

Charting the Course for Leon County's Future



FY 2011/12 Board of County Commissioners' Strategic Planning Retreat

**Monday, December 12, 2011
9:00 a.m. – 4:00 p.m.**

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

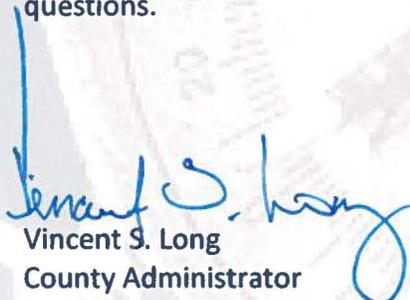
County Administrator's Letter

I am pleased to submit to you the materials for the Board's December 12, 2011 retreat, which is themed "Charting the Course for Leon County's Future." As you know, we are embarking upon an exciting, new retreat process – a process that engages the Board in the strategic development of a vision for Leon County, the articulation of clear goals to chart the course of our progress toward attaining that vision, the identification of the core values which guide us, and core practices which put our values into action. The Vision Statement, Core Values, and Strategic Priorities, which Commissioners will collectively identify during the retreat, initiate the alignment of key, strategic processes and determine the entire direction of Leon County government.

I want to thank each of you for meeting with staff in advance of the retreat, and sharing your insights with respect to Leon County: what you value today and do not want to lose, what you envision our community can strive to become, and the strengths, weaknesses, opportunities and threats that may affect us on our journey toward that vision. The information staff gained during those meetings was essential in the development of these materials, and will be used throughout the retreat process. Citizens' valuable insights, which were obtained through an online survey and through the Knight Foundation's Soul of the Community reports, are also reflected in these materials.

The Board was introduced, during its August 23, 2011 workshop, to Leon LEADS – a strategic transformational approach of aligning the Board's guiding vision and strategic priorities with the optimized resources of the organization while instilling our people focused, performance driven culture throughout the organization. The first step of that continuous improvement process begins next Monday!

I look forward to the retreat. In the interim, please do not hesitate to ask if you have any questions.


Vincent S. Long
County Administrator

Charting the Course for Leon County's Future

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 - b. Discuss as a Group**
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- 7. Adopt Core Values and Confirm Core Practices**

Welcome

Goals for the Retreat - The goals for the December 2012 Retreat are for the Board to:

- a. Identify its vision for Leon County's future;
- b. Complete an analysis of Leon County's most critical Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis); and
- c. Develop its Strategic Priorities for FY2011/12 – FY2012/13.

Groundrules for the Retreat – Today's retreat focuses on creating the Board's clear, long-term Vision of the Leon County community, and developing the strategies to take Leon County from where it is today to where the Board wants to go in the coming years. Everyone's participation, working together to exchange ideas and build consensus, is needed to develop a good plan. The following ground rules have been identified to help ensure that the December 2012 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.

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Introduction

As you know, like all local governments, we in Leon County 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.

***"We cannot direct the wind, but
we can adjust the sails"***

On October 25, 2011, the Board approved a new Board retreat process. The process Commissioners will engage in during the December, 2011 retreat differs, therefore, from prior retreats. In large part, during prior retreats, the process identified initiatives and projects, but did not engage the Board in the strategic development of a vision and an articulation of clear goals to chart the course of our progress toward attaining that vision.

The 2011 retreat is themed, "Charting the Course for Leon County's Future", as the focus is 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 County's Vision.

In comparison, for example, last year's retreat produced the following Board priorities:

1. Economic Development
2. Woodville Sewer Issue
3. Apalachee Park/Sports Complex
4. Acquisition of the Flea Market Tract
5. Northeast Park
6. Comprehensive Plan Reform
7. Primary and Mental Health Care for the Uninsured
8. Southern Strategy
9. Comprehensive Program to Address Recidivism Reduction, County Re-entry Program for Inmates, and Diversion, Including Youth Programs

Many of these FY 2010/2011 “priorities” are projects, or specific initiatives, which may further a broader, yet undefined, Strategic Priority. For example, the development of parks or the sports complex may be initiatives that would support a broader, yet currently undefined priority such as “To Provide Open Space and Recreational Opportunities.” Such a broader priority would not be specific to one project; rather it would provide a continued focus for County resources, and benefit to the community.

