

Steering the Course for Leon County's Future



FY 2012/13 Board of County Commissioners' Strategic Planning Retreat

Monday, December 10, 2012

9:00 a.m. – 4:00 p.m.

(Breakfast/Refreshments Available at 8:30 a.m.)

**Goodwood Museum & Gardens
Carriage House Conference Center
1600 Miccosukee Road
Tallahassee, FL**

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Welcome

Goals for the Retreat – The first part of the December 2012 retreat builds upon the actions the Board took during last year’s retreat. Consistent with the Board’s October 9, 2012 direction, the Board will:

- a. Review and either amend or affirm the Leon County Vision Statement and FY 2012 and FY 2013 Strategic Priorities, both of which were established during last year’s Board retreat, and
- b. Review Leon County’s FY 2012 and FY 2013 Strategic Initiatives, approved by the Board on February 28, 2012, and the Strategic Initiatives Status Report. The Board will then either affirm or amend the County’s Strategic Initiatives.

The second part of the retreat will be a Board discussion facilitated by John Streitmatter, Principal with Leadership Research Institute.

Ground Rules for the Retreat – Today’s retreat builds upon the good work that the Board began last year when it: (1) defined its long-term Vision for the Leon County community, and (2) developed four Strategic Priorities to focus its resources upon, which will begin to move Leon County from where it was to where the Board wants to go in the coming years.

Today the Board will review, affirm or amend the Vision Statement and Strategic Priorities it established during the 2011 retreat, review the progress that has been made with respect to the FY 2012 and FY 2013 Strategic Initiatives that the Board approved on February 28, 2012, and either affirm, amend or add to those Strategic Initiatives. Everyone’s participation, working together to exchange ideas and build consensus, is needed to review and, if the Board deems appropriate, further refine the plan that was put in motion last year.

The following ground rules have been identified to help ensure this year’s retreat is positive and productive:

- Listen carefully to each other’s contributions. Be open to new ideas. Avoid thinking about how to express your own response or concerns while someone else is sharing.
- Seek clarification when you do not understand another’s point or terminology.
- Everyone participates. No one dominates. Be patient and do not interrupt others.
- Seek out differences of opinion – it is okay to disagree. Do not react in a way that may be perceived as judgmental.
- Avoid “side-bar” discussions.
- Dig deep, think, and reflect.
- Honor time limits.

Introduction

Like all local governments, Leon County government continues to face a turbulent period of change, driven in part by economic conditions and political influences occurring beyond our jurisdiction, and correspondingly increasing service demands and decreasing revenue. As discussed during the August 23, 2011 workshop, "County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals & Objectives", while the County has limited abilities to influence the causes of this "new normal", we can control how we respond.

As part of its response, the Board instituted a new process for last year's retreat. It was a process that was vastly different from prior retreats, and increased the Board's strategic planning role. Prior retreats produced Board priorities, which were projects and actions the County would pursue during the year. In contrast, the December 2011 retreat was themed "Charting the Course for Leon County's Future" as the focus was to:

- a. Identify a shared, long-term vision for the future of Leon County, so that this shared vision of success can drive the rest of the planning process; and
- b. Establish the Strategic Priorities, which determine the entire direction of Leon County government, and move it forward to realize the Board's vision.

The broad Strategic Priorities that the Board identified last year were not narrowly focused upon single projects. Rather these Strategic Priorities set forth paths the County would follow: areas of continued focus for County resources, which will benefit the community and build toward the shared vision that the Board established.

Specific initiatives which align with and support one or more of the Strategic Priorities, such as focusing resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities, were subsequently identified either by staff, by the broader public through the LEADS Review meetings, or by the Board when it considered proposed Strategic Initiatives during its February 28, 2012 Board meeting.

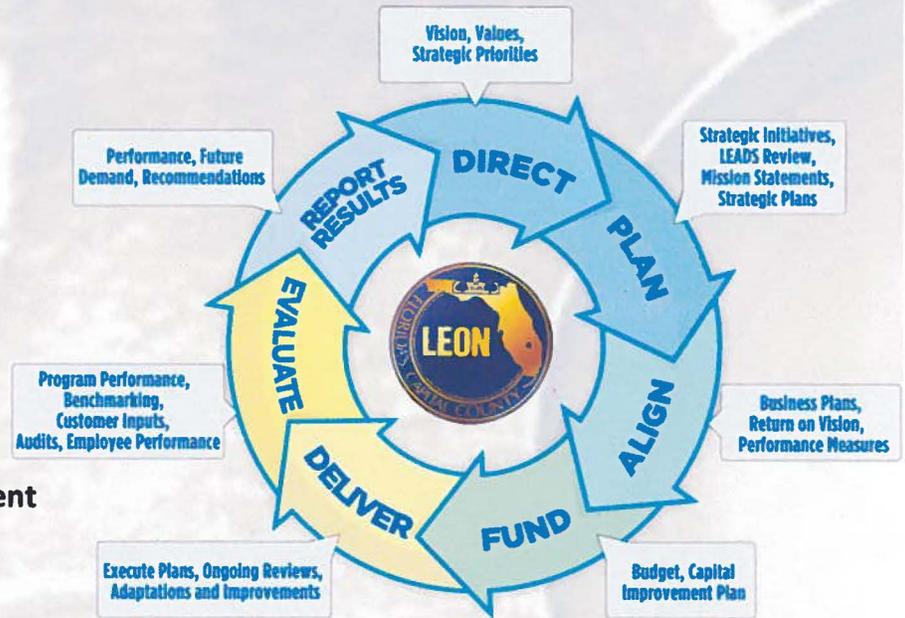
A copy of Leon County's FY 2012 & FY 2013 Strategic Plan, which incorporates the Vision Statement and Strategic Priorities identified by the Board during last year's retreat, and 84 Strategic Initiatives approved by the Board on February 28, 2012, is provided (Appendix 1).

The December 2011 retreat also initiated the alignment of key strategic processes through Leon LEADS, a concept that was introduced during the August 23, 2011 workshop.

Aligning key strategic processes began with the Board defining its Vision, Values and Strategic Priorities during last year's retreat, as depicted in the graphic below.

Leon LEADS

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



Additionally, the December 2011 retreat process considered changes in the external environment, and changes in needs and expectations of citizens and other stakeholders. Last year, with the Board's approval, the County invited Board-appointed advisory committee members to help identify the most critical Strengths, Weaknesses, Opportunities and Threats (SWOTs) facing the Leon County community now and in the future. The results from this citizen survey were provided to the Board as part of its retreat materials. The 2011 retreat materials also included a summary of the three-year Knight Foundation study, Soul of the Community, for the Tallahassee – MSA. After the retreat, as Leon County government's work areas began developing their Strategic Plans, employees throughout the organization and more than 140 citizens participated in LEADS Review meetings to help identify initiatives and actions that would improve services, increase efficiencies, or decrease costs.

The County's strategic planning process recognizes the two-year election cycle. FY 2012/2013 is the second year of that two-year cycle and the year for the Board to review and update the Strategic Plan. Therefore, during this year's retreat the Board will be provided updates on the Strategic Initiatives approved February 28, 2012, and will have an opportunity to affirm or amend its Vision Statement, Strategic Priorities, and Strategic Initiatives. If, however, last year's retreat produced a well-defined Vision Statement and well-defined Strategic Priorities, staff anticipates there should be few, if any, revisions to those components of the Strategic Plan this year. This year retreat has, therefore, been titled, "Steering the Course for Leon County's Future."

Review, Affirm or Amend the Board's Vision Statement

The purpose of having a long-range vision is to create Board consensus of: (1) what the future of Leon County should be, in an ideal state, and (2) what people will perceive of Leon County in the future. A Vision Statement is an aspirational description of what an organization would like to achieve or accomplish in the future and it is intended to:

- Help to maintain focus on long-term Strategic Priorities, orient energies and resources, and serve as a guide to action;
- Challenge and inspire County divisions to achieve their missions; and
- Unite people toward the pursuit of a common focus.

During the December 2011 retreat, the Board defined the following Vision Statement for the Leon County community:

Leon County's Vision Statement

“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.”

Subsequent to the Board's development of the Leon County Vision Statement, each of the County's 17 work areas prepared its Mission Statement, which supports the Board's Vision Statement and helps identify the ongoing internal efforts undertaken to make the Vision come true.

During the December 2012 retreat, the Board will be asked whether the Vision Statement continues to reflect the Board's long-term vision for the Leon County community, or if something has fundamentally changed which makes it necessary to amend it and, if so, Commissioners will be asked to collectively develop and adopt a revised Vision Statement.

Review, Affirm, Amend or Add to the Board's FY 2012 & FY 2013 Strategic Priorities

Leon County's strategic planning process establishes a long-term plan to achieve a specified vision, through the attainment of Strategic Priorities. The Board defined four Strategic Priorities during last year's retreat: Economy, Environment, Quality of Life, and Governance. These four Strategic Priorities are high-level categories of focus, which consider the desired future condition and the major areas of County government's responsibilities, critical to the success of the community. Strategic Priorities determine the entire direction of Leon County government.

Each Strategic Priority is identified with:

- A Title (which is a general area of focus),
- A General Statement (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- Directional Statements (to provide focus and additional specificity for each area).

The four Strategic Priorities are set forth in Leon County's FY 2012 & FY 2013 Strategic Plan (Appendix 1). For ease of reference, they are repeated on the following pages. Additionally, the Strategic Priorities and the Strategic Initiatives are repeated beginning on page 11, in outline numbered format, to provide points of reference for recommended edits during the Board's retreat.

During the December 2012 retreat, the Board will be asked whether each of the Strategic Priorities continues to represent and accurately define actionable, high-level areas of focus that Leon County government should continue to direct its resources upon, in order to move the community towards the Board's Vision, or if something has fundamentally changed which makes it necessary to add or amend one or more of the Strategic Priorities and, if so, Commissioners will be asked to collectively develop and adopt such revised Strategic Priorities.

Strategic Priorities

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)

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 Priorities (cont'd.)

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 ensure 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 Cascade Park amphitheatre. (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)**

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)**

Review the Board's FY 2012 & FY 2013 Strategic Initiatives

Subsequent to receiving the Board's direction during its December 2011 retreat, staff immediately began identifying Strategic Initiatives that would bring the Board's four Strategic Priorities into action. The extensive efforts undertaken from December 2011 through February 2012 are summarized below:

- The County's Leadership Team met on December 16, 2011, the Friday immediately following the Board's retreat, to ensure the Board's Vision Statement and Strategic Priorities were communicated throughout the organization, and to discuss the planning process staff was about to embark upon.
- 17 individual work areas were established, each with a Strategic Planning Team, to identify improvements and develop proposed Strategic Initiatives.
- An Executive Team retreat was conducted, with representatives of each of the work areas, to begin developing Strategic Initiatives that would begin to fulfill the Board's Strategic Priorities.
- Each of the 17 Strategic Planning Teams held at least one LEADS Review meeting to help identify process and service-level changes and improvements, as well as actions to advance the Board's Strategic Priorities.

Each LEADS Review meeting was a facilitated process, during which participants conducted a SWOT Analysis, and responded to targeted, open-ended questions to identify opportunities for improvement.

A total of 27 LEADS Review meetings were held, involving 140 citizens and a cross-section of County employees. LEADS Review meeting participants included internal stakeholders, key external stakeholders (including individuals, representatives from private and nonprofit organization, and representatives from various Constitutional Officers), and a cross-section of employees.

- Numerous meetings were held with the Executive Team throughout the process to refine a proposed list of Strategic Priorities.

Each of the 84 Strategic Initiatives, approved by the Board on February 28, 2012, aligns with and advances one or more of the Board's Strategic Priorities, which in turn supports and advances the Board's Vision. The Strategic Initiatives, and their alignment with one or more of the four Strategic Priorities, are identified in Leon County's FY 2012 & FY 2013 Strategic Plan (Appendix 1). For ease of reference, the Strategic Priorities and Strategic Initiatives are repeated on the following pages. The alignment of each Strategic Initiative with one or more Strategic Priority is indicated within parentheses next to the Strategic Initiative.

For ease of reference, when Commissioners discuss amending or adding Strategic Priorities or Strategic Initiatives, outline numbered formatting has been added.

Strategic Priorities and Strategic Initiatives

(in outline numbered format)

1. **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)*
 - 1.1. Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (EC1)
 - 1.2. 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)
 - 1.3. 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)
 - 1.4. Grow our tourism economy, its economic impact and the jobs it supports, including: being a regional hub for sports and cultural activities. (EC4)
 - 1.5. 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)
 - 1.6. 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

2. Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee (EC1, G3, G5)
3. Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities, including:
 - 3.1. Identify revisions to future land uses which expand opportunities to promote and support economic activity;
 - 3.2. Consider policy to encourage redevelopment of vacant commercial properties; and
 - 3.3. Consider policy to continue suspension of fees for environmental permit extensions (EC2)

(Economy continues on the following page)

Strategic Initiatives - Economy (cont'd.)

