and allow the user various entry points, depending upon how the customer might be looking for information, in addition to immediate access to information and the ability track/report a problem.

Also, key to the website is the prominent placement of the Board of County Commissioners and the ability to easily access individual Commissioner pages. By scrolling over each photo, the user can "click" an individual and immediately be taken to that Commissioner's page. On the individual page, unique information pertaining to the specific Commissioner will be displayed.



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## Citizens Connect

One consistent Board priority has been to provide more accessibility to our citizens. Through technology we will continue to develop easier ways for our citizens to interact with the County, and the 'Citizens Connect' feature demonstrates that commitment.

The big blue 'Citizens Connect' button is prominently displayed on the home page and is accessible from any of the website's internal pages as well.

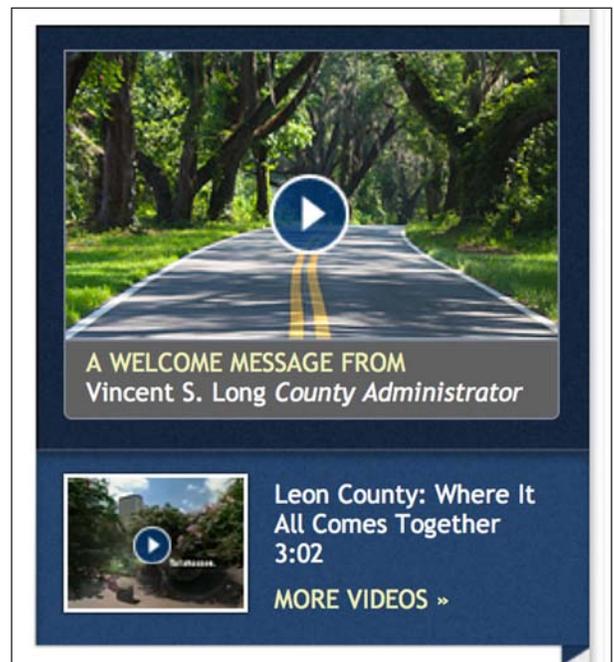
With just a click, visitors can [Access Online Services](#), [Report or Track a Problem](#), [Make an Inquiry Online](#), or simply choose to [Talk to a Live Person](#).

When reporting a problem, they will be provided a tracking number that can be entered upon return to the website to monitor that problem. Email updates can also be provided as the inquiry is being addressed.

## Viewing Videos

The new site also makes it easier for visitors to view videos online, including Commission meetings and workshops. Visitors simply click on the Commission Meetings button on the left-hand navigation panel and select what they want to watch. Both live and pre-recorded meetings can be found here, along with agendas, meeting materials and more.

There is a welcome video on the front page that provides both a small introduction to the new website and a commitment to the visitor that Leon County is committed to customer service and accountability. Below the welcome video are links to other County-related videos, including the Visit Tallahassee promotional video.



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## Commissioner Information

For visitors who want to know more about who their County Commissioners are and how they can be reached, at the top of the website are images of the County's seven Commissioners.

By scrolling over each photo, the user can "click" on a Commissioner and immediately be taken to that Commissioner's individual page. On the individual page, unique information pertaining to the specific Commissioner will be displayed, including a biography, accomplishments, district info (if applicable) and current issues.

There is also a media gallery beneath the Commissioner's main photo for photos and videos, a term length section and title banner (if applicable), as well as an interactive district map for their constituents.

Information specific to each Commissioner will be organized under four user-friendly tabs: *About* (for biographical information), *Accomplishments*, *District Info* and *Issues*.

The screenshot displays the Leon County website's Commissioner Information page. At the top, a navigation bar includes links for Accessibility, A-Z Index, Contact Us, and Emergency Events. A large banner image shows all seven County Commissioners. Below this, a grid of individual photos allows users to click on a Commissioner to view their profile. The profile for John E. Dailey, County Commissioner for District 3, is highlighted. It includes his title, term length (November 2010 to November 2014), and a brief biography. Contact information for Commissioner Dailey and his aide, Jay Revell, is provided. A sidebar on the right offers 'CITIZENS CONNECT' services such as 'Access Online Services', 'Talk To A Live Person', 'Make An Inquiry', and 'Report/Track A Problem'. Below this is an 'Interactive District Map' and a 'CHOOSE A DISTRICT' section with buttons for districts 1 through 5. The footer contains accessibility and privacy information, social media links, and the Leon County Courthouse address and phone number.

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## The Core 4

We have also created what we're calling our '**Core 4**,' areas of real emphasis for Leon County, with links that are conveniently located at the top of every page.



The first area, **Demonstrating Performance & Results**, demonstrates our belief citizens want their tax dollars to be spent wisely and that citizens have the right to a clear view of how the County's programs are working and the results they are achieving. Through this venue, visitors to the website can, for example, easily access and read the County's budget, annual report, management reviews, and more.

The second area, **Promoting Transparency, Accountability & Accessibility**, demonstrates our belief citizens have the right to know how their money is spent. Through this venue, visitors to the website are provided free, online access to County expenditure information. Visitors may use our new feature, '*Your Checkbook*,' to search County expenditures and may limit or expand their searches by date ranges. Relative to transparency, visitors interested in lobbyists, may view the list of registered lobbyists, their clients, and compensation reports. Links to a copy of the annual audit, and a searchable archive of Board agenda items, meeting minutes, and videos of Board meetings are also provided.

The third area, **Engaging Citizens & Partnering with the Community**, reflects our belief that having informed and engaged citizens is essential to our success. Through this venue, citizens may identify opportunities to serve on a wide range of committees or become engaged as volunteers in our community.

Additionally, visitors will be introduced to the new "Citizen Engagement Series" that I am proposing for a January 2012 debut. The goal is to foster informed and civically engaged citizens. The series will provide insight and exchange through interactive courses a year, focused upon broad themes such as economic development and human services, which will be led by County staff.