The inclusion of specific parks as initiatives could be raised either through staff’s identification of Strategic Initiatives, which will be presented to the Board for its consideration and approval, or by a Commissioner when the Board considers the approval of the proposed Strategic Initiatives.

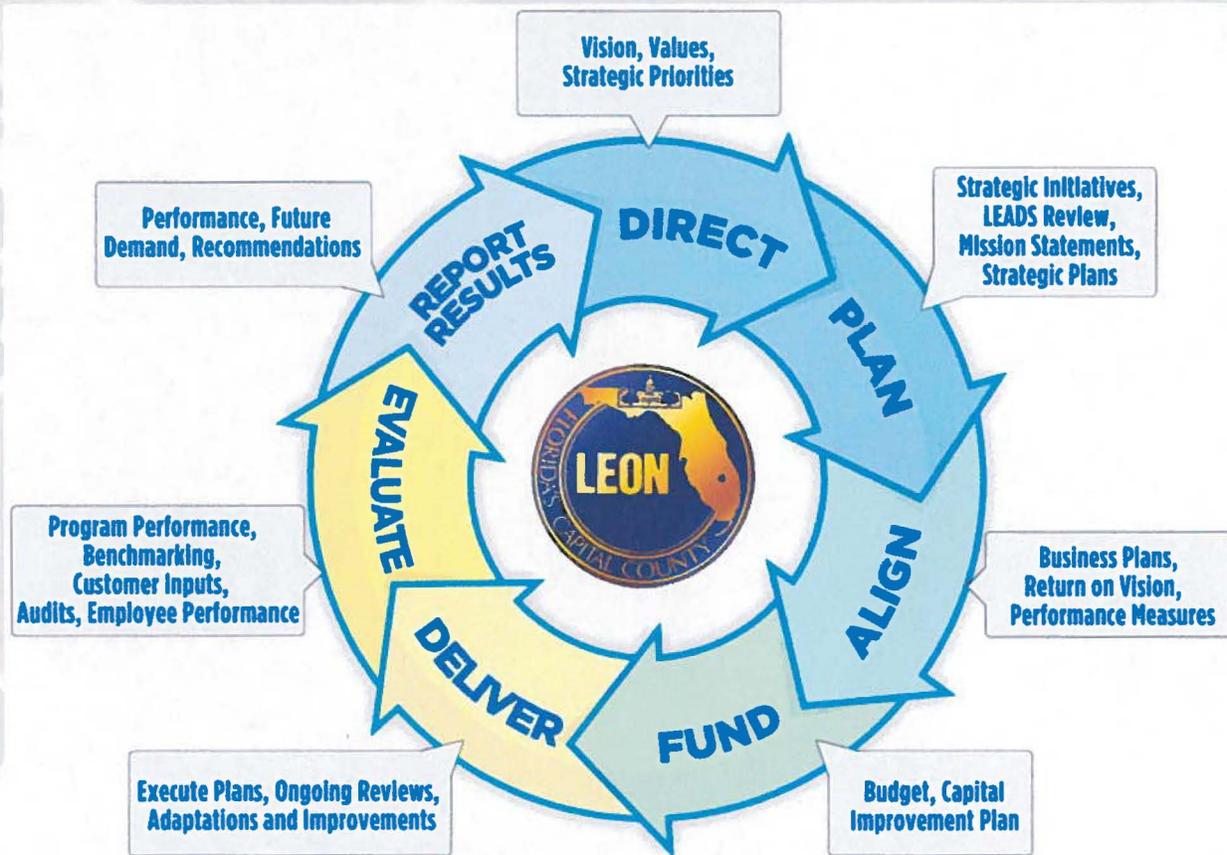
The provision of specific services and or projects could also be addressed through Strategic Priority Directional Statements, such as the distribution of capital projects and services throughout Leon County.