4. Implement strategies that support business expansion and job creation, including:
 - 4.1. Evaluate start-up of small business lending guarantee program;
 - 4.2. Identify local regulations that may be modified to enhance business development;
and
 - 4.3. Implement Leon County 2012 Job Creation Plan (EC2)
5. Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum (EC2, EC3)
6. Implement strategies that promote the region as a year round destination, including:
 - 6.1. Evaluate competitive sports complex with the engagement of partners such as KCCI;
 - 6.2. Support VIVA FLORIDA 500;
 - 6.3. Develop Capital Cuisine Restaurant Week; and
 - 6.4. Support Choose Tallahassee initiative (EC4, Q1, Q4)
7. Implement strategies that assist local veterans, including:
 - 7.1. Hold "Operation Thank You!" celebration for veterans and service members;
 - 7.2. Develop job search kiosk for veterans;
 - 7.3. Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans; and
 - 7.4. Consider policy to waive EMS fees for uninsured or underinsured veterans (EC5, EC6, Q3)
8. 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)

Strategic Initiatives (cont'd.)

9. **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)*

9.1. Protect our water supply, conserve environmentally sensitive lands, and safeguard the health of our natural ecosystems, including: adoption of minimum Countywide environmental standards. (EN1)

9.2. Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (EN2)

9.3. Educate citizens and partner with community organizations to promote sustainable practices. (EN3)

9.4. Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (EN4)

Strategic Initiatives - Environment

10. Implement strategies that protect the environment and promote orderly growth, including:

10.1. Develop Countywide Minimum Environmental Standards;

10.2. Develop minimum natural area and habitat management plan guidelines;

10.3. Integrate low impact development practices into the development review process; and

10.4. Consider mobility fee to replace the concurrency management system (EN1, EN2)

11. 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)

12. Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes (EN1, EN2, G2)

(Environment continues on the following page)

Strategic Initiatives - Environment (cont'd.)

13. Implement strategies which plan for environmentally sound growth in the Woodville Rural Community, including:
 - 13.1. Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension; and
 - 13.2. Promote concentrated commercial development in Woodville (EN1, EN2, Q5)
14. 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)
15. Implement strategies to promote renewable energy and sustainable practices, including:
 - 15.1. Complete construction of Leon County Cooperative Extension net-zero energy building;
 - 15.2. Pursue opportunities to fully implement a commercial and residential PACE program;
 - 15.3. Consider policy for supporting new and existing community gardens on County property and throughout the County;
 - 15.4. Evaluate and construct glass aggregate concrete sidewalk;
 - 15.5. Develop energy reduction master plan; and
 - 15.6. Further develop clean - green fleet initiatives (EN2, EN3, EN4, Q5, EC6, G5)
16. Develop and implement strategies for 75% recycling goal by 2020, including:
 - 16.1. Evaluate Waste Composition Study;
 - 16.2. Identify alternative disposal options; and
 - 16.3. Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility (EN4)

Strategic Initiatives (cont'd.)

- 17. 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)**
- 17.1. Maintain and enhance our educational and recreational offerings associated with our library, parks and greenway system for our families, visitors and residents. (Q1)**
 - 17.2. Provide essential public safety infrastructure and services which ensure the safety of the entire community. (Q2)**
 - 17.3. Maintain and further develop programs and partnerships necessary to support a healthy community, including: access to health care and community-based human services. (Q3)**
 - 17.4. 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 Cascade Park amphitheatre. (Q4)**
 - 17.5. Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (Q5)**
 - 17.6. Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (Q6)**
 - 17.7. Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (Q7)**

Strategic Initiatives - Quality of Life

- 18. 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)**
- 19. Implement strategies which advance parks, greenways, recreational offerings, including:**
- 19.1. Explore extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette;**
 - 19.2. Update Greenways Master Plan;**
 - 19.3. Develop Miccosukee Greenway Management Plan; and**
 - 19.4. Develop Alford Greenway Management Plan (Q1, EC1, EC4)**

(Quality of Life continues on the following page)

Strategic Initiatives – Quality of Life (cont'd.)

20. Expand recreational amenities, including:
 - 20.1. Complete construction of Miccosukee ball fields;
 - 20.2. Continue to plan acquisition and development of a North East Park;
 - 20.3. Develop Apalachee Facility master plan; and
 - 20.4. 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)
21. 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)
22. Complete construction of Public Safety Complex (Q2, EC2)
23. Consolidate dispatch functions (Q2)
24. Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: pursue funding for community paramedic telemedicine (Q1, Q2)
25. 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)
26. Implement strategies that support amenities which provide social offerings, including:
 - 26.1. Consider constructing Cascade Park amphitheatre, in partnership with KCCI;
 - 26.2. Consider programming Cascade Park amphitheatre;
 - 26.3. Develop unified special event permit process; and
 - 26.4. 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)
27. Implement strategies to promote home ownership and safe housing, including: consider property registration for abandoned real property (Q6)
28. Implement strategies that preserve neighborhoods and create connectedness and livability, including:
 - 28.1. Implement design studio;
 - 28.2. Implement visioning team;
 - 28.3. Develop performance level design standards for Activity Centers;
 - 28.4. Revise Historic Preservation District Designation Ordinance;
 - 28.5. Develop design standards requiring interconnectivity for pedestrians and non-vehicular access;
 - 28.6. Develop bike route system; and
 - 28.7. Establish Bicycle & Pedestrian Advisory Committee (Q6, Q7)

Strategic Initiatives (cont'd.)

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

- 29.1. Sustain a culture of transparency, accessibility, accountability, and the highest standards of public service. (G1)
- 29.2. Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)
- 29.3. Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (G3)
- 29.4. Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (G4)
- 29.5. 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

30. Implement strategies which promote access, transparency, and accountability, including:

- 30.1. Explore providing On Demand – Get Local videos;
- 30.2. Explore posting URL on County vehicles; and
- 30.3. Instill Core Practices through: providing Customer Experience training for all County employees, revising employee orientation, and revising employee evaluation processes (G1)

31. Implement strategies to gain efficiencies or enhance services, including:

- 31.1. Conduct LEADS Reviews; and
- 31.2. Develop and update Strategic Plans (G2)

(Governance continues on the following page)

Strategic Initiatives – Governance (cont'd.)

- 32. Implement strategies to further utilize electronic processes which gain efficiencies or enhance services, including:**
 - 32.1. Develop process by which the public may electronically file legal documents related to development review and permitting;**
 - 32.2. Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self-service;**
 - 32.3. Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet; and**
 - 32.4. Institute financial self-service module, document management, and expanded web-based capabilities in Banner system (G2, EN4)**
- 33. Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects (G2)**
- 34. Implement strategies to further engage citizens, including:**
 - 34.1. Develop and offer Citizens Experience Series; and**
 - 34.2. Develop and provide Virtual Town Hall meeting (G3)**
- 35. Implement healthy workplace initiatives, including: evaluate options for value-based benefit design (G4)**
- 36. Implement strategies to retain and attract a highly skilled, diverse and innovative workforce, which exemplifies the County's Core Practices, including:**
 - 36.1. Revise employee awards and recognition program;**
 - 36.2. Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees; and**
 - 36.3. Pursue Public Works' American Public Works Association (APWA) accreditation (G4, G1)**
- 37. Implement strategies which ensure responsible stewardship of County resources, including: revise program performance evaluation and benchmarking (G5)**
- 38. Implement strategies to maximize grant funding opportunities, including:**
 - 38.1. Institute Grants Team; and**
 - 38.2. Develop and institute an integrated grant application structure (G5)**

Review the Strategic Initiatives Status Report

Subsequent to the Board's approval of its Strategic Initiatives, the work areas tasked with the responsibility for fulfilling those initiatives identified future Board actions that would be needed. If no additional Board actions were identified, the work areas identified staff level actions. Additionally, the work areas identified the target date by which each of these actions would be completed. This was done to maintain focus on the timely achievement of the Strategic Initiatives.

Staff has prepared a Strategic Initiatives Status Report and two summaries of the full status report (Appendix 2):

- a. The first summary report lists the status of each of the Strategic Initiatives by its main Strategic Priority alignment, thereby separately grouping them as Economy, Environment, Quality of Life, and Governance initiatives.
- b. The second summary report lists the status of each of the Strategic Initiatives by the Lead Entity, which is the County office responsible for shepherding progress.

As reflected in the following table, 28 (33%) of the Strategic Initiatives have been completed, while work on 54 (64%) continues. Two (2%) of the Strategic Initiatives have been classified as "Pending", as work on those items are on-hold at this time.

Status	#	%
Complete	28	33%
In Progress	54	64%
Pending	2	2%
Total	84	100%

(Does not add to 100% due to rounding)

To provide a brief snapshot of the status of the Strategic Initiatives, the following categorizes the status of the Strategic Initiatives by each initiative's main Strategic Priority alignment, without the details found in the full status report or in the status report summaries.

Within the area of the Economy:

- **Completed initiatives follow:**
 - **Consider policy to continue suspension of fees for environmental permit extensions**
 - **Evaluate competitive sports complex with the engagement of partners such as KCCI**
 - **Consider policy to waive EMS fees for uninsured or underinsured veterans**
 - **Hold "Operation Thank You!" celebration for veterans and service members**
 - **Develop job search kiosk for veterans (this initiative was expanded to become the Leon County Veteran Resource Center)**
 - **Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans**
 - **Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners**
 - **Support Choose Tallahassee initiative**

- **Work continues on the following initiatives:**
 - **Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee**
 - **Evaluate start-up of small business lending guarantee program**
 - **Identify local regulations that may be modified to enhance business development**
 - **Implement Leon County 2012 Job Creation Plan**
 - **Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum**
 - **Identify revisions to future land uses which expand opportunities to promote and support economic activity**
 - **Consider policy to encourage redevelopment of vacant commercial properties**
 - **Support VIVA FLORIDA 500**
 - **Develop Capital Cuisine Restaurant Week**

Within the area of the Environment:

- **Completed initiatives follow:**
 - **Develop Countywide Minimum Environmental Standards**
 - **Develop minimum natural area and habitat management plan guidelines**
 - **Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes**
 - **Complete construction of Leon County Cooperative Extension net-zero energy building**
 - **Evaluate Waste Composition Study**
 - **Identify alternative disposal options**
 - **Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility**

- **Work continues on the following initiatives:**
 - **Pursue opportunities to fully implement a commercial and residential PACE program**
 - **Integrate low impact development practices into development review process**
 - **Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process**
 - **Consider mobility fee to replace concurrency management system**
 - **Promote concentrated commercial development in Woodville**
 - **Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension**
 - **Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report**
 - **Consider policy for supporting new and existing community gardens on County property and throughout the County**
 - **Develop energy reduction master plan**
 - **Further develop clean-green fleet initiatives**

- **Initiatives classified as “Pending” follow:**
 - **Evaluate and construct glass aggregate concrete sidewalk**

Within the area of Quality of Life:

- **Completed initiatives follow:**
 - **Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership**
 - **Participate in ASPCA ID ME Grant**
 - **Develop unified special event permit process**
 - **Relocate library services into the expanded Lake Jackson Branch Library**
 - **Implement design studio**

- **Work continues on the following initiatives:**
 - **Consolidate dispatch functions**
 - **Consider property registration for abandoned real property**
 - **Complete construction of the expanded Lake Jackson Branch Library and new community center**
 - **Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative**
 - **Complete construction of Public Safety Complex**
 - **Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA**
 - **Update Greenways Master Plan**
 - **Consider constructing Cascade Park amphitheatre, in partnership with KCCI**
 - **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**
 - **Establish Bicycle & Pedestrian Advisory Committee**
 - **Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette**
 - **Develop Miccosukee Greenway Management Plan**
 - **Develop Alford Greenway Management Plan**
 - **Complete construction of Miccosukee ball fields**
 - **Continue to plan acquisition and development of a North East Park**
 - **Develop Apalachee Facility master plan**
 - **Continue to develop parks and greenways consistent with management plans including Okeehoopkee Prairie Park, Fred George Park and St. Marks Headwater Greenway**
 - **Consider programming Cascade Park amphitheatre**

- **The following initiative was classified as “Pending” follow:**
 - **Pursue funding for community paramedic telemedicine**

Within the area of Governance:

- **Completed initiatives follow:**
 - **Conduct LEADS Reviews**
 - **Develop and provide Virtual Town Hall meeting**
 - **Develop process by which public may electronically file legal documents related to development review and permitting**
 - **Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet**
 - **Institute Grants Team**
 - **Instill Core Practices through revising employee orientation process**
 - **Instill Core Practices through revising employee evaluation processes**
 - **Evaluate options for value-based benefit design**

- **Work continues on the following initiatives:**
 - **Develop and update Strategic Plans**
 - **Develop and offer Citizens Engagement Series**
 - **Explore posting URL on County vehicles**
 - **Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects**
 - **Explore providing On Demand – Get Local videos**
 - **Develop and institute an integrated grant application structure**
 - **Institute financial self-service module, document management, and expanded web-based capabilities in Banner system**
 - **Revise program performance evaluation and benchmarking**
 - **Instill Core Practices through providing Customer Experience training for all County employees**
 - **Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service**
 - **Revise employee awards and recognition program**
 - **Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees**
 - **Pursue Public Works' American Public Works Association (APWA) accreditation**

Affirm, Amend or Add to the Board's FY 2012 & FY 2013 Strategic Initiatives

As previously discussed, immediately following the December 2011 retreat staff began identifying Strategic Initiatives that would bring the Board's four Strategic Priorities into action. On February 28, 2012, the Board approved 84 Strategic Initiatives, each of which aligns with and supports one or more of the Board's Strategic Priorities.