The fourth area, **Ensuring Livability & Sustainability**, reflects the Board's desire to create opportunities, attract and retain talent, and promote a livable and sustainable community for current and future residents. All of this speaks to our sense of place. Through this venue, businesses can identify incentive and expansion opportunities, and those who live in or visit Tallahassee/Leon County can identify things to do and places to go, including greenways, parks and cultural events.

Those who are interested in sustainable practices can access a broad array of information regarding the County's Office of Sustainability and services that support sustainability efforts within the community, including community gardens, local recycling, and actions taken to decrease County government's carbon footprint.

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## County News

There are several ways that visitors will be able to locate County news, but the most attention-grabbing element is the “News Ticker,” a real-time, scrolling text feature for County news headlines. There is also a list of news headlines linking to the full stories with an additional link to archived news releases at the bottom of that list. At the top-left of the main page is a field for visitors to input their email addresses (and later their phone numbers) for up-to-the-minute news from our Public Information Office. Our online visitors will have the option of selecting what information they want to receive, such as emergency alerts, by choosing from a list of options through our opt-in GovDelivery electronic distribution service.



Should there be an emergency situation, such as oncoming hurricane or severe flooding, a bright orange warning banner will appear at the top of every Leon County webpage, advising visitors of the issue and providing a link to our Emergency Information Portal (EIP).

We have also added very visible links to our social media pages (Facebook, Twitter and YouTube) so that citizens can “follow” us from a social media standpoint if they prefer.

## Changes / Additions to Main Site

Also new are the addition of the “Featured County Department” and “Featured Community Partner” sections and the re-vamping of the Spotlights, Highlights and Calendar sections, making them larger, streamlined and more user-friendly.

Home → Departments → Public Works

### Public Works Department

Planning, Building, & Maintaining Quality Infrastructure

Public Works Administration is responsible for



Tony Park, P.E., Director Public Works

Mosquito Control & Storm Management and Animal

CONTACT TONY PARK  
850.606.1537  
ParkT@leoncountyfl.gov

CITIZENS CONNECT  
Access Online Services  
Talk To A Live Person

Home → Departments → Public Works → Fleet Management Division

### Fleet Management Division

Vehicle Repair & Preventative Maintenance

Fleet Management Division will provide the best quality maintenance and repair at the most economical cost to taxpayers of Leon County. Enhance customer satisfaction by soliciting input before, during and after certain repairs. Our employees will perform all repairs with respect for the environment and will constantly demonstrate that service is our most important product.



John Pompey, Director Fleet Management

CONTACT JOHN POMPEY, DIRECTOR  
850.606.2012  
PompeyJ@leoncountyfl.gov

FLEET MANAGEMENT  
1801-1 N. Blairstone Road  
Tallahassee, FL 32308  
FAX: 850-606-2000 | View Map

## Department / Division Pages

Individual Department / Division pages will have a cleaner, more consistent look, in addition to a

photo of the director and his or her contact information prominently displayed. There will also be modules for photos, videos and important documents relevant to each department on the right-hand side of the webpage.

CITIZENS CONNECT

Access Online Services

Talk To A Live Person

Make An Inquiry

Report/Track A Problem

Public Works

- Fleet
- Operations
- Animal Control
- Engineering Services
- Solid Waste

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# Organizational Review



## **ORGANIZATIONAL REVIEW RELATED TO STRATEGIC INITIATIVES, IMPROVEMENTS AND EFFICIENCIES**

In the time since the Commission's action to select the County Administrator, he has conducted an initial review of the organization, related to the identification of strategic initiatives, improvements and efficiencies. The following includes a review of organizational resources required to continue high priorities of the Board, as well as our organizational readiness to realize improvements and efficiencies in the near term and those which will require longer term organizational emphasis.

As County Administrator, much time and effort is involved in carrying out the legislative and policy direction of the Board. This includes pursuing strategic initiatives, consistent with the Board's strategic priorities and budgetary authority, which currently focus County resources on Economic Development, Climate Change and Sustainability, Protection of Water Bodies Countywide, Comprehensive Program to Address Recidivism Reduction, Revenue Diversification, Southern Strategy, Primary & Mental Health Care for the Uninsured, and Increasing Citizen Input.

While the Board will set forth its vision and strategic direction for FY 2012 during its upcoming Board retreat, the County Administrator's review determined that considerable staff resources will continue to be committed next year to current initiatives, such as those identified below:

- Continue support of the Board's priority of economic development, including the development of the Economic Development Action Plan to be addressed at the Board's scheduled workshop
- Construction of the Public Safety Complex and consolidation of dispatch functions



- Finalization of countywide environmental ordinances
- Efforts to reduce pollutants at Wakulla Springs
- Design and construction of capital projects related to stormwater management, flood control, and transportation, and
- Expansion of the sales tax to address infrastructure needs, potentially including the expansion of sewer into portions of the Primary Springs Protection Zone.

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In addition to ensuring the Board's legislative and policy directions are carried out, as Chief Executive Officer the County Administrator is responsible for ensuring the efficient and effective day-to-day operations of County government. As part of that dual role, the County Administrator's responsibilities include providing for the sound fiscal, strategic, and management oversight and leadership to more than 750 employees who serve more than 275,000 citizens. As part of this initial review, Departments and Divisions were asked the following questions during the budget process:

1. Please provide any current rules, regulations, policies, codes, etc. that are currently enacted by the Board/Administration that you would eliminate without any degradation to services provided by your department/division.
2. Are there any services/programs currently provided or conducted by County staff that could be provided through an alternative method (i.e. contracted, partnership, etc.)? Please explain.
3. Describe any opportunities to provide the service in a more efficient manner, change the level of the service, or change the nature or intensity of the services.
4. Do any of the functions performed by your department/division overlap internally between positions or externally with other departments? Please explain.
5. If you had to consolidate functions, what would you consolidate and how?
6. Please provide at least one program you would eliminate if required. What would the impact be to your customers (either internal or external)?
7. Identify whether an implementation of a new technology solution would save money, create efficiencies, or improve client services in your department's service areas.