The revised retreat process provides the Board with an important opportunity to expand its strategic planning role, and initiates the alignment of key strategic processes. This concept of aligning key strategic processes was introduced to the Board during the August 23, 2011 workshop through Leon LEADS.

Leon LEADS

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

Aligning key strategic processes begins with the Board defining its Vision and Strategic Priorities during its December, 2011 retreat, as depicted in the refined graphic on the following page.



The 2011 retreat process additionally acknowledges changes in the external environment, and changes in needs and expectations of citizens and other stakeholders. The Board has stressed the importance of citizens' input and engagement. 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 are provided to the Board as part of these retreat materials. Additionally, the retreat materials include a summary of the 3-year Knight Foundation study, Soul of the Community report, for the Tallahassee – MSA.

In order to maximize Commissioners' time, staff scheduled pre-retreat meetings with Commissions to answer questions and to gather initial information prior to the retreat. The important data gathered from Commissioners during the pre-retreat meetings has been summarized and serves as the foundation for the actions the Board will take during its 2011 retreat.

The County's strategic planning process recognizes the two-year election cycle. During the 2011 retreat, the Vision and two-year Strategic Priorities will be developed. During the following December 2012 retreat, which will take place soon after the elections, the retreat will focus on providing the Board with updates on the Strategic Priorities established in 2011. The 2012 retreat will provide the Board with an opportunity to update or modify its Strategic Priorities; however, if well-defined Strategic Priorities are established this year, staff anticipates there should be few if any revisions in 2012.

Since the August 23, 2011 Workshop - At this time, it is important to step back and reflect how much the County has accomplished since the August 23, 2011 workshop. Staff continues to refine and implement the following elements, which were initiated with the Board's approval during the workshop, and which support the County's people focused, performance driven culture.

- Implementing Leon LEADS – a structure we follow to ensure no detail is too small to escape our people focused, performance driven culture. This structure provides for continuous organizational improvement with a focus on People, Performance, and Place and an alignment of the Board's top priorities with the optimized resources of the organization.
- Rolled out a new Organizational Structure – which focuses on partnership, stewardship, and developing a sense of place. The language we use is important and reflects who we are and why we are here.
- Launched a new Website – which promotes transparency and accountability, and engages citizens in ways we never have before. For example, the Citizens Connect button allows citizens to access online services; talk to a live person; make an inquiry; and report and track a problem. This resource enhances customer service, removes the clutter, and reduces frustration. The website promotes transparency through "Your Checkbook", which allows anyone to look up expenses and invoices from any department in the County.
- Produced and Presented the Board with the 2011 Annual Report – with highlights of Leon County Government's 2011 Year in Review.

What will Occur during the 2011 Board Retreat – The retreat process begins the LEADS alignment (as discussed in pages 5-6); and, the results of the Board’s direction are reflected throughout and guide the County’s efforts on a continuous basis.

➤ **REVIEW - Where we have been, where we are, and what we project** – This provides the Board context as it sets Strategic Priorities during the retreat, and approves Strategic Initiatives going forward.

➤ **DIRECT -**

1. **Create Shared Vision for the Leon County Community** – Review and refine the draft Vision Statement, developed from the input Commissioners provided during the pre-retreat meetings. Finalize a Vision Statement.

2. **Identify Strengths, Weaknesses, Opportunities and Threats (SWOTs) Facing the Leon County Community** – Review responses to the County’s online survey, the Knight Foundation’s Soul of the Community reports, and input Commissioners provided during the pre-retreat meetings. Review and refine the preliminary SWOT analysis.