As reflected in the Strategic Initiatives Status Report, many of the Strategic Initiatives are multi-year. While work has been completed on 28 (33%) of the Strategic Initiatives, work continues on 54 (64%) of them. Additionally, two (2%) are classified as "Pending", as work on those items are on-hold at this time.

During the retreat, the Board will have an opportunity to affirm, amend or add to the Strategic Initiatives.

Additionally, as occurred last year, after staff gets the Board's direction during the retreat with respect to its Vision and Strategic Priorities, staff will also convene and identify opportunities that were not on our radar last year.

Once an actionable list of Strategic Initiatives for 2013 is identified, staff will return to the Board for its consideration. This list will include those initiatives identified by the Board during the retreat, as well as those identified by staff. Staff anticipates the agenda item will be presented in January or February, 2013.

John Streitmatter - Introduction

John Streitmatter is a Principal of Leadership Research Institute. John brings a diversity of line and staff experience as well as consulting expertise to the firm. During the course of his professional career he has worked in organizations ranging in size from a sole practitioner to the Fortune 25. Included in his experience are roles in staff functions such as Human Resources, Strategy and Analysis, and Marketing; line roles leading Customer Service and Sales Operations and Risk Operations; and general management of a consumer lending portfolio. His consulting clients have seen results from his contributions to increasing the effectiveness of teams, growing and developing future leaders, clarifying strategic intent and direction, and driving significant cultural change in the midst of rapidly changing market conditions.

Prior to joining LRI, Streitmatter was SVP, Sales and Marketing for SunTrust Bank, Tampa Bay. In this role his team provided consulting services to the various lines of business within the region, including sales performance management, sales process and skill development, and strategy development.

Streitmatter joined SunTrust after founding the Trusted Advisor Group. His firm specialized in providing strategic planning, change leadership and management, and team facilitation services.

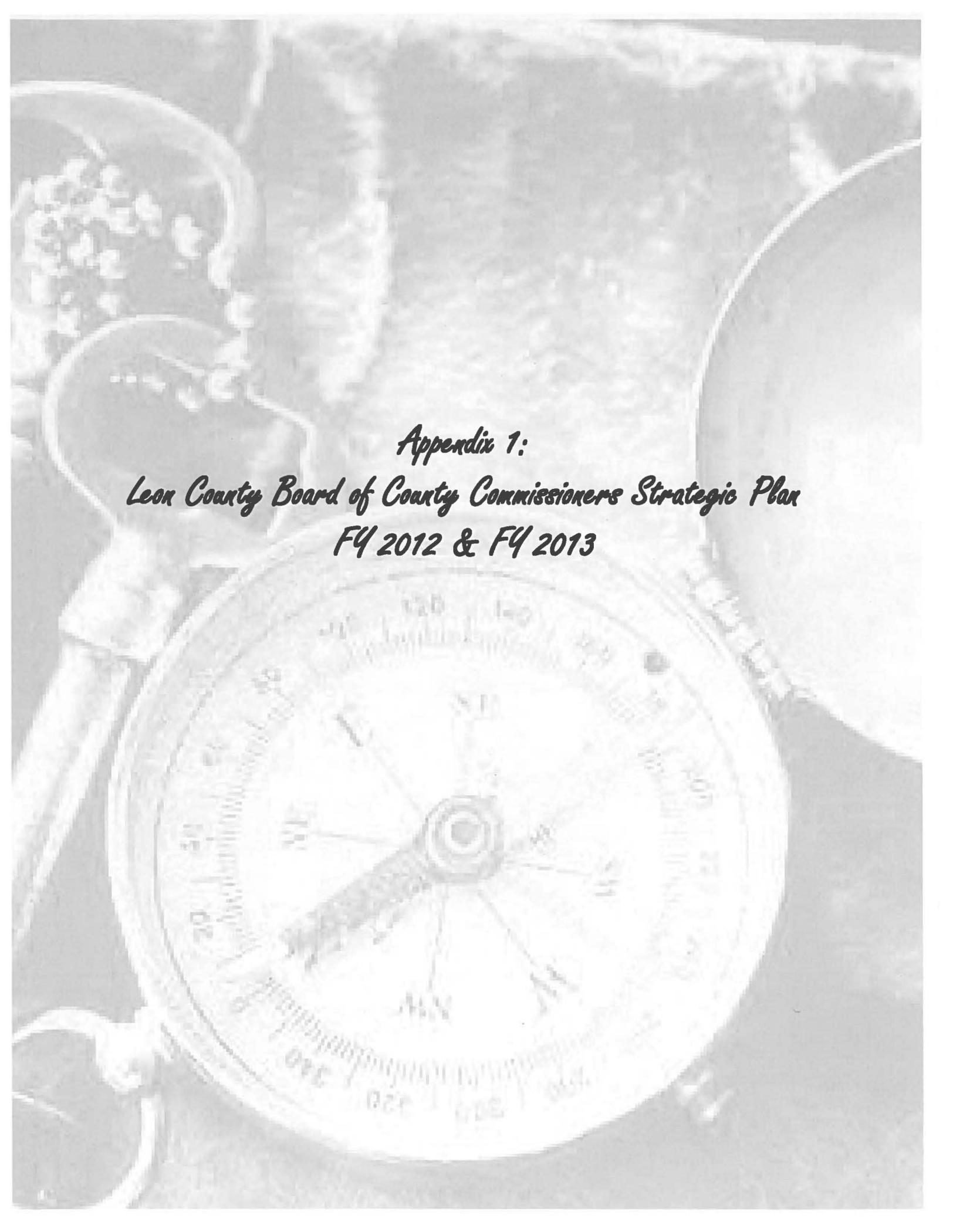
Prior to founding Trusted Advisor Group, Streitmatter worked in a variety of roles at Capital One Financial Services including Director of Subprime Operations. In that role, he led operations in Tampa, FL, and Fredericksburg, VA with more than 3,000 associates, caring for in excess of two million customers each month. One of his most notable accomplishments was to increase associate satisfaction by more than 45 percentage points in less than a year in one of his operations. The organizations led by Streitmatter have consistently exceeded world-class associate satisfaction standards. He also led Strategy and Analysis for Risk Operations and managed external relationships with Capital One's Risk Outsourcing network, including more than thirty vendors, in addition to his operations leadership roles.

Prior to joining Capital One, Streitmatter spent three years with American Express as a Change and Leadership Consultant and also led a Corporate Travel Reservation Center.

The early part of Streitmatter's career was spent at Amoco Corporation in the HR information systems and corporate recruiting functions within Human Resources.

Streitmatter served as Chairman of the Board of Directors of Leadership Florida during 2010 – 2011. He is a graduate of Leadership Florida Class XXIII and also served as Chair of Class XXV, where he was responsible for the design and delivery of a leadership program for 55 Senior Leaders from across Florida. Within the Tampa Bay region he served on the Board of Directors of the Greater Tampa Chamber of Commerce for a number of years. He has served the Chamber in a variety of other roles including, Executive Mentor for Emerge Tampa; Chair, Strategic Planning; Chair, Workforce Development; and Chair, Membership Services.

Streitmatter was born and raised in central Illinois. He resides in the Tampa Bay area with his wife and three boys. He graduated from Indiana University with a B.S. in Management with Distinction. Streitmatter is also a Harvard Business School Graduate, with his MBA concentration in Operations Strategy.



*Appendix 1:
Leon County Board of County Commissioners Strategic Plan
FY 2012 & FY 2013*



LEON COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLAN

FY 2012 & FY 2013

Vision

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

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

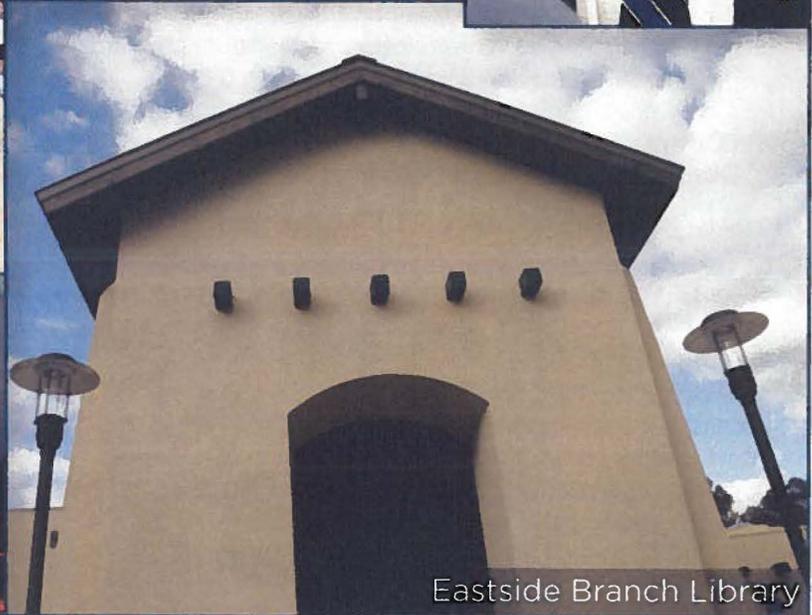
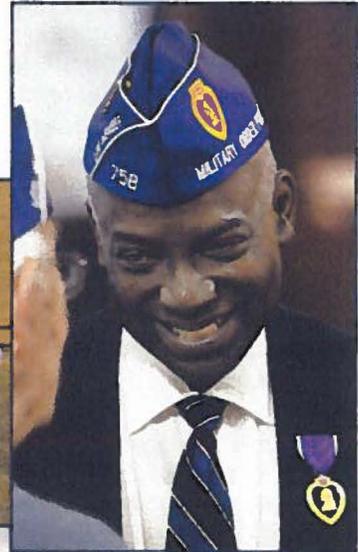
- Implement strategies through the library system which enhance education and address the general public's information needs, including: complete construction of the expanded Lake Jackson branch library and new community center, and relocate services into the expanded facility (Q1, EC1, EC6)
- Implement 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)

(continued...)

(...continued)

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)

(continued...)

(...continued)

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)



LISTENS FOR CHANGING NEEDS

ENGAGES CITIZENS AND EMPLOYEES

ALIGNS KEY STRATEGIC PROCESSES

DELIVERS RESULTS & RELEVANCE

STRIVES 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:

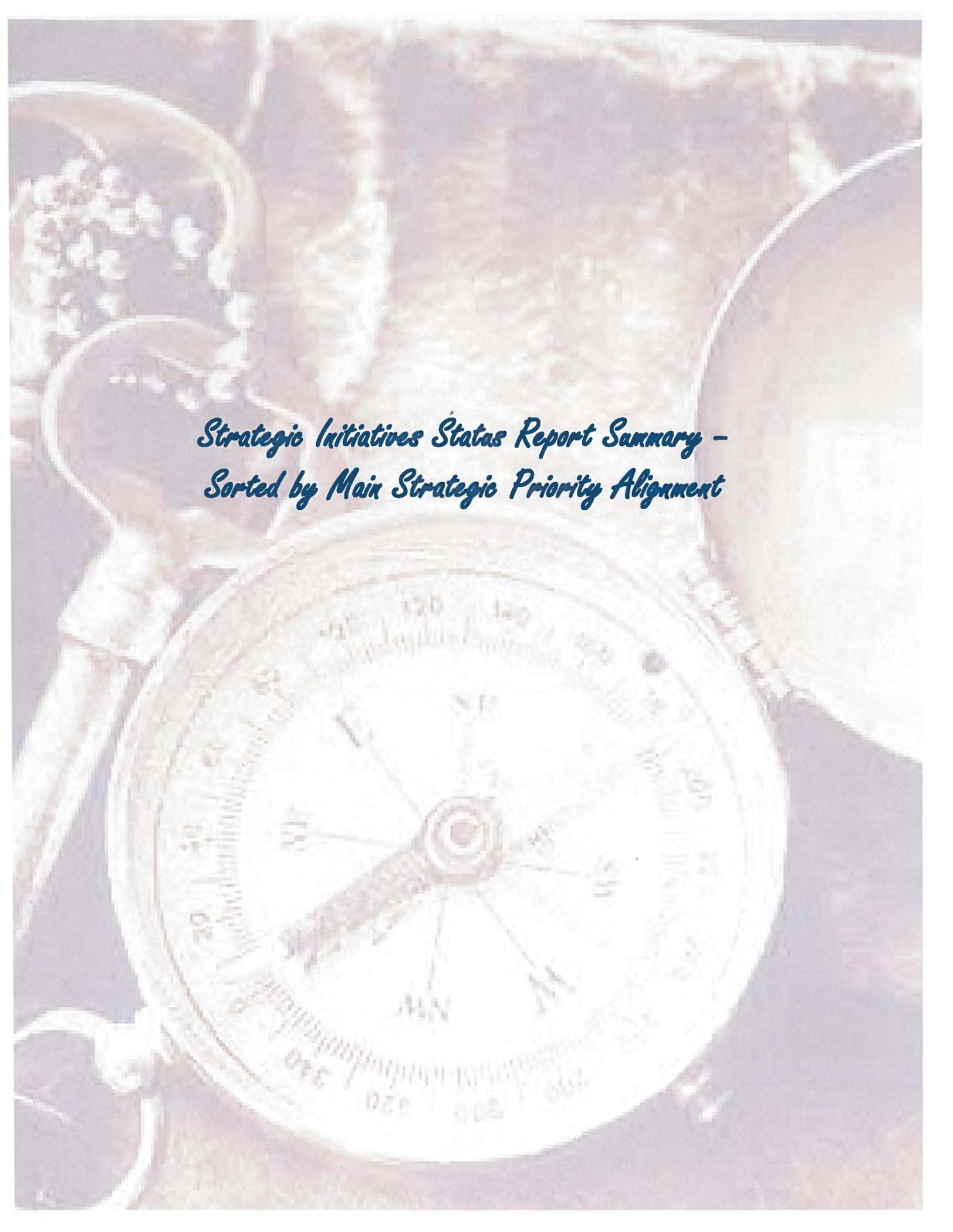
www.LeonCountyFL.gov

Adopted: February 28, 2012



Appendix 2:

*Strategic Initiatives Status Report Summaries
&
Strategic Initiatives Status Report*

A vintage brass compass with a white face and a wooden gavel, set against a background of a patterned fabric. The compass face is detailed with degree markings and cardinal directions. The gavel is positioned diagonally across the compass. The background features a complex, repeating pattern in shades of brown and beige.