The departments and divisions provided numerous examples and opportunities for improvements that can be made in the organization. Some are very straightforward and can be implemented immediately. Some of these recommendations have been included as part of the FY 2012 budget. Others do not have a specific budget impact and are being addressed through this report. Over the next several months, additional areas will be further studied and reviewed prior to determining if implementation is appropriate.

**The balance of this section is organized as follows:**

- Immediate action, instituted as part of the FY 2012 Budget approval process.
- Near term actions, anticipated for completion by June, 2012. Some of these actions are being pursued; others, however, are conditioned upon Board approval.
- Longer term efforts, which may take a year or more to complete. Again, some of these actions are conditioned upon Board approval.



## IMMEDIATE ACTION THROUGH THE FY 2012 BUDGET:

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As the Board recalls, combined efforts during the FY 2012 budget process closed the anticipated \$13 million budget shortfall, and maintained the current 8.35 combined millage rate, with the appropriate use of fund balance and no employee layoffs. Following are examples of the immediate actions that have been contemplated in the upcoming budget.

1. **Privatization of the pre-trial GPS program.** Through the budget, staff recommended and the Board has agreed to privatize the pre-trial GPS program. Through an evaluation by staff it was determined that through this privatization effort, the County could realize \$186,000 in annual savings, while continuing to provide the level of service the judiciary requires.
2. **Automate the parking services at the main library.** With the automation of the parking at the Main Library, a Parking Attendant position can be eliminated (this is being done as part of a Voluntary Separation Incentive Program, VSIP position), resulting in recurring savings of approximately \$40,695 per year. In addition, another Parking Attendant currently housed at the Main Library lot will be realigned to perform other vital services within the division. This realignment is necessary for Facilities Management to provide the necessary staff to maintain the additional square footage being added to the County (i.e. Branch Libraries). Funds are currently appropriated in the existing capital budget to move forward with purchasing and installing the equipment.
3. **On-line reservation systems for community centers and other County meeting spaces.** Through the Voluntary Separation Incentive Program (VSIP) process, staff is afforded the opportunity to restructure the community center staffing. Staff is proceeding to develop a centralized on-line reservation system, and the voluntary separation of the Community Center Coordinator allowed for the realignment and centralization of the position's duties in the Parks and Recreation Department. In order to provide better direct service to the Community Centers and the demands of the program, the FY 2012 proposed budget reclassifies the Coordinator position to a Community Center Attendant.
4. **Utilization of the Voluntary Separation Incentive Program (VSIP) program afforded the organization the opportunity to reevaluate certain organizational alignments.** Through the VSIP, the County was able to reorganize different functions and assignments (such as the administrative support in Housing and Human Services) which allowed for duties to be realigned. In the Libraries, the VSIP program allowed the County to proceed with the opening of the new branch libraries without the need to hire new staff; this was accomplished through the reclassification of the vacated positions.

## NEAR TERM ACTIONS:

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The following efficiencies and service improvements can be instituted internally by June 2012. Some of these actions are being pursued, while others will be initiated upon the Board's approval through an upcoming workshop ratification agenda item.

1. **Finalize and rollout redesigned website.** The Leon County website is being redesigned around the following "Core 4" elements and themes:
  - a. Demonstrating Performance and Results
  - b. Promoting Transparency, Accountability and Accessibility
  - c. Engaging Citizens and Partnering with Our Community
  - d. Ensuring Liveability and Sustainability

**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



- 2. Institute Leon LEADS.** Key strategic processes, including the vision setting process undertaken during the annual Board retreat, the development of strategic initiatives, business plans, program and employee evaluations, and reporting will be redesigned to ensure alignment and focused resources. In order to shift the culture, which is essential to becoming a People Focused, Performance Driven organization, the direction County Government is taking will be to think, act and communicate Leon LEADS.
- 3. Develop and institute the Citizen Engagement Series.** As a means to further engage citizens, the Citizen Engagement Series will provide insight and exchange through a series of six interactive courses a year. The series will be led by County staff, and focus upon broad themes, such as public safety, economic development, and human services. The goal is to foster informed and civically engaged citizens, who are key factors in building and sustaining a vibrant community.



- 4. Continue implementing the Project Manager Concept, and the two track review and approval at Growth and Environmental Management (GEM).** The Board recently approved a project manager process at GEM, to ensure continuity during the project review process, facilitate the implementation of the two track review and approval process for proposed development projects, assist in the facilitation of an integrated team approach to customer service, and provide ongoing reinforcement regarding GEM's goal of presenting a coordinated and unified team approach to customer service delivery. The two track review process provides for a concept plan track and a final design plan (concurrent) or "fast track" review and approval track for certain development proposals. This is part of the GEM's commitment to continuously improve and refine services to best meet the customers' needs.
- 5. Create an in-house Real Estate Management Division.** Through various meetings with Public Works, Facilities Management, OMB and the County Attorney's staff, a common recurring discussion is the need to have the real estate function of the County consolidated. Currently, various departments and divisions each deal with the acquisition of real property, as well as, the real estate management function associated with the Bank of America and Huntington Oaks Plaza. A recent example of a project requiring a consolidated real estate effort is the need for County staff to work with the Supervisor of Elections regarding a consolidated office/operation. Other components of real estate are also housed in OMB as it relates to processing Tax Certificate purchases. Through a realignment of two existing vacant positions in Public Works, a Real Estate Management Division will be created. These positions are the balance of the excavation crew that has been vacant from over a year and half and was eliminated in the budget. This will allow for all real property acquisition, appraisal, tax certificates and management to be addressed through one division.

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- 6. Consolidate all right of way management/canopy road and forestry functions.** The County currently provides 100% of the funding to support an urban forester position in Cooperative Extension. The County also funds all of the right of way management and canopy road maintenance functions within Public Works. The two divisions currently work closely together; however, the work load can be more efficiently distributed if all the functionality was housed in one department. By transferring the urban forester to Public Works, the County will be able to more efficiently utilize the limited resources in assigning specific work to the individual employees.