3. **Develop Strategic Priorities for FY2011/12 – FY2012/2013** – Discuss, seek perspectives, refine and collectively develop Strategic Priorities. Each Strategic Priority will be 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).

4. **Adopt Core Values and Confirm Core Practices** – Establish Core Values, which will form the foundation by which Leon County government operates, and review and confirm the Core Practices which employees are expected to espouse.

“Successfully navigating to our destination requires the coordination between steering and rowing. The Board steers and staff rows.”

What will Occur Subsequent to the Retreat, to Carryout the Board’s Strategic Priorities –
Subsequent to the Board’s December 2011 retreat, the following related activities will occur:

➤ **PLAN –**

- **Strategic Initiatives** - Once identified, the Board’s Strategic Priorities will be aligned for action through the identification of Strategic Initiatives, and the responsible entities. This will occur during an Executive Team retreat, with the involvement of department, division, and office managers.
- **Board Approval** – An agenda item will be prepared which will seek the Board’s ratification of the actions it took during the Board’s retreat, including its Strategic Priorities, and approval of the proposed Strategic Initiatives. This is the opportunity for the Board to refine and add Strategic Initiatives to those proposed.
- **Strategic Plans** – Upon ratification of the Board’s Strategic Priorities, and its approval of the Strategic Initiatives, work areas will finalize their Strategic Plans. These plans will include each division’s Mission Statement, results of the work areas’ LEADS review, which includes a SWOT analysis with employees at various levels within the work area and key stakeholders, and the alignment of the Board’s Strategic Priorities and approved Strategic Initiatives, with Actions the responsible divisions will take. The Strategic Plans will set the broad course of action for the work areas for the same two-year period as the Board’s Strategic Priorities.

➤ **ALIGN -**

- **Business Plans** – Upon the County Administrator’s approval of the work area’s Strategic Plans, divisions will prepare a Business Plan. The Business Plan will set forth timelines for carrying out the Actions identified in the work area’s Strategic Plan; identify the parties responsible for carrying out the Actions; and the time frames in which these Actions will be addressed. Additionally, the Business Plans will summarize how the division is demonstrating its commitment to the County’s core practices, and identify performance metrics.

➤ **FUND -**

- **Budget** – Business plans will become part of the proposed budget, and will be presented to the Board for consideration during the budget process. Upon the Board’s approval of the Business Plans, the Board’s Strategic Priorities will be aligned through the organization for action.

➤ **DELIVER –**

- **Execute** – Implement the Actions contained in the approved Strategic Plans within budgeted resources; adapt to changes; and continuously improve processes.

➤ **EVALUATE –**

- **Program Performance** – Performance, as laid out in the Business Plans, will be tracked, benchmarked and annually reported to the Board. Management reviews will be conducted as appropriate. Additionally, core practices are being translated into County employee’s performance evaluations.

➤ **REPORT RESULTS –**

- **Performance, Future Demand, Recommendations** – As part of the 2011/12 budget process, divisions will gain employees’ and key stakeholders’ recommendations regarding County services.
- **Annual Report** - Consistent with Board policy, the annual report of the County will be presented to the Board during a regularly scheduled meeting in November; at no less than two community meetings conducted outside of the Courthouse; and, a summary of the annual report will be published in a newspaper of general circulation.

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Where We Have Been, Where We Are, and What We Project

Prior to finalizing the SWOT Analysis, and defining Strategic Priorities, it is important to take into consideration where we have been, where we are, and what we project. What follows is an environmental scan of trends and issues important to Leon County's future.

a. LEON COUNTY'S FINANCIAL HEALTH

Generally, the financial health of the County is good. Over the past four years Leon County along with the rest of the United States and Florida has weathered a recession, and a slow economic recovery. The consequences were a decline in property values by \$2.4 billion (15%) and a decline in sales tax revenue. Since FY 2009, the Board has kept the millage rate at 7.85 and passed \$11.8 million in property tax savings to the community.