*Strategic Initiatives Status Report Summary -
Sorted by Main Strategic Priority Alignment*

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Strategic Priority Alignment)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
1	DS-A	Consider policy to continue suspension of fees for environmental permit extensions	DSEM	Economy	EC2	Complete
2	ED-F	Evaluate competitive sports complex with the engagement of partners such as KCCI	EDBP	Economy	EC4 Q1 Q4	Complete
3	EM-A	Consider policy to waive EMS fees for uninsured or underinsured veterans	EMS	Economy	EC5 Q3	Complete
4	HS-A	Hold "Operation Thank You!" celebration for veterans and service members	HSCP	Economy	EC5	Complete
5	HS-B	Develop job search kiosk for veterans	HSCP	Economy	EC5 EC6	Complete
6	HS-C	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	HSCP	Economy	EC5 EC6 Q3	Complete
7	ID-A	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Int. Det. Alt.	Economy	EC6 Q2	Complete
8	TO-C	Support Choose Tallahassee initiative	Tourism	Economy	EC4	Complete
9	ED-A	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	EDBP	Economy	EC1 G3 G5	In Progress
10	ED-B	Evaluate start-up of small business lending guarantee program	EDBP	Economy	EC2	In Progress
11	ED-C	Identify local regulations that may be modified to enhance business development	EDBP	Economy	EC2	In Progress
12	ED-D	Implement Leon County 2012 Job Creation Plan	EDBP	Economy	EC2	In Progress
13	ED-E	Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum	EDBP	Economy	EC2 EC3	In Progress
14	PL-A	Identify revisions to future land uses which expand opportunities to promote and support economic activity	PLACE	Economy	EC2	In Progress
15	PL-B	Consider policy to encourage redevelopment of vacant commercial properties	PLACE	Economy	EC2	In Progress
16	TO-A	Support VIVA FLORIDA 500	Tourism	Economy	EC4	In Progress
17	TO-B	Develop Capital Cuisine Restaurant Week	Tourism	Economy	EC4	In Progress
18	DS-B	Develop Countywide Minimum Environmental Standards	DSEM	Environment	EN1 EN2	Complete
19	DS-C	Develop minimum natural area and habitat management plan guidelines	DSEM	Environment	EN1 EN2	Complete
20	DS-F	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	DSEM	Environment	EN1 EN2 G2	Complete
21	FA-A	Complete construction of Leon County Cooperative Extension net-zero energy building	Facilities	Environment	EN4	Complete
22	RS-E	Evaluate Waste Composition Study	Res. Stw.	Environment	EN4	Complete
23	RS-F	Identify alternative disposal options	Res. Stw.	Environment	EN4	Complete
24	RS-G	Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility	Res. Stw.	Environment	EN4	Complete

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Strategic Priority Alignment)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
25	DS-D	Integrate low impact development practices into development review process	DSEM	Environment	EN1 EN2	In Progress
26	DS-E	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	DSEM	Environment	EN1 EN2	In Progress
27	PL-C	Consider mobility fee to replace concurrency management system	PLACE	Environment	EN1 EN2	In Progress
28	PL-D	Promote concentrated commercial development in Woodville	PLACE	Environment	EN1 EN2 Q5	In Progress
29	PW-A	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	PW	Environment	EN1 Q5	In Progress
30	PW-B	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	PW	Environment	EN1 EC4	In Progress
31	RS-A	Pursue opportunities to fully implement a commercial and residential PACE program	Res. Stw.	Environment	EN2 EN3 EN4	In Progress
32	RS-B	Consider policy for supporting new and existing community gardens on County property and throughout the County	Res. Stw.	Environment	EN3 Q5 EC6	In Progress
33	RS-C	Develop energy reduction master plan	Res. Stw.	Environment	EN4 G5	In Progress
34	RS-D	Further develop clean - green fleet initiatives	Res. Stw.	Environment	EN4	In Progress
35	PW-C	Evaluate and construct glass aggregate concrete sidewalk	PW	Environment	EN4	Pending
36	CA-B	Conduct LEADS Reviews	County Admin.	Governance	G2	Complete
37	CM-B	Develop and provide Virtual Town Hall meeting	Comm. & Media	Governance	G3	Complete
38	DS-I	Develop process by which public may electronically file legal documents related to development review and permitting	DSEM	Governance	G2	Complete
39	DS-J	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	DSEM	Governance	G2 EN4	Complete
40	ED-H	Institute Grants Team	EDBP	Governance	G5	Complete
41	F	Instill Core Practices through revising employee orientation process	HR	Governance	G1	Complete
42	HR-C	Instill core practices through revising employee evaluation processes	HR	Governance	G1	Complete
43	HR-E	Evaluate options for value-based benefit design	HR	Governance	G4	Complete
44	CA-C	Develop and update Strategic Plans	County Admin.	Governance	G2	In Progress
45	CA-D	Develop and offer Citizens Engagement Series	County Admin.	Governance	G3	In Progress
46	CM-A	Explore posting URL on County vehicles	Comm. & Media	Governance	G1	In Progress
47	DS-K	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	DSEM	Governance	G2	In Progress
48	ED-G	Explore providing On Demand – Get Local videos	EDBP	Governance	G1	In Progress
49	ED-I	Develop and institute an integrated grant application structure	EDBP	Governance	G5	In Progress

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Strategic Priority Alignment)

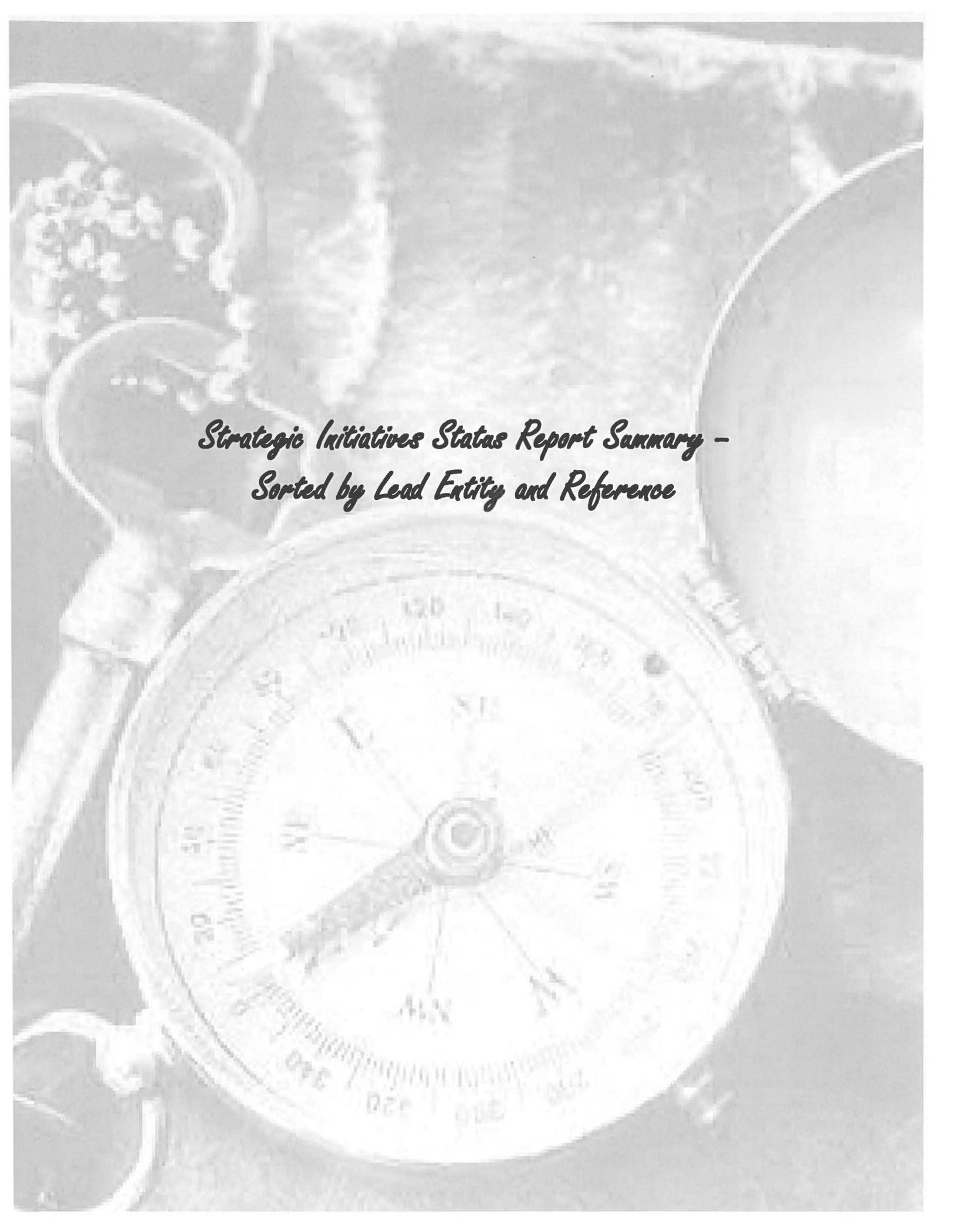
#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
50	FS-B	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Fin. Stw.	Governance	G2 EN4	In Progress
51	FS-C	Revise program performance evaluation and benchmarking	Fin. Stw.	Governance	G5	In Progress
52	HR-A	Instill Core Practices through providing Customer Experience training for all County employees	HR	Governance	G1	In Progress
53	HR-D	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	HR	Governance	G2	In Progress
54	HR-F	Revise employee awards and recognition program	HR	Governance	G4	In Progress
55	HR-G	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	HR	Governance	G4	In Progress
56	PW-K	Pursue Public Works' American Public Works Association (APWA) accreditation	PW	Governance	G4 G1	In Progress
57	AC-A	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Animal Cntrl.	Quality of Life	Q2 Q3	Complete
58	AC-B	Participate In ASPCA ID ME Grant	Animal Cntrl.	Quality of Life	Q2 Q3	Complete
59	DS-G	Develop unified special event permit process	DSEM	Quality of Life	Q4	Complete
60	LI-A	Relocate library services into the expanded Lake Jackson Branch Library	Libraries	Quality of Life	Q1 EC1 EC6	Complete
61	PL-G	Implement design studio	PLACE	Quality of Life	Q6 Q7	Complete
62	CA-A	Consolidate dispatch functions	County Admin.	Quality of Life	Q2	In Progress
63	DS-H	Consider property registration for abandoned real property	DSEM	Quality of Life	Q6	In Progress
64	FA-B	Complete construction of the expanded Lake Jackson Branch Library and new community center	Facilities	Quality of Life	Q1 EC1 EC6	In Progress
65	FA-C	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Facilities	Quality of Life	Q1 EC1	In Progress
66	FA-D	Complete construction of Public Safety Complex	Facilities	Quality of Life	Q2 EC2	In Progress
67	FS-A	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Fin. Stw.	Quality of Life	Q4 EC4 G5	In Progress
68	PL-E	Update Greenways Master Plan	PLACE	Quality of Life	Q1 EC1 EC4	In Progress
69	PL-F	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	PLACE	Quality of Life	Q4 EC1 EC4	In Progress
70	PL-H	Implement visioning team	PLACE	Quality of Life	Q6 Q7	In Progress
71	PL-I	Develop performance level design standards for Activity Centers	PLACE	Quality of Life	Q6 Q7	In Progress