- 7. Centralize all County mail functions.** Currently, Facilities Management provides mail service to the Courthouse and the Bank of America building, while Purchasing provides mail service to the balance of the outlying buildings. Through the transfer of an existing position from Purchasing to Facilities Management, the entire mail function can be consolidated. Through this effort, efficiencies can be gained in the allocation of staff resources thereby “freeing up” staff time for other work efforts. Future opportunities will be evaluated to seek further consolidation of the mail function with the Clerk of the Court.
- 8. Institute electronic times sheets.** The County currently utilizes a paper effort to collect time sheet information on bi-weekly basis. Through the use of technology, staff can eliminate the work and expenses associated with processing paper time sheets. The Clerk’s Office several years ago moved towards electronic time sheets. The County owns the technology necessary to make this transition and will be proceeding towards this change.
- 9. Limit payroll to direct deposit payments, with online pay stubs.** For all Board employees, the County will require direct deposit and only provide biweekly paychecks. In addition, there is considerable cost and effort in preparing printed pay stubs for the direct deposit of pay checks. This information is available on-line for all employees and can be printed as needed by individuals. To reduce printing and the time associated with the distribution of these documents, staff will phase out this process next year. Employees will be notified of the means to review their pay stub information on-line – either at a County terminal or from a public terminal. Departmental Supervisors can determine which employees require a pay stub and will be responsible for distributing hard copies on an as need basis.



- 10. Balance enterprise operations.** Appropriate methods to balance enterprise operations, including solid waste, storm water management, and transportation, will continue to be evaluated. A workshop during the fall will provide options to the Board as it relates to non-ad valorem fees.
- 11. Realign the staff support for the Community Health Services Partnership (CHSP) from the Grants Coordinator to the Office of Human Services and Community Partnerships (HSCP).** The Grants Coordinator currently provides the staff support to the CHSP process. However, this is a time and labor intensive work effort which takes the Grants Coordinator away from seeking additional resources for the County. The grants awarded through the CHSP process have a similar client base as many of the existing HSCP clients. HSCP has the capacity to support this activity through its existing staffing.
- 12. Institute regulation of Internet Cafés.** The County’s “Regulation of Simulated Gambling Devices” will be implemented, requiring concerted efforts of the Sheriff’s and County Attorney’s offices.
- 13. Consolidate sustainability efforts.** Through the organizational realignment of Sustainability, Cooperative Extension and Solid Waste divisions into the Office of Resource Stewardship, staff intends to consolidate outreach efforts relating to recycling and sustainability. Staff will continue to seek opportunities to develop partnerships that provide real benefits to the County and the community, such as the Energy Efficiency Conservation Block Grant that funded energy efficiency enhancements at several County-owned facilities; the Clean Energy Grant that will fund the installation of solar photovoltaic and geothermal closed-loop systems at the Cooperative Extension building, which will result in a “net-zero energy” building when measured on an annual basis; and installation of the 40,000-gallon rainwater capture cistern at Cooperative Extension.





## LONGER TERM EFFORTS:

Several of the efficiencies and service improvements staff is pursuing on many fronts, which will take a year or more to complete, are highlighted below. As appropriate, status reports will be brought to the Board as work progresses, and Board direction will be sought.

- 1. Pursue extension of the infrastructure sales tax.** The existing sales tax, which currently generates approximately \$35 million annually, expires in December 2019. 80% of the current sales tax is committed to fund a series of Blueprint 2000 projects, and the 20% balance is shared equally between the County and the City. Funding for County infrastructure needs have continued to lag and there are a number of “must do” County projects that have developed given the designation of this revenue stream towards the Blueprint effort. Having citizen participation is critical to ensuring all aspects of the community are addressed and represented in the sales tax extension effort. Staff is preparing a proposal for the Board to establish a citizens committee which is inclusive of the community’s vision, while addressing critical infrastructure needs.



- 2. Implement stormwater improvement capital projects to address significant local flooding.** Tropical Storm Fay passed just to the south of Leon County on August 22, 2008, creating a 100-year flood event that brought heavy rains to the area. The rain lasted two days and created dangerous conditions throughout the County. Many neighborhoods and roadways were severely flooded and some neighborhoods were isolated for extended periods of time due to the slow rate at which the historically high floodwaters receded. While Tropical Storm Fay was not first event that produced flooding in portions of the County, and projects had previously been implemented to address significant local flooding, the historic event highlighted the overwhelming, unmet needs. To that end, flood control measures for the Timber Lake area will be completed and additional projects are being pursued, and will continue to be pursued as funding becomes available.

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3. **Human Resource Policy and Procedure Manual Review.** HR has proposed convening a cross-discipline team of employees to do a thorough review and evaluation of the existing policy and procedures manual. This process is anticipated to take approximately one year to complete.
4. **Evaluate the consolidation of all construction management functions.** Through the re-organization, Facilities Management will be housed within the Department of Public Works. One of the main impetuses for this realignment is the desire to consolidate all construction management functions within one department. Currently, the County has construction management activities being managed through both Public Works and Facilities Management. Through the reorganization, an evaluation will be made to determine the most efficient way for the County to address construction.



5. **Consolidate and streamline security systems.** The County currently contracts with a number of different vendors for various solutions related to security for the County's facilities. These vendors provide the solutions related to access as well as after hours monitoring. A joint team between MIS and Facilities Management is compiling and reviewing all of the existing agreements to evaluate the services being provided and the necessity to continue. Based on this review, recommendations will be made to reduce the cost through consolidation of the vendors and/or elimination of certain security currently being provided.
6. **Evaluate long-term e-mail and office software solutions.** MIS is continuing to evaluate long-term solutions to transition the County from its current systems to "cloud" based solutions. MIS is actively monitoring the State of Florida's implementation of a cloud based e-mail solution to determine if this is a viable alternative for the County. Continued developments in the office area will be monitored and over the next several years recommendations will be presented to the Board.