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(Sorted by Strategic Priority Alignment)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
72	PL-J	Revise Historic Preservation District Designation Ordinance	PLACE	Quality of Life	Q6	In Progress
73	PL-K	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	PLACE	Quality of Life	Q6 Q7	In Progress
74	PL-L	Develop bike route system	PLACE	Quality of Life	Q7	In Progress
75	PL-M	Establish Bicycle & Pedestrian Advisory Committee	PLACE	Quality of Life	Q7	In Progress
76	PW-D	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	PW	Quality of Life	Q1 EC1 EC4	In Progress
77	PW-E	Develop Miccosukee Greenway Management Plan	PW	Quality of Life	Q1 EC1 EC4	In Progress
78	PW-F	Develop Alford Greenway Management Plan	PW	Quality of Life	Q1 EC1 EC4	In Progress
79	PW-G	Complete construction of Miccosukee ball fields	PW	Quality of Life	Q1 Q5 EC1 EC4	In Progress
80	PW-H	Continue to plan acquisition and development of a North East Park	PW	Quality of Life	Q1 EC1 EC4	In Progress
81	PW-I	Develop Apalachee Facility master plan	PW	Quality of Life	Q1 EC1 EC4	In Progress
82	PW-J	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	PW	Quality of Life	Q1 Q5 EC1 EC4	In Progress
83	TO-D	Consider programming Cascade Park amphitheatre	Tourism	Quality of Life	Q4 EC4	In Progress
84	EM-B	Pursue funding for community paramedic telemedicine	EMS	Quality of Life	Q2 Q3	Pending

Status	#	%
Complete	28	33%
In Progress	54	64%
Pending	2	2%
Total	84	100%



*Strategic Initiatives Status Report Summary -
Sorted by Lead Entity and Reference*

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Lead Entity and Reference)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
1	AC-A	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Animal Cntrl.	Quality of Life	Q2 Q3	Complete
2	AC-B	Participate in ASPCA ID ME Grant	Animal Cntrl.	Quality of Life	Q2 Q3	Complete
7	CM-A	Explore posting URL on County vehicles	Comm. & Media	Governance	G1	In Progress
8	CM-B	Develop and provide Virtual Town Hall meeting	Comm. & Media	Governance	G3	Complete
3	CA-A	Consolidate dispatch functions	County Admin.	Quality of Life	Q2	In Progress
4	CA-B	Conduct LEADS Reviews	County Admin.	Governance	G2	Complete
5	CA-C	Develop and update Strategic Plans	County Admin.	Governance	G2	In Progress
6	CA-D	Develop and offer Citizens Engagement Series	County Admin.	Governance	G3	In Progress
9	DS-A	Consider policy to continue suspension of fees for environmental permit extensions	DSEM	Economy	EC2	Complete
10	DS-B	Develop Countywide Minimum Environmental Standards	DSEM	Environment	EN1 EN2	Complete
11	DS-C	Develop minimum natural area and habitat management plan guidelines	DSEM	Environment	EN1 EN2	Complete
12	DS-D	Integrate low impact development practices into development review process	DSEM	Environment	EN1 EN2	In Progress
13	DS-E	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	DSEM	Environment	EN1 EN2	In Progress
14	DS-F	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	DSEM	Environment	EN1 EN2 G2	Complete
15	DS-G	Develop unified special event permit process	DSEM	Quality of Life	Q4	Complete
16	DS-H	Consider property registration for abandoned real property	DSEM	Quality of Life	Q6	In Progress
17	DS-I	Develop process by which public may electronically file legal documents related to development review and permitting	DSEM	Governance	G2	Complete
18	DS-J	Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	DSEM	Governance	G2 EN4	Complete
19	DS-K	Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	DSEM	Governance	G2	In Progress
20	ED-A	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	EDBP	Economy	EC1 G3 G5	In Progress
21	ED-B	Evaluate start-up of small business lending guarantee program	EDBP	Economy	EC2	In Progress
22	ED-C	Identify local regulations that may be modified to enhance business development	EDBP	Economy	EC2	In Progress
23	ED-D	Implement Leon County 2012 Job Creation Plan	EDBP	Economy	EC2	In Progress

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Lead Entity and Reference)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
24	ED-E	Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum	EDBP	Economy	EC2 EC3	In Progress
25	ED-F	Evaluate competitive sports complex with the engagement of partners such as KCCI	EDBP	Economy	EC4 Q1 Q4	Complete
26	ED-G	Explore providing On Demand – Get Local videos	EDBP	Governance	G1	In Progress
27	ED-H	Institute Grants Team	EDBP	Governance	G5	Complete
28	ED-I	Develop and institute an integrated grant application structure	EDBP	Governance	G5	In Progress
29	EM-A	Consider policy to waive EMS fees for uninsured or underinsured veterans	EMS	Economy	EC5 Q3	Complete
30	EM-B	Pursue funding for community paramedic telemedicine	EMS	Quality of Life	Q2 Q3	Pending
31	FA-A	Complete construction of Leon County Cooperative Extension net-zero energy building	Facilities	Environment	EN4	Complete
32	FA-B	Complete construction of the expanded Lake Jackson Branch Library and new community center	Facilities	Quality of Life	Q1 EC1 EC6	In Progress
33	FA-C	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Facilities	Quality of Life	Q1 EC1	In Progress
34	FA-D	Complete construction of Public Safety Complex	Facilities	Quality of Life	Q2 EC2	In Progress
35	FS-A	Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Fin. Stw.	Quality of Life	Q4 EC4 G5	In Progress
36	FS-B	Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Fin. Stw.	Governance	G2 EN4	In Progress
37	FS-C	Revise program performance evaluation and benchmarking	Fin. Stw.	Governance	G5	In Progress
39	F	Instill Core Practices through revising employee orientation process	HR	Governance	G1	Complete
38	HR-A	Instill Core Practices through providing Customer Experience training for all County employees	HR	Governance	G1	In Progress
40	HR-C	Instill core practices through revising employee evaluation processes	HR	Governance	G1	Complete
41	HR-D	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	HR	Governance	G2	In Progress
42	HR-E	Evaluate options for value-based benefit design	HR	Governance	G4	Complete
43	HR-F	Revise employee awards and recognition program	HR	Governance	G4	In Progress
44	HR-G	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	HR	Governance	G4	In Progress

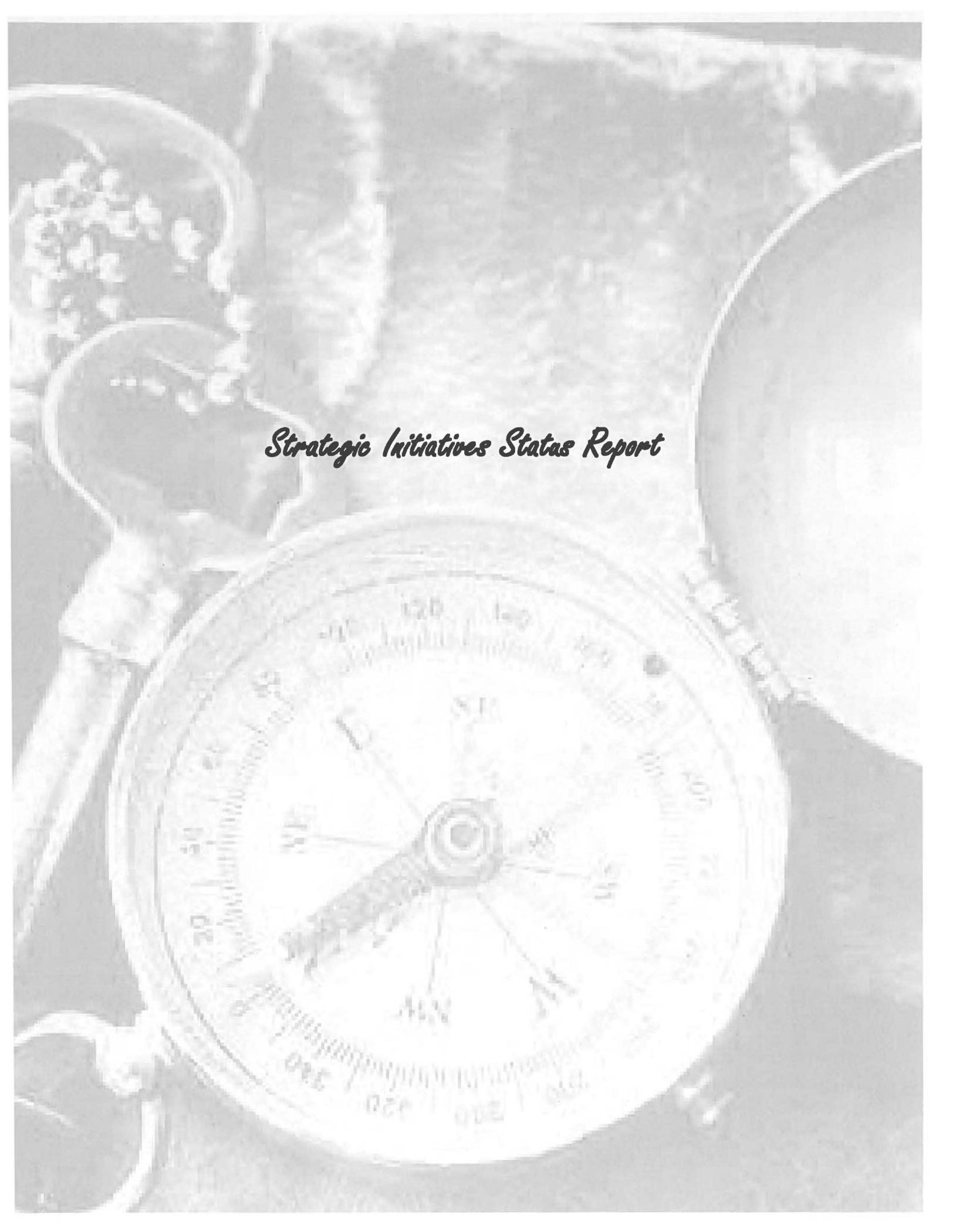
Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Lead Entity and Reference)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
45	HS-A	Hold "Operation Thank You!" celebration for veterans and service members	HSCP	Economy	EC5	Complete
46	HS-B	Develop job search kiosk for veterans	HSCP	Economy	EC5 EC6	Complete
47	HS-C	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	HSCP	Economy	EC5 EC6 Q3	Complete
48	ID-A	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Int. Det. Alt.	Economy	EC6 Q2	Complete
49	LI-A	Relocate library services into the expanded Lake Jackson Branch Library	Libraries	Quality of Life	Q1 EC1 EC6	Complete
50	PL-A	Identify revisions to future land uses which expand opportunities to promote and support economic activity	PLACE	Economy	EC2	In Progress
51	PL-B	Consider policy to encourage redevelopment of vacant commercial properties	PLACE	Economy	EC2	In Progress
52	PL-C	Consider mobility fee to replace concurrency management system	PLACE	Environment	EN1 EN2	In Progress
53	PL-D	Promote concentrated commercial development in Woodville	PLACE	Environment	EN1 EN2 Q5	In Progress
54	PL-E	Update Greenways Master Plan	PLACE	Quality of Life	Q1 EC1 EC4	In Progress
55	PL-F	Consider constructing Cascade Park amphitheatre, in partnership with KCCI	PLACE	Quality of Life	Q4 EC1 EC4	In Progress
56	PL-G	Implement design studio	PLACE	Quality of Life	Q6 Q7	Complete
57	PL-H	Implement visioning team	PLACE	Quality of Life	Q6 Q7	In Progress
58	PL-I	Develop performance level design standards for Activity Centers	PLACE	Quality of Life	Q6 Q7	In Progress
59	PL-J	Revise Historic Preservation District Designation Ordinance	PLACE	Quality of Life	Q6	In Progress
60	PL-K	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	PLACE	Quality of Life	Q6 Q7	In Progress
61	PL-L	Develop bike route system	PLACE	Quality of Life	Q7	In Progress
62	PL-M	Establish Bicycle & Pedestrian Advisory Committee	PLACE	Quality of Life	Q7	In Progress
63	PW-A	Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	PW	Environment	EN1 Q5	In Progress
64	PW-B	Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	PW	Environment	EN1 EC4	In Progress
65	PW-C	Evaluate and construct glass aggregate concrete sidewalk	PW	Environment	EN4	Pending
66	PW-D	Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	PW	Quality of Life	Q1 EC1 EC4	In Progress
67	PW-E	Develop Miccosukee Greenway Management Plan	PW	Quality of Life	Q1 EC1 EC4	In Progress
68	PW-F	Develop Alford Greenway Management Plan	PW	Quality of Life	Q1 EC1 EC4	In Progress

Strategic Priorities Approved February 28, 2012 - STATUS REPORT - Board Retreat December 10, 2012
(Sorted by Lead Entity and Reference)

#	Reference	Strategic Initiative	Lead Entity	Main Strategic Priority Alignment	Alignments	Status
69	PW-G	Complete construction of Miccosukee ball fields	PW	Quality of Life	Q1 Q5 EC1 EC4	In Progress
70	PW-H	Continue to plan acquisition and development of a North East Park	PW	Quality of Life	Q1 EC1 EC4	In Progress
71	PW-I	Develop Apalachee Facility master plan	PW	Quality of Life	Q1 EC1 EC4	In Progress
72	PW-J	Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	PW	Quality of Life	Q1 Q5 EC1 EC4	In Progress
73	PW-K	Pursue Public Works' American Public Works Association (APWA) accreditation	PW	Governance	G4 G1	In Progress
74	RS-A	Pursue opportunities to fully implement a commercial and residential PACE program	Res. Stw.	Environment	EN2 EN3 EN4	In Progress
75	RS-B	Consider policy for supporting new and existing community gardens on County property and throughout the County	Res. Stw.	Environment	EN3 Q5 EC6	In Progress
76	RS-C	Develop energy reduction master plan	Res. Stw.	Environment	EN4 G5	In Progress
77	RS-D	Further develop clean - green fleet initiatives	Res. Stw.	Environment	EN4	In Progress
78	RS-E	Evaluate Waste Composition Study	Res. Stw.	Environment	EN4	Complete
79	RS-F	Identify alternative disposal options	Res. Stw.	Environment	EN4	Complete
80	RS-G	Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility	Res. Stw.	Environment	EN4	Complete
81	TO-A	Support VIVA FLORIDA 500	Tourism	Economy	EC4	In Progress
82	TO-B	Develop Capital Cuisine Restaurant Week	Tourism	Economy	EC4	In Progress
83	TO-C	Support Choose Tallahassee initiative	Tourism	Economy	EC4	Complete
84	TO-D	Consider programming Cascade Park amphitheatre	Tourism	Quality of Life	Q4 EC4	In Progress

Status	#	%
Complete	28	33%
In Progress	54	64%
Pending	2	2%
Total	84	100%



Strategic Initiatives Status Report

Strategic Initiatives Status Report

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
1	1	AC-A	Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership	Animal Cntrl.	Q2 Q3	Complete		
2			Approval of Proposed Agreement			09/2011	Action Completed	Approved 9/13/11; contract effective 01/12/12
3	2	AC-B	Participate in ASPCA ID ME Grant	Animal Cntrl.	Q2 Q3	Complete		
4			Acceptance of Grant			02/2012	Action Completed	Accepted 02/14/12
5	3	CA-A	Consolidate dispatch functions	County Admin.	Q2	In Progress		
6			County, City and Sheriff agreed to create joint dispatch operation for Public Safety agencies			04/2006	Action Completed	April 2006
7			Public Safety Communications Board approved Owners project requirements for a Public Safety Complex			08/2009	Action Completed	
8			Clemons Rutherford Associates and Morris/Allen, a joint venture, commissioned to design the Public Safety Complex			11/2009	Action Completed	Selection approved 5/12/09; contract entered into 11/02/09 (by County, City and CRA-MAA)
9			Ajax Building Corporation & Construction Specialist Southeast, a joint venture, commissioned to provide pre-construction and construction services for the Public Safety Complex			02/2010	Action Completed	Approved selection 10/09; contract entered into 02/02/10; first amendment 09/11/11
10			Approve Amended Memorandum of Agreement, with City of Tallahassee and Leon County Sheriff, regarding establishment of the Public Safety Communications Board, providing for a termination date of December 31, 2012 (Contract period 11/03/11 to 12/31/12)			10/2011	Action Completed	Board approved 10/25/2011
11			Approve Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, for the Operational Consolidation of Dispatch			05/2012	Action Completed	Board approved 05/22/2012
12			Approval Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, regarding telecommunications and technology infrastructure			07/2012	Action Delayed	Anticipated for completion by 12/31/12
13			Approval Interlocal Agreement with the City of Tallahassee regarding the operations and maintenance of the Public Safety Complex			07/2012	Action Delayed	Anticipated for completion by 12/31/12
14			First Amendment to the Interlocal Agreement			09/2012	Action on Track	Term changed term effective date from 10/01/12 to 4/01/13; term remains 10 years
15			Ceremonial Ribbon Cutting			Spring 2013	Action on Track	
16	4	CA-B	Conduct LEADS Reviews	County Admin.	Q2	Complete		

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
17		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives				09/2011	Action Completed	Ratified 09/13/11
18		Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities				10/2011	Action Completed	Approved 10/25/11
19		LEADS Review Handbook developed				01/2012	Action Completed	Distributed 01/12/12
20		Training Held				02/2012	Action Completed	02/02/12 and 02/08/12
21		LEADS Reviews Conducted				02/2012	Action Completed	27 LEADS Review meetings held in January and February, 2012
22	5	CA-C	Develop and update Strategic Plans	County Admin.	G2	In Progress		
23		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives				09/2011	Action Completed	Ratified 09/13/11
24		Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities				10/2011	Action Completed	Approved 10/25/11
25		Pre-Retreat Meetings (October – December)				12/2011	Action Completed	Individual meetings held Oct-Dec 2012
26		Board Retreat				12/2011	Action Completed	Held 12/12/11
27		Ratification of Board Actions Taken at the December 12, 2011 Board Retreat (including initial FY 2012 and FY 2013 Strategic Plan)				12/2011	Action Completed	Ratified 12/13/11
28		Approval of Strategic Initiatives for FY 2012 and FY 2013 (including updated Strategic Plan FY 2012 and FY 2013)				02/2012	Action Completed	Approved 02/28/12
29		Acceptance of Work Area's Draft Strategic Plans				05/2012	Action Completed	Approved 5/22/12 (Budget Workshop)
30		Approval of Strategic Plan Update, as part of the 2012 Board Retreat				12/2012	Action on Track	
31	6	CA-D	Develop and offer Citizens Engagement Series	County Admin.	G3	In Progress		
32		Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives				09/2011	Action Completed	Ratified 09/13/11

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
33		First of the 2012 series, Leon County Basics: Our Government, Our Community				01/2012	Action Completed	Held 01/16/12
34		Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times				03/2012	Action Completed	Held 03/15/12
35		Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety				05/2012	Action Completed	Held 05/31/12
36		Remainder of 2012 Series: More Than Books: Leon County Library Services On the Frontline: Leon County Solid Waste – Where does all that stuff go?				Spring 2013	Action on Track	Library (A Love of Reading, a Life of Learning) - Held 08/30/12; Solid Waste - Held 10/18/12
37		Tourist Development				01/31/13	Action on Track	
38	7	CM-A	Explore posting URL on County vehicles	Comm. & Media	G1	In Progress		
39			If pursued, seek funding as part of the FY 2014 budget process, if necessary			05/2014	Action on Track	
40	8	CM-B	Develop and provide Virtual Town Hall meeting	Comm. & Media	G3	Complete		
41			Board directed staff to prepare agenda item			11/2011	Action Completed	Requested during 11/15/11 meeting
42			Approved scheduling virtual town hall meeting for June 5, 2012			04/2012	Action Completed	Scheduling approved 04/10/12
43			Approval of virtual town hall meeting agenda			05/2012	Action Completed	Agenda approved 05/08/12
44			Hold virtual town hall meeting			06/2012	Action Completed	Held 06/05/12
45	9	DS-A	Consider policy to continue suspension of fees for environmental permit extensions	DSEM	EC2	Complete		
46			Provide Informational consent agenda item to the Board regarding Legislative action that suspends fees for environmental permit extensions for 2012			05/2012	Action Completed	Approved 06/26/12
47	10	DS-B	Develop Countywide Minimum Environmental Standards	DSEM	EN1 EN2	Complete		
48			Draft ordinance for Board adoption at Public Hearing			05/2012	Action Completed	Approved 05/08/12
49	11	DS-C	Develop minimum natural area and habitat management plan guidelines	DSEM	EN1 EN2	Complete		
50			No further Board action			N/A	Action Completed	
51			Develop guidelines			06/2012	Action Completed	Guidelines were finalized in June
52			Distribute guidelines to staff and to the general public			07/2012	Action Completed	Guidelines were placed on the Department's website in July
53			Provide memorandum to the Board			08/2012	Delete Action	
54	12	DS-D	Integrate low impact development practices into development review process	DSEM	EN1 EN2	In Progress		

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55		No further Board action				N/A	Action Completed	
56		Draft low-impact development guidelines				08/2012	Action Delayed	Additional research time needed. Anticipate completion by December 2012.
57		Engage the community to obtain feedback				09/2012	Action Delayed	Anticipated completion date of February 2013.
58		Finalize low-impact development guideline document				11/2012	Action Delayed	Anticipated completion date of March 2013.
59		Provide memorandum to the Board				12/2012	Delete Action	
60	13	DS-E	Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	DSEM	EN1 EN2	In Progress		
61		No further Board action				N/A	Action Completed	
62		Coordinate with County GIS				06/2012	Action Delayed	Being implemented on a case-by-case basis. Still coordinating with GIS to develop consistent procedures.
63		Finalize procedures and implement				07/2012	Action Delayed	Anticipated completion date of December 2012.
64		Provide memorandum to the Board				08/2012	Delete Action	
65	14	DS-F	Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes	DSEM	EN1 EN2 G2	Complete		
66		No further Board action				N/A	Action Completed	
67		Draft stormwater procedures				06/2012	Action Completed	Vested single family lots have been determined to be exempted from having to provide closed basin volume control standards onsite. The Board accepted a status report regarding this exemption on August 28, 2012.
68		Distribute procedures to staff, general public and user groups for review and comment				07/2012	Delete Action	Not to be further pursued
69		Finalize and make guidelines available to the public				09/2012	Delete Action	Not to be further pursued
70	15	DS-G	Develop unified special event permit process	DSEM	Q4	Complete		
71		No further Board action				N/A	Action Completed	
72		Provide memorandum to the Board which provides the summary of this new unified application and application process				08/2012	Action Completed	Board approved 08/28/12
73	16	DS-H	Consider property registration for abandoned real property	DSEM	Q6	In Progress		

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
74		Request to schedule a Public Hearing to consider an Ordinance to require property registration for abandoned real property				11/2012	Action on Track	
75		Authorization to negotiate a Service Agreement with vacant property registry company to assist in identifying and registering abandoned real properties				11/2012	Action Delayed	Delayed. Schedule Spring 2013 public hearing on a proposed abandoned property ordinance.
76		First and only Public Hearing to consider adoption of proposed Ordinance to require property registration for abandoned real property				12/2012	Action Delayed	Delayed until the Invitation of Bids process is completed.
77	17	DS-I						
		Develop process by which public may electronically file legal documents related to development review and permitting	DSEM	G2	Complete			
78		Approval of a Submitter License Agreement between Leon County and Simplifile, LLC				04/2012	Action Completed	Board approved 4/24/12; contract executed (#3796)
79		Coordination with other County agencies such as MIS, OMB and County finance department to establish account numbers and track funds				04/2012	Action Completed	Completed in March 2012
80		Coordinate with Simplifile to provide staff training				05/2012	Action Completed	Completed 5/23/12
81	18	DS-J						
		Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	DSEM	G2 EN4	Complete			
82		No further Board action				N/A	Action Completed	
83		Investigate with other permitting jurisdictions that offer web-based permitting to determine initiative viability, further research the Florida Building Code and statutory requirements for legality of possible implementation strategies				09/2012	Action Completed	Investigations completed in July 2012; determined that the initiative could not be implemented as proposed.
84		A memorandum will be provided to the Board on the results of the investigation				06/2012	Action Completed	Memorandum provided to the Board on 08/06/12.
85	19	DS-K						
		Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	DSEM	G2	In Progress			
86		No further Board action				N/A	Action Completed	
87		Coordinate with Human Resources for "on-call" pay procedures				06/2012	Action Completed	Procedures established pursuant to Sec. 5.12 of the Human Resources Policies and Procedures Manual. Action completed in May 2012.
88		Coordinate with other DSEM divisions and train staff on implementation procedures				07/2012	Action Delayed	Conflicts with existing County regulations may require amendments to existing ordinances. Seeking direction on noise ordinance implications on 11/13/12.