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7. **Centralize inspections.** Staff from Building, Growth Management and Public Works all provides different inspections related to construction projects. Staff is evaluating the ability to have different types of inspections centrally performed through additional training opportunities.
8. **Evaluate functional consolidation opportunities.** As previously directed by the Board, staff continues to evaluate areas that are appropriate for functional consolidation with the City of Tallahassee. Staff continues to recommend Animal Control as a possible area for consideration. Presently, the City and County both provide animal control services. It appears a more efficient utilization of resources could be obtained through one entity providing this service.
9. **Consolidate administrative functions.** Evaluate further consolidation of administrative functions with the Constitutional Officers (Clerk of the Circuit Court, Sheriff, Supervisor of Elections, Property Appraiser, and Tax Collector). These efforts would look at purchasing, fleet, MIS and human resources. To support the Board and the Constitutional Officer's fiduciary responsibilities, there is an existing effort to consolidate all employee retirement (457 plans) under one provider. The consolidation of other administrative areas may also be accomplished through similar collegial efforts.
10. **Consolidation of dispatching functions.** The Public Safety Complex will house Joint Dispatch, County Emergency Operations Center (EOC), Fire and EMS Administration, EMS Operations, and the Regional Traffic Management Center. In addition to constructing the facility, the dispatching functions must be organizationally consolidated.
11. **Internalize EMS Patient Billing.** EMS patient billing services could be provided internally instead of through a contracted third-party billing company. Currently, county staff provides significant support to the third-party billing vendor to effectuate enhanced results. By directly providing patient billing, the County would then have more influence over the results achieved. A forward focused billing process that improved customer service would be achieved and an improved cash flow would be possible. Staff has only preliminarily explored this option, but has found that Escambia County has had improved customer relations and collections from in-house billing services.



12. **Provide Additional Primary Healthcare through EMS.** EMS is currently exploring the utilization of Paramedics in providing primary healthcare services. During the Swine Flu epidemic, the Division provided immunization services through a partnership with the Health Department. This demonstrated the validity of Paramedics' ability in providing primary healthcare services. Paramedics could provide additional primary healthcare services including immunizations, asthma and diabetes care planning and other injury prevention programs. Additionally, the implementation of a telemedicine program where by patients that do not require ambulance transportation, but need medical care can receive that care from Paramedics with the participation of physicians may be possible. This increases the efficiency and effectiveness of the Division and overall health care system in the community.

**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



13. **Institute a greener fleet.** Staff is developing a proposed fleet replacement policy that will address sustainability issues and result in a greener County fleet.
14. **Develop a Design Studio within the Department of Place and establish an interdepartmental visioning team.** Design Studio staff designers will provide design consultations to individual property owners/developers and design professionals to assist them in creating development plans which are livable and achieve the community's vision. Designers provide assistance by making recommendations on site layout, appropriate building types and details, and appropriate streetscape elements. The County Administrator has also directed the Director of Place to establish a process to convene County, PLACE, and City staff (upon approval of the City Manager), engineers, architects, and planners for at least quarterly visioning sessions at which time this interdepartmental and intergovernmental group will identify opportunities to enhance our sense of place. This will also provide a team in place to take on specific projects (Gadsden Street parking lot, Tallahassee Mall, Fairgrounds, etc.).
15. **Achieve a 75% recycling goal by 2020.** During the 2010 Florida Legislative Session, the legislature passed HB 7243, which requires, in part, that Leon County achieve a 75% recycling goal by December 31, 2020, with interim recycling goals for 2012 (40%), 2014 (50%), 2016 (60%), and 2018 (70%). The entire County's current recycling rate is approximately 33%. To achieve the ultimate goal of 75%, the County will need to work closely with the City and a number of community partners.



16. **Develop Economic Development action plan.** The Workshop on Economic Development, scheduled for September 13, 2011, will provide an overview of the County's ongoing economic development activities; survey results of local business owners identifying ways to stimulate job creation and improve the local economy; and an action plan for the Board's consideration.
17. **Review of opportunities to increase participation by small and minority- and women-owned businesses in County procurements (M/WSBE).** The County's organizational structure is being realigned to focus on the economic development aspect of the M/WSBE division, which will foster participation by local small and minority- and women-owned businesses.
18. **Rewrite management plans for the Miccosukee Canopy Road Greenway and the Alford Greenway.** Two Board-appointed citizens committees are substantially reviewing and rewriting, with staff support, the management plans for the Miccosukee Canopy Road Greenway and the Alford Greenway. The Miccosukee management plan is expected to be completed and submitted to the Board for approval by August, 2012, and the Alford management plan is expected to be completed and submitted to the Board for approval by December, 2012. The committees generally meet bi-weekly, and will host public meetings in mid-2012 to gain additional citizen input.



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## **Proposed Organizational Structure**



## ORGANIZATIONAL STRUCTURE

It is imperative that Leon County government's organizational structure support and strengthen its culture and its focus of effort. As previously stated, to sustain our culture of performance and community relevance, and to realize our full capacity, requires our demonstrated focus upon:

- **People** – Respecting, Engaging, Empowering Citizens and Employees
- **Performance** – Delivering Results, Exceeding Expectations, Demonstrating Value
- **Place** – Creating Opportunity, Attracting Talent, Promoting Livability and Sustainability.

The proposed organizational structure divides the organization into departments and offices. It expands upon the themes of “partnership”, “stewardship”, and developing a sense of “place”, all of which instill community relevance. It focuses effort to ongoing priorities of the Board, and provides synergies between departments and divisions that have commonalities that can create benefit for the community. It drives the desired culture into the organization.