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
89	20	ED-A	Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee	EDBP	EC1 G3 G5	In Progress		
90			Appointed joint County/City Citizen Advisory Committee (Committee) on the sales tax extension				11/2011	Action Completed Board approved 11/08/11
91			Request to schedule a workshop with the Board to prepare a workshop on the economic development component of the sales tax extension (per the Board's direction on April 26, 2011)				04/2012	Action Completed Board approved 04/24/12
92			Board workshop on the economic development opportunities associated with the sales tax extension				06/2012	Action Completed Workshop held 07/10/12; actions ratified 07/10/12
93			Consideration of refined County projects list for consideration by the Committee				09/2012	Action Delayed Scheduled additional meeting for consideration on 11/10/13
94			Review of Committee's recommendation for utilization of sales tax extension funds				TBD	Action on Track Anticipated for June 2013
95			Consideration of setting referendum date for the sales tax extension				TBD	
96	21	ED-B	Evaluate start-up of small business lending guarantee program	EDBP	EC2	In Progress		
97			Approval to schedule a workshop to consider participating with the state and federal government in a small business loan guaranty program whereby the County and City would guarantee a portion of loans made by banks				01/2012	Action Completed Approved 01/24/12
98			Board workshop on a small business lending guarantee program				02/2012	Action Completed Workshop held 02/28/12. Awaiting City participation in program.
99			Ratification of Board actions taken at the workshop on a small business lending guarantee program				03/2012	Action Completed Workshop ratified 03/13/12
100			Consideration of a budget discussion item on a small business lending guarantee program				07/2012	Action Completed Budget workshop held 07/09/12; ratified 07/10/12
101	22	ED-C	Identify local regulations that may be modified to enhance business development	EDBP	EC2	In Progress		
102			Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team				10/2011	Action Completed Workshop held 09/13/11; actions ratified 10/11/11
103			Status report on the local regulations that may be modified to enhance business development				03/2013	Action Delayed Anticipate completion by July 2013.
104	23	ED-D	Implement Leon County 2012 Job Creation Plan	EDBP	EC2	In Progress		

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105		Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team				10/2011	Action Completed	Workshop held 09/13/11; actions ratified 10/11/11
106		Approval of the Leon County 2012 Job Creation Plan				03/2012	Action Completed	Approved 03/13/12
107		Status report on the Leon County 2012 Job Creation Plan				11/2012	Action Delayed	Rescheduled for 1/29/13
108	24	ED-E Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum	EDBP	EC2 EC3	In Progress			
109		Staff is preparing a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities				08/2012	Action Completed	On 04/24/12 Board approved Workshop on LCRDA for 12/11/12
110		Hold workshop				12/2012	Action Delayed	Scheduled for 1/29/13
111	25	ED-F Evaluate competitive sports complex with the engagement of partners such as KCCI	EDBP	EC4 Q1 Q4	Complete			
112		Request to schedule a joint meeting of the County and City Commissions following the Board's receipt of market analysis for the sports complex. The proposed meeting will include discussions on the market analysis, the proposed performing arts center, and opportunities for a convention center				05/2012	Action Completed	
113		Consideration of market analysis performed by Real Estate Insync on the proposed sports complex				06/2012	Action Completed	Feasibility Assessment Accepted by Board on 07/10/12 Agenda Item; and Assessment to be included in proposed 09/18/12 joint County/City Commission meeting
114		Joint meeting of the County and City Commissions to discuss the market analysis for the sports complex, the proposed performing arts center, and opportunities for a convention center (Tentative)				07/2012 (Tentative)	Action Completed	CRA tabled the discussion of these projects at its 9/24/12 meeting.
115	28	ED-G Explore providing on Demand – Get Local videos	EDBP	G1	In Progress			
116		No further Board action - staff will further pursue adding video content to Comcast On-Demand highlighting the role of the County and EDC in economic development				01/2013	Action on Track	
117	27	ED-H Institute Grants Team	EDBP	G5	Complete			
118		No further Board action - staff will formalize a Grants Team from various County departments to help maximize funding opportunities				10/2012	Action Completed	The Grant Committee met for first time 10/19/12
119	28	ED-I Develop and institute an integrated grant application structure	EDBP	G5	In Progress			

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120		Approval of grants management software as part of Annual Budget				10/2012	Action Delayed	SOP module being developed. Anticipated presentation to the Board 2nd qtr. FY2013
121	29	EM-A	Consider policy to waive EMS fees for uninsured or underinsured veterans	EMS	EC5 Q3	Complete		
122		Adopt Proposed Policy				06/2012	Action Completed	Policy adopted 08/28/12
123	30	EM-B	Pursue funding for community paramedic telemedicine	EMS	Q2 Q3	Pending		
124		Performance & Community Relevance Workshop				08/2011	Action Completed	Held 08/23/11
125		Ratification of Board Actions Taken at Performance & Community Relevance Workshop				09/2011	Action Completed	Ratified 09/13/11
126		Acceptance of FY11/12 First Quarter Grant Program Leveraging Status Report				04/2012	Action Completed	Accepted 04/10/12
127		Acceptance of Grant				07/2012	Action Delayed	Health Innovation grant not awarded/funded. Other grant opportunities are being sought.
128	31	FA-A	Complete construction of Leon County Cooperative Extension net-zero energy building	Facilities	EN4	Complete		
129		Project Complete				03/2012	Action Completed	Public notification retrofit completion April 2012
130		Grand Opening and Ribbon Cutting				09/2012	Action Completed	The Grand Opening for the Sustainable Demonstration Center was conducted on 9/14/12.
131	32	FA-B	Complete construction of the expanded Lake Jackson Branch Library and new community center	Facilities	Q1 EC1 EC8	In Progress		
132		Approval of Agreement Awarding Bid				10/2011	Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)
133		Grand Opening and Ribbon Cutting for the Community Center (refer to the Library's Strategic Plan regarding the Library's grand opening)				Fall, 2012	Action on Track	The library is complete and operational. The Community Center is on track for 12/2012 completion date and will be ready for use in 01/2013.
134	33	FA-C	Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative	Facilities	Q1 EC1	In Progress		
135		Approval of Agreement Awarding Bid (Facilities)				10/2011	Action Completed	Ram Construction awarded bid 10/25/11; contract executed (contract #3727)
136		Staff held Huntington Oaks Plaza - Sense of Place Initiative - public workshop				04/2012	Action Completed	Public workshop held 4/16/12

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137		Board agenda item reporting on the Huntington Oaks Plaza area's sense of place initiative				07/2012	Action Delayed	Public Meeting conducted in Feb 2012; Library completed July 2012; Library opened 8/21/2012. PLACE has agenda to BCC 10/2012. The Town Center @ Huntington Oaks(renamed) site work to bid on 11/9/2012. Work will include a portion of Fred George sidewalk, remainder of "Sense of Place" initiatives are pending administration approval and funding.
138	34	FA-D Complete construction of Public Safety Complex	Facilities	Q2 EC2	In Progress			
139		Acceptance of Status Report				03/2012	Action Completed	03/13/12 Presentation to the Board
140		Approval as Part of Annual Budget - Operating Expenses				10/2012	Action on Track	Currently project is within budget and on schedule with a tentative budget approval with Board and City Board.
141		Grand Opening and Ribbon Cutting				Summer 2013	Action on Track	PSC is scheduled to be completed in Spring 2013 and full occupancy in Summer 2013. Grand opening is not currently scheduled. System acquisitions and owner activities are proceeding on schedule.
142	35	FS-A Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Fin. Stw.	Q4 EC4 G5	In Progress			
143		Present findings and recommendations to the Board				06/2012	Action Delayed	COCA review to be presented to the Board at the November 13, 2012 meeting
144	36	FS-B Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	Fin. Stw.	G2 EN4	In Progress			
145		Address through the budget approval process				09/2012	Action Completed	Funding provided within limits for capital improvements to be carried out by MIS and other affected divisions as necessary
146	37	FS-C Revise program performance evaluation and benchmarking	Fin. Stw.	G5	In Progress			
147		Address through the budget approval process				09/2012	Action Completed	Business Plans with updated performance measures in the FY13 budget
148		Presentation of the Annual Financial and Performance Report				12/2012	Action on Track	
149	38	HR-A Instill Core Practices through providing Customer Experience training for all County employees	HR	G1	In Progress			
150		No Further Board Action. Customer Experience training program currently being developed.				05/2012	Action Delayed	The Customer Experience Training curriculum has been completed and the actual training program will begin Countywide in December 2012.
151	39	HR-B Instill Core Practices through revising employee orientation process	HR	G1	Complete			

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152		No Further Board Action. Components of Customer Experience training program and Leon LEADS to be incorporated into new employee orientation.				09/2012	Action Completed	New Employees are currently receiving Leon Leads Culture material at the time of hire. Leon LEADS values have been incorporated into the advertising and recruitment process as well as offer letters. Additionally, the County Administrator will personally present the Leon LEADS Culture during new employee orientation.
153	40	HR-C	Instill Core Practices through revising employee evaluation processes	HR	G1	Complete		
154		No Further Board Action. Employee evaluation tool currently being updated to incorporate principles of Leon LEADS				10/2012	Action Completed	The revised Employee Evaluation has been developed and completed for Career Service and Senior Management employees and incorporates the Core Values and Core Practices of Leon LEADS.
155	41	HR-D	Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self service	HR	G2	In Progress		
156		No Further Board Action. Employee Self Service program is currently being enhanced to include electronic timesheets. E-Learning solutions being reviewed.				05/2012	Action Delayed	Employees are also currently using the Banner Self-Service program to review pay and benefits information, Halogen e-appraisals and Manager Position Control. The new E-timesheet system is currently being used by HR and MIS employees, and will be rolled out for the entire organization by end of calendar year 2013. E-recruitment and E-learning have been purchased and will be rolled out by end of calendar year 2013.
157		Approval in Annual Budget Process for Applicant Tracking Software				10/2012	Action Completed	Applicant Tracking Software has been purchased. See above for implementation schedule.
158	42	HR-E	Evaluate options for value-based benefit design	HR	G4	Complete		
159		Consideration of value based benefit design in health insurance program (to be discussed at Budget Workshop)				05/2012	Action Completed	Presented as part of the budget workshop held 07/09/12; actions ratified 07/10/12
160	43	HR-F	Revise employee awards and recognition program	HR	G4	In Progress		
161		No Further Board Action. Incorporate Leon LEADS principles into awards and recognition program.				10/2012	Action Delayed	Leon LEADS Core Values and Core Practices are currently being incorporated into Awards and Recognition Program. Anticipate completion Spring 2013.
162	44	HR-G	Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees	HR	G4	In Progress		

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163		No Further Board Action. Research new learning technologies available for providing leadership and supervisory training programs.				08/2012	Action Completed	Staff has researched new learning technologies for supervisory and leadership training and has purchased selected programs. Staff is in the process of rolling out programs.
164	45	HS-A	Hold "Operation Thank You!" celebration for veterans and service members	HSCP	EC5	Complete		
165		County Commissioners passed a motion 7-0 to approve the proposed Operation Thank You event to honor the service of post-9/11 local armed forces members and veterans. The Board authorized and approved the associated Budget Amendment Request.				03/2012	Action Completed	Approved 03/13/12
166		No Further Board Action Required. Event scheduled for May 18, 2012.				05/2012	Action Completed	Operation Thank You event held 05/18/12
167	46	HS-B	Develop job search kiosk for veterans	HSCP	EC5 EC6	Complete		
168		County Commissioners passed a motion 7-0 to authorize staff to proceed with the establishment of a Leon County Veterans Resource Center. The Board approved the Budget Amendment Request for the associated costs.				03/2012	Action Completed	Approved 03/13/12
169		Ceremonial ribbon cutting				06/2012	Action Completed	Held 07/11/12
170	47	HS-C	Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	HSCP	EC5 EC6 Q3	Complete		
171		Consider funding during the budget process				09/2012	Action Completed	Board approved on 10/23/12
172		Agenda item to consider policy to allocate a portion of Direct Emergency Assistance funds to veterans				09/2012	Action Completed	Board approved on 10/23/12
173	48	ID-A	Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	Int. Det. Alt.	EC6 Q2	Complete		
174		No Further Board Action Required. Contract with private sector vendor for GPS Tracking and Electronic Monitoring Services effective October 1, 2011, and expires September 30, 2013.				10/2011	Action Completed	Contract with Sentinel Offender Services approved 9/13/11; effective 10/01/11 (contract # 3133A)
175	49	LI-A	Relocate library services into the expanded Lake Jackson Branch Library	Libraries	Q1 EC1 EC6	Complete		
176		Relocate library services into the expanded Lake Jackson Branch Library				Summer 2012 (estimate)	Action Completed	Grand Opening held August 21, 2012
177	50	PL-A	Identify revisions to future land uses which expand opportunities to promote and support economic activity	PLACE	EC2	In Progress		
178		Presentation to Board on potential Comprehensive Plan amendments that support economic activity				02/2013	Action on Track	

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179		Direct Staff to initiate text amendment to Comprehensive Plan for 2012 - 13 round				02/2013	Action Delayed	Recommended date 6/2013
180		Adopt text amendment (if directed to initiate text amendment)				07/2013	Action Delayed	Recommended date 1/2014
181	51	PL-B Consider policy to encourage redevelopment of vacant commercial properties	PLACE	EC2	In Progress			
182		Board Workshop on potential policies that encourage redevelopment				10/2012	Action Delayed	Staff work on Sales Tax monopolized hours available for this project. Suggested date 6/2013 as part of 2014 Comp Plan Amendment Cycle
183		Direct Staff to initiate text amendment to Comprehensive Plan				10/2012	Action Delayed	Recommended date 6/2013
184		Adopt text amendment (if directed to initiate text amendment)				07/2013	Action Delayed	Recommended date 1/2014
185	52	PL-C Consider mobility fee to replace concurrency management system	PLACE	EN1 EN2	In Progress			
186		Presentation to Board on proposed mobility fee program				11/2012	Action Delayed	Staff has been doing background data and research. Staff will need to seek a consultant. City and County agenda items requesting permission to seek consultant and add to next budget cycle is scheduled for 12/11/12 & 12/12/12.
187		Direct Staff to initiate text amendment to Comprehensive Plan				11/2012	Action Delayed	Cannot submit until 10/2014 after consultant completes study; date may need to be modified based on consultant contract
188		Adopt text amendment (if directed to initiate text amendment)				12/2013	Action Delayed	Estimated date of completion 6/2015
189	53	PL-D Promote concentrated commercial development in Woodville	PLACE	EN1 EN2 Q5	In Progress			
190		Presentation to Board on proposed that promote concentrated commercial development				11/2012	Action Delayed	Recommend moving to 3/2013 as part of 2014 Comp Plan Amendment cycle
191		Direct Staff to initiate text amendment to Comprehensive Plan or appropriate policies				01/2013	Action Delayed	Recommend moving to 6/2013
192		Adopt text amendment (if directed to initiate text amendment)				07/2013	Action Delayed	Recommend moving to 1/2014
193	54	PL-E Update Greenways Master Plan	PLACE	Q1 EC1 EC4	In Progress			
194		Presentation to Commission				08/2012	Action Delayed	Master Plan is nearly complete. Public meetings in 1/2013 will be combined with Bike Routes Plan outreach. Estimated completion date 2/2013.
195		Approve update				09/2012	Action Delayed	Estimated completion date 2/2013.
196	55	PL-F Consider constructing Cascade Park amphitheatre, in partnership with KCCI	PLACE	Q4 EC1 EC4	In Progress			