- **Reporting directly to the County Administrator** are the divisions of Human Resources, MIS, Strategic Initiatives, the Deputy County Administrator and Director of Public Works and Community Development. With the continued focus and need to utilize technology, I've placed an emphasis on having the MIS Director reporting directly to the County Administrator. Given the nature and the sensitivity related to Human Resources, this division will also function as a direct report. Strategic Initiatives contains the Agenda, Leon LEADS, and Community and Media Relations. This is a retitle from the former Public Information Office to bring more focus to the overall mission of the division.

Reporting directly to the Deputy County Administrator are the following offices. Specific emphasis had been placed on creating focus on the Board's highest on-going priorities:

- **Office of Economic Development and Business Partnerships.** One of the Board's ongoing strategic priorities has been economic development. To bring focus to that priority, the “Office of Economic Development and Business Partnerships” brings together all of the divisions that support the long-term economic health of our community under one manager: Economic Development, Tourism, Grants, Special Projects/Intergovernmental Affairs and M/WSBE. Of note, is the acknowledgement that the M/WSBE Division is being aligned within this office as a continued effort at developing business opportunities for minorities, women and small businesses.
- **Office of Financial Stewardship.** To focus emphasis on financial stewardship, the “Office of Management and Budget” has been retitled the “Office of Financial Stewardship” and the Purchasing Division has been realigned within that office. This alignment brings the major areas of financial activity under one manager and allows for a more concerted effort and focus at fiscal stewardship.



- **Office of Resource Stewardship.** A more recent strategic priority of the Board, which has continued to gain prominence and relevance in the community, is sustainability. The “Office of Resource Stewardship” brings together the Divisions of Sustainability, Solid Waste Management and Cooperative Extension under one manager, which will allow the County to better leverage these resources and provide strategic direction. These divisions already work closely together in their recycling and disposal efforts, as well as various grant pursuits.
- **Office of Human Services and Community Partnerships.** To focus emphasis on community partnerships, the Division of “Office of Health and Human Services” has been renamed the “Office of Human Services and Community Partnerships.” The change in title acknowledges that the County needs to work closely with its community partners in leveraging our limited resources if collectively we are going to make improvements in our broader health indicators. Staff support for the Community Health Services Partnership (CHSP) process has also been realigned from Grants Coordinator to this office. This transition will additionally provide the Grants Coordinator more time to focus his efforts toward seeking resources for the County.
- **Office of Intervention and Detention Alternatives.** Jail population management and recidivism have, for many years, been a priority of the Board. The Office of Intervention and Detention Alternatives brings responsibilities for Probation and Supervised Pretrial Release (SPTR), drug and alcohol testing for County probationers and SPTR defendants, staff support for the Public Safety Coordinating Council (which focuses upon jail population management and recidivism issues), County functions related to the “Dori Sclosberg Driver Education Safety Act” and the Palmer Monroe Community Center, and liaison functions with the State Attorney, Public Defender, law enforcement, and the Courts under one manager.
- **Office of Public Services.** This office brings together some of our most visible public programs. Contained in this office are Animal Control, Emergency Medical Services and Libraries. These individual divisions will report directly to the Deputy County Administrator.

Reporting directly to the Director of Public Works and Community Development are the following departments. By bringing these four discrete areas together, we will be able to create synergy and provide opportunity for improvement in how we deliver services. These departments all currently work closely together, however, in our organizational review opportunities arose for future improvement. These areas include construction management, inspection services, community center maintenance to name a few. I anticipate that over time we will create opportunities for improvement. I’ve specifically charged the director of this group to seek out these areas for improvement so that we can continue to move forward as an organization.

- **Public Works.** To bring focus to this department, we have realigned Animal control and Solid Waste to other offices previously discussed. The balance of the divisions support a more traditional public works function.

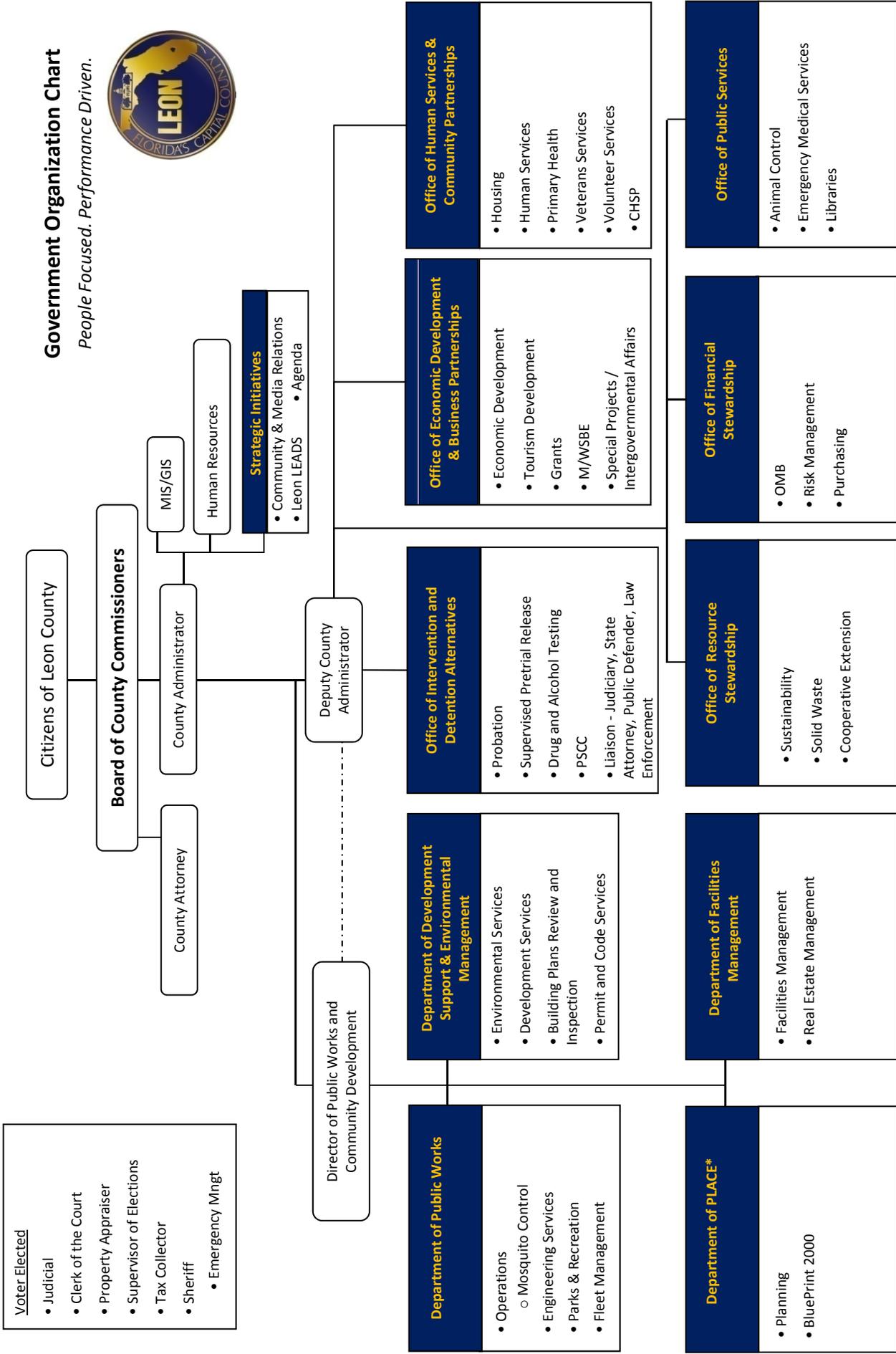
**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



- **Department of Development Support and Environmental Management.** To better reflect the County's support for responsible growth, quality development and emphasis on environmental protection, and the department's commitment to continuously improve and refine services to best meet the customer's needs, the "Department of Growth and Environmental Management" will be retitled the "Department of Development Support and Environmental Management."
- **Department of PLACE.** To emphasize the desire to create a livable, sustainable community with areas with a sense of place, and to better coordinate planning and BluePrint 2000 activities, City/County Planning and BluePrint 2000 have been combined into the "Department of PLACE."
- **Department of Facilities Management.** Facilities management currently oversees vertical construction for the county, manages rental property and maintains our facilities. Through this alignment, we will be evaluating the opportunity to more tightly coordinate our construction activity throughout the organization. In addition, we've created the Real Estate Management Division. This is an area mentioned throughout my organizational review that needed to be addressed. Again, we currently are providing real estate support through a number of different divisions; by creating this new division we can bring focus, attention and consistency to real estate matters. We will be utilizing existing position vacancies created in Public works to staff this division.

# Government Organization Chart

People Focused. Performance Driven.



\* PLACE = Planning, Land Management & Community Enhancement



**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



*“People Focused. Performance Driven.”*

## **Annual Review of the County Administrator**



**PEOPLE FOCUSED. PERFORMANCE DRIVEN.**



## PERFORMANCE EVALUATION

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The evaluation of the County Administrator must be performed in a fair and transparent manner that mutually benefits both the Board and the Administrator. To effectuate this process, staff reviewed numerous examples used in Florida and through-out the Country. Staff evaluated these efforts as well as the International City/County Management Association's (ICMA) best practices design. Ultimately, the majority of the recommended document is based on the best practice design.

The following pages contain the proposed policy and evaluation forms for the County Administrator's Performance Evaluation and Annual Reporting Process. The process allows for each individual Commissioner to provide constructive feedback to the Administrator. The process includes the placement of the evaluations for acceptance on the agenda of a regularly scheduled Board meeting.

The actual evaluation form focuses on nine key areas:

1. Professional Skills and Status
2. Relations with Board of County Commissioners
3. Policy Execution
4. Reporting
5. Citizen Relations
6. Staffing
7. Supervision
8. Fiscal Management
9. Community

The form provides for long form narrative that can be used to provide additional input from each Commissioner.

As part of the evaluation process, the County Administrator, consistent with Florida Statute, will present to the Board an annual report regarding the state of the County. This report will be presented to the Board on the same agenda with the performance evaluation. The annual report will be presented at least two community meetings conducted outside of the Courthouse. The locations will be selected to maximize citizens' opportunity to participate. In addition, a summary of the annual report will be published in a newspaper of general circulation.



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## **Additional Resources**



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# Leon County Board of County Commissioners Performance Evaluation

## County Administrator



This form shall be completed by each member of the Board to evaluate the County Administrator’s performance in each of the areas noted below. Performance levels can be noted based on the following scale:

- 5 – Excellent (almost always exceeds expectations and performs at very high standard)
- 4 – Above average (generally exceeds performance expectations)
- 3 – Satisfactory (meets performance expectations)
- 2 – Below average (generally does not meet performance expectations)
- 1 – Unsatisfactory (almost always fails to meet minimum performance expectations).

Each member of the Board should sign the form and forward it to the Chairman.

**EVALUATION PERIOD:** \_\_\_\_\_ **TO:** \_\_\_\_\_

<b>1.</b>	<b>PROFESSIONAL SKILLS AND STATUS</b>	5	4	3	2	1
a.	Knowledgeable of current developments affecting the management field and affecting county governments.					
b.	Respected in management profession.					
c.	Has a capacity for and encourages innovation.					
d.	Anticipates problems and develops effective approaches for solving them.					
e.	Willing to try new ideas proposed by Board Members or staff.					
f.	Interacts with BOCC in a direct and straightforward manner.					

<b>2.</b>	<b>RELATIONS WITH BOARD OF COUNTY COMMISSIONERS</b>	5	4	3	2	1
a.	Carries out directives of the Board as a whole rather than those of any one Board member.					
b.	Assists the Board on resolving problems at the administrative level to avoid unnecessary Board action.					
c.	Assists the Board in establishing policy, while acknowledging the ultimate authority of the Board.					
d.	Responds to requests for information or assistance by the Board.					