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197		Approve Amphitheatre management plan				11/2012	Action Completed	Approved by County 8/28/12; City seeks modification prior to its approval. Anticipate coming back to the Board 01/13.
198	56	PL-G	Implement design studio	PLACE	Q6 Q7	Complete		
199		No further Board action - DesignWorks studio in place and functioning				04/2012	Action Completed	Grand opening planned for 12/2012.
200	57	PL-H	Implement visioning team	PLACE	Q6 Q7	In Progress		
201		No further Board action – staff has received appropriate direction and will implement by May 30, 2012				05/2012	Action Delayed	Committee being assembled. Initial meeting planned for 03/2013.
202	58	PL-I	Develop performance level design standards for Activity Centers	PLACE	Q6 Q7	In Progress		
203		Board Workshop on proposed design standards				05/2013	Delete Action	Development Agreement being developed with Devoe Moore to identify typical design standards
204		Board approval or adoption of design standards				05/2013	Action on Track	Development Agreement planned to be presented to the Board; however date uncertain due to Bass Pro Shop locating to Falls Chase
205	59	PL-J	Revise Historic Preservation District Designation Ordinance	PLACE	Q6	In Progress		
206		Presentation to Board on proposed ordinance				11/2012	Action on Track	Will seek additional direction from board
207		Approve revision to ordinance				01/2013	Action Delayed	In progress; recommend 6/2013
208	60	PL-K	Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	PLACE	Q6 Q7	In Progress		
209		Presentation to Board on proposed standards				06/2013	Action on Track	
210		Direct Staff to initiate Comprehensive Plan text amendment				06/2013	Action on Track	
211		Adopt text amendment (if directed to initiate text amendment)				06/2014	Action on Track	
212	61	PL-L	Develop bike route system	PLACE	Q7	In Progress		
213		Board Workshop on proposed bike route system				02/2013	Action on Track	Community meetings scheduled for January 2013.
214		Direct staff to implement bike route system				03/2013	Action on Track	
215		Adopt text amendment (if directed to initiate text amendment)				12/2013	Action on Track	
216	62	PL-M	Establish Bicycle & Pedestrian Advisory Committee	PLACE	Q7	In Progress		

#	Ref	Strategic Initiatives/Actions	Lead	Align-ments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
217		No further Board action – staff has received appropriate direction and will implement by August 30, 2012				08/2012	Action on Track	Applications for the Joint City-County Bicycle Workgroup have been received; deadline extended to seek greater minority participation. Applications will be presented to the BCC and City Commission on 12/11/12 & 12/12/12.
218	63	PW-A Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	PW	EN1 Q5	In Progress			
219		Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans				04/2011	Action Completed	Workshop held 4/12/11; and actions ratified 4/26/11.
220		Additional actions pending results of the Sales Tax Committee Recommendations				TBD	Action on Track	
221	64	PW-B Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	PW	EN1 EC4	In Progress			
222		Request to Schedule a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report				07/2012	Action Delayed	Will request approval in November or December
223		Conduct a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report				09/2012	Action Delayed	Anticipate workshop for January 2013
224		Ratification of Board Actions Taken at the Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report				09/2012	Action Delayed	
225	65	PW-C Evaluate and construct glass aggregate concrete sidewalk	PW	EN4	Pending			
226		The Board tabled the issue during its 5/8/12 Board meeting.				TBD	Action on Track	Board tabled item on 05/08/12 for future discussion (concern with maintenance costs and lack of local contractor).
227	66	PW-D Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	PW	Q1 EC1 EC4	In Progress			
228		Approval of Strategic Initiatives for FY 2012 and FY 2012				02/2012	Action Completed	Approved 02/28/12
229		Additional actions pending results of the Sales Tax Committee Recommendations				TBD	Action on Track	
230	67	PW-E Develop Miccosukee Greenway Management Plan	PW	Q1 EC1 EC4	In Progress			
231		Established the Citizens Advisory Committee				08/2010	Action Completed	Resolution adopted 08/17/10

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232		Acceptance of a Status Report on the Work of the Miccosukee Canopy Road Greenway Citizens Advisory Committee and the Draft Land Management Plan				02/2012	Action Completed	Accepted 02/14/12
233		Approval of Final Miccosukee Canopy Road Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails				08/2012	Action Completed	Accepted 08/28/12. Final approval from the State is pending.
234	68	PW-F Develop Alford Greenway Management Plan	PW	Q1 EC1 EC4	In Progress			
235		Established the Citizens Advisory Committee				08/2010	Action Completed	Resolution adopted 08/17/10
236		Acceptance of a Status Report on the Work of the J.R. Alford Greenway Citizens Advisory Committee and the Draft Land Management Plan				08/2012	Action Delayed	Anticipated for Board Agenda on October 9, 2012
237		Approval of Final J.R. Alford Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection's Office of Greenways and Trails				12/2012	Action Delayed	Anticipated for Board agenda in January 2013
238	69	PW-G Complete construction of Miccosukee ball fields	PW	Q1 Q5 EC1 EC4	In Progress			
239		Approval as Part of the Annual Budget				10/2012	Action on Track	Planned for FY2013 construction per 07/09/12 budget workshop
240		Approval of Agreement Awarding Bid for Field Construction and Renovations				04/2013	Action on Track	
241		Ceremonial Ribbon Cutting				04/2014	Action on Track	
242	70	PW-H Continue to plan acquisition and development of a North East Park	PW	Q1 EC1 EC4	In Progress			
243		Consideration of Purchase of Celebration Baptist Church Property				01/2012	Action Completed	Authorized to enter into an option contract 01/24/11
244		Acceptance of a Status Report Regarding the Acquisition of the Celebration Baptist Church Property for Development of a North East Park				05/2012	Action Completed	Authorized to execute Purchase and Sale Agreement
245		Land Acquisition (second of three payments) - Approval as Part of the Annual Budget				10/2012	Action Completed	Land acquisition funded in the FY2013 budget. Development costs were presented to the Sales Tax Committee per Board direction.
246		Land Acquisition (third of three payments) - Approval as Part of the Annual Budget				10/2013	Action on Track	
247	71	PW-I Develop Apalachee Facility master plan	PW	Q1 EC1 EC4	In Progress			
248		Approval as Part of the Annual Budget				10/2012	Action Completed	
249		Approval of Proposed Master Plan for the Apalachee Regional Park Facility				09/2013	Action on Track	
250	72	PW-J Continue to develop parks and greenways consistent with management plans including Okeehoeepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	PW	Q1 Q5 EC1 EC4	In Progress			

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
251		Sitting as part of the IA, the Board will be asked to consider allocating Blueprint funds for construction of trailheads, trails and other amenities at the Fred George Greenway and St. Marks Headwater Greenway				06/2012	Action Completed	Funding transfer was effectuated immediately
252		Approval as Part of the Annual Budget				10/2012	Delete Action	Funding for Fred George and St. Marks Headwater Greenways provided through Blueprint funds
253		Approval of Agreement Awarding Bid for Boardwalk and Parking Facilities Construction at the Okeeheepkee Prairie Park (for construction to begin in 2013)				12/2012	Action Delayed	Date for action is 3/2013
254		Approval of Agreement Awarding Bid for Construction and Improvements at the Fred George Greenway				TBD		
255		Approval of Agreement Awarding Bid for Construction and Improvements at the St. Marks Headwater Greenway				TBD		
256	73	PW-K	Pursue Public Works' American Public Works Association (APWA) accreditation	PW	G4 G1	In Progress		
257			No Board action required in this two year strategic plan period. Public Works will be going through the self-assessment process				TBD	
258	74	RS-A	Pursue opportunities to fully implement a commercial and residential PACE program	Res. Stw.	EN2 EN3 EN4	In Progress		
259			First and only Public Hearing to consider adoption of ordinance (residential)				07/2010	Action Completed Adopted Ordinance creating and enacting the Energy Improvement District on 04/13/10. Ordinance was amended on 07/13/10.
260			Ceremonial program kick-off (residential)				07/2010	Action Completed Kickoff ceremony 07/14/10
261			Authorization to institute litigation against FHFA				09/2010	Action Completed Authorized to institute litigation concerning PACE Financing Program 09/21/10
262			Adopt Resolution in support of PACE				08/2011	Action Completed Resolution adopted 08/23/11
263			First and only Public Hearing amending ordinance (commercial)				02/2012	Action Completed Amended Ordinance with respect to its application to commercial properties 02/14/12
264			Acceptance of Status Report (commercial)				08/2012	Action Completed 08/28/12 agenda item
265			Approval of proposed program (commercial)				10/2012	Action on Track 10/26/2012 agenda item provided approval to issue third-party RFP
266			Ceremonial program kick-off (commercial)				11/2012	Delete Action N/A given the direction to issue a third-party RFP
267			Acceptance of litigation status report (residential)				01/2013	Action on Track
268	75	RS-B	Consider policy for supporting new and existing community gardens on County property and throughout the County	Res. Stw.	EN3 Q5 EC6	In Progress		

#	Ref	Strategic Initiatives/Actions	Lead	Alignments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
269		Adopt proposed policy				06/2012	Action Completed	Adopted 06/12/12
270		Ceremonial ground breaking (workplace garden)				08/2012	Delete Action	Specific workplace gardens will not be pursued. Rather, employees may participate in community gardens.
271		First Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens."				10/2012	Action on Track	It has been determined by the County Attorney's Office that the Code needs to be amended. Activity being led by DSEM. Amendment is administrative in nature and not substantial.
272		Second Public Hearing to amend Chapter 10, Article VI, Leon County Code of Laws, "Community Gardens."				11/2012	Action on Track	First public hearing scheduled for October was delayed.
273	76	RS-C	Develop energy reduction master plan	Res. Stw.	EN4 G5	In Progress		
274			Acceptance of master plan status report				02/2013	Action on Track
275			Acceptance of annual energy report				03/2013	Action on Track
276	77	RS-D	Further develop clean - green fleet initiatives	Res. Stw.	EN4	in Progress	N/A	
277			Adopt proposed policy				04/2012	Action Completed
278			Acceptance of status report				06/2013	Action on Track
279	78	RS-E	Evaluate Waste Composition Study	Res. Stw.	EN4	Complete		
280			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues				07/2012	Action Completed
281	79	RS-F	Identify alternative disposal options	Res. Stw.	EN4	Complete		
282			Authorize hiring of a consultant to conduct a Waste Alternatives study				12/2011	Action Completed
283			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues				07/2012	Action Completed
284	80	RS-G	Explore bio-gas generation and other renewable energy opportunities at Solid Waste Management Facility	Res. Stw.	EN4	Complete		
285			Board workshop to provide staff direction on developing strategies to reach 75% recycling goal and other solid waste issues				07/2012	Action Delayed
286	81	TO-A	Support VIVA FLORIDA 500	Tourism	EC4	In Progress		
287			Approval as part of Annual Budget				10/2012	Action Completed
288	82	TO-B	Develop Capital Cuisine Restaurant Week	Tourism	EC4	In Progress		
289			Approval as part of Annual Budget				10/2011	Action Completed
290			Approval as part of Annual Budget				10/2012	Action Completed

#	Ref	Strategic Initiatives/Actions	Lead	Align-ments	Status of Initiative	Est. Date (Actions)	Status of Actions	Add Comments (Date Complete or if Delayed/Deleted)
291	83	TO-C Support Choose Tallahassee Initiative	Tourism	EC4	Complete			
292		Approval of Funding Request (FY2012)				01/2012	Action Completed	Approved 01/24/12
293		Approval as part of Annual Budget				10/2012	Action Completed	Funded as part of FY2013 budget
294	84	TO-D Consider programming Cascade Park Amphitheatre	Tourism	Q4 EC4	In Progress			
295		Approval of Interlocal Agreement with City				08/12	Action Delayed	Approved by County 8/28/12; City seeks modification prior to its approval. Anticipate coming back to the Board 01/13.
296		Approval of Interlocal Agreement with Amendments Requested by the City				10/2012	Action Delayed	Waiting on presentation of noise study to Myers Park residents and possible noise abatement enhancements
297		Approval as part of Annual Budget				10/2012	Delete Action	Was not part of the FY2013 budget
298		Approval of Funding Request (if necessary)				TBD	Action on Track	Anticipate item will be brought to the Board 02/2013
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