<b>3.</b>	<b>POLICY EXECUTION</b>	5	4	3	2	1
a.	Implements Board action in accordance with the intent of the Board.					
b.	Supports the actions of the Board after a decision has been reached, both inside and outside the organization.					
c.	Enforces County policies.					
d.	Understands County's laws and ordinances.					
e.	Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness.					
f.	Offers workable alternatives to the Board for changes in the law when an ordinance or policy proves impractical in actual administration.					

<b>4.</b>	<b>REPORTING</b>	5	4	3	2	1
a.	Provides the Board with reports concerning matters of importance to the County.					
b.	Reports are accurate, comprehensive and produced in a timely manner.					
c.	Reports are generally produced through own initiative rather than when requested by the Board.					
d.	Prepares a sound agenda which prevents trivial administrative matters from being reviewed by the Board.					
e.	Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny.					

<b>5.</b>	<b>CITIZEN RELATIONS</b>	5	4	3	2	1
a.	Responsive to complaints from citizens.					
b.	Demonstrates a dedication to service to the community and its citizens.					
c.	Skillful with the news media, avoiding political positions and partisanship.					
d.	Has the capacity to listen to others and to recognize their interests.					
e.	Willing to meet with members of the community to discuss their real concerns.					

<b>6.</b>	<b>STAFFING</b>	5	4	3	2	1
a.	Recruits and retains competent personnel for County positions.					
b.	Aware of staff weaknesses and works to improve their performance.					
c.	Accurately informed and concerned about employee relations.					
d.	Professionally manages the compensation and benefits plan.					
e.	Promotes training and development opportunities for employees at all levels of the organization.					

<b>7.</b>	<b>SUPERVISION</b>	5	4	3	2	1
a.	Encourages Department/Division Directors to make decisions within their own jurisdictions without County Administrator approval, yet maintains general control of administrative operations.					
b.	Instills confidence and initiative in subordinates and emphasizes support rather than restrictive controls for their programs.					
c.	Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the County Administrator's office.					
d.	Evaluates personnel periodically, and points out management weaknesses and strengths.					
e.	Encourages teamwork, innovation, and effective problem-solving among the staff members.					

<b>8.</b>	<b>FISCAL MANAGEMENT</b>	5	4	3	2	1
a.	Prepares a balanced budget to provide services at a level directed by the Board.					
b.	Makes the best possible use of available funds, conscious of the need to operate the County efficiently and effectively.					
c.	Prepared budget is in an intelligent but readable format.					
d.	Possesses awareness of the importance of financial planning and control.					
e.	Appropriately monitors and manages the fiscal activities of the organization.					

<b>9.</b>	<b>COMMUNITY</b>	5	4	3	2	1
a.	Cooperates with neighboring communities					
b.	Cooperates with the City, State, and Federal governments.					
c.	Cooperates with other organizations, such as the City of Tallahassee, Chamber of Commerce, and School Board.					
d.	Avoids unnecessary controversy.					
e.	Helps the Board address future needs and develop adequate plans to address long term trends.					

**Total All Points:** \_\_\_\_\_

**Divide Total by:** \_\_\_\_\_ **46 (# of categories)**

**Average:** \_\_\_\_\_

**10. What strengths has the County Administrator demonstrated (management skills, knowledge, abilities) which have been most helpful to you as a commissioner during this evaluation period (feel free to be general or include specific issues or projects which benefited from the Administrator's leadership)?**

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**11. What performance areas would you identify as needing improvement? Why? What constructive, positive ideas can you offer the County Administrator to improve these areas?**

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**12. Other comments?**

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Board of County Commissioners  
Leon County, Florida

**Policy No.**

Title: County Administrator Performance Evaluation and Annual Reporting Process

Date Adopted: September 13, 2011

Effective Date: September 13, 2011

Reference: N/A

Policy Superseded: N/A

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

For the purpose of evaluating the performance of the County Administrator in a fair and open manner the Board will annually follow the processes outlined in this policy. As part of this review, the County Administrator will be required to annually report the state of the County to the Board.

This policy is consistent with Florida Statute 125.84 (1), that states the County Administrator will “Report annually, or more often if necessary, to the board of commissioners and to the citizens on the state of the county, the work of the previous year, recommendations for action or programs for improvement of the county and the welfare of its residents.”

The following process shall be used annually to effectuate this policy.

1. By September 15<sup>th</sup> of each year, the Chairman will distribute the County Administrator evaluation form, included as part of this policy, to each of the Board members.
2. By October 10<sup>th</sup>, each Commissioner should meet individually with the County Administrator to discuss the results of their evaluations. At the conclusion of the evaluation conference, the Commissioner will provide the County Administrator a copy of the completed and signed form. A copy will be forwarded to the Chairman.
3. The Chairman will review all of the evaluation forms and by October 15th approve an appropriate merit percentage increase in accordance with the contract of the County Administrator.
4. The Chairman, with the assistance of the Human Resources Director, will compile the individual evaluations into a summary document and prepare an agenda item containing the following: summary of evaluations, individual evaluations and merit percentage increase.
5. Corresponding to the evaluation process, the County Administrator will prepare a report that provides a detailed analysis summarizing the state of the county (“the annual report”).

County Administrator Performance Evaluation and Annual Reporting Process  
Policy No. [Insert Policy No.]

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6. The reporting period for the annual report will be based on the prior fiscal year consistent with the performance evaluation being performed.
7. During a regularly scheduled meeting of the Board in November, the following items will be presented:
  - a. For acceptance by the Board, the annual report.
  - b. For ratification by the Board, the compilation of the County Administrator's evaluations, each Commissioner's individual evaluations and the merit percentage increase.
8. To maximize community involvement:
  - a. In addition to the Board of County Commissioner meeting, the annual report will be presented at least two community meetings conducted outside of the Courthouse. The locations will be selected to maximize citizens' opportunity to participate.
  - b. Presentation of a summary of the annual report will be published in a newspaper of general circulation.

*Revised or Adopted [insert date of revision or adoption]*