The Board provided local economic stimulus by fast tracking capital projects where possible to keep the construction industry working. This included the expansion of the branch library systems by expanding the existing Northeast and B.L. Perry Libraries, and by completing construction of new branches in Woodville and on Pedrick Road. The Board also broke ground on the new Joint Dispatch Center, continued sidewalk construction associated with community safety and mobility, and resurfaced arterial roads. Not only did these projects create 985 jobs in the community, but the County received good construction pricing due the construction industry competing for jobs in the down economy. In addition to passing property tax savings to the community, the Board also restructured its capital improvement program to focus on the long term maintenance of County infrastructure.

The groundbreaking ceremony for the Leon County Lake Jackson Branch Library and community center was held on November 9, 2011. The Huntington Oaks Plaza will undergo a facelift as part of the project.

Currently, the County has a low debt ratio. Debt payments are just five percent of the total operating budget. This low debt service in conjunction with fund balances slightly above reserve minimums have allowed the County to maintain its AA bond rating even in the down economy. In addition, with the debt refinancing that took place during FY 2012, the County will save \$400,000 over the next three year.

Even with these positives, the County is in a position of declining revenue. The State of Florida is dependent on sales tax collections to fund government, and the tax revenue the state shares with counties has declined. This in conjunction with the decline in property values has placed the County in a tenuous position for the future.

b. ECONOMIC ANALYSIS

Data from the Florida Department of Economic Opportunity show that as of October 2011, Leon County's unemployment rate declined from 8%, a year earlier, to 7.7%. This is below the state rate of 10.3% (a decline from 11.8%) and the United States' rate of 9% (a decline from 9.7%).

As reflected in Attachment #1, of the 67 counties in Florida, only 10 had a lower unemployment rate than Leon County and of the 23 metropolitan areas only two have lower unemployment than the Tallahassee MSA.

Government, education, and health care continue to be the economic drivers of the local economy. Even though there have been budget reductions in state government, Leon County employment has been helped by the continued increases in higher education student enrollment. The three universities (Florida State University (FSU), Florida Agriculture and Mechanical University (FAMU), and Tallahassee Community College (TCC)) continue to add to their enrollment at nearly a 2% annual increase since calendar year 2000. Additionally, TCC is poised to increase its student population in the medical area.

Leon County did have one major employer close in the last year, Elbit Systems of America. This manufacturer of defense and aerospace electronics employed 192 employees, but chose to relocate this operation with some of their other facilities. However, Bing Energy announced its relocation to Leon County, which is expected to add 244 employees. The move will allow the company to partner with Florida State University's High Performance Materials Institute. This is a good example of the Chamber of Commerce, the Economic Development Council, and the Leon County Research and Development Authority's long-term economic development strategy of linking corporate expansion to the universities' research activities.

Leon County is the regional hub for healthcare in this area of north Florida. Tallahassee Memorial Healthcare, Capital Regional Medical Center, Capital Health Plan, Tallahassee Primary Care Associates, and Radiology Associates of Tallahassee are major private sector employers located in Leon County.

Overall, the local economy is starting to improve. The overall local economy has always been buffered by the government and education sectors. Locally, not being a tourist driven economy, Leon County never saw the highs the other parts of the state experienced before the recession, and has not seen the extreme lows experienced in other parts of the during the downturn. The unemployment rate for the area will continue to be below the statewide levels.

c. CRIME STATISTICS

Attachment #2 from the Tallahassee-Leon County Planning Department's 2011 Statistical Digest shows the trend in crime rate for the community. The data show that the crime rate has increased by 2% over the previous year, and that the County's total crime index rate is above the State of Florida's rate. Increases were associated with violent and property crimes. Except for the categories of murder, robbery and burglary the overall crime rate has decreased since 2005.

d. STAFFING AND COMPARABLE COUNTY DATA

Leon County continues to provide one of the lowest staffing ratios per thousand residences in comparison with other counties in Florida. For comparable counties, Leon is tied with the lowest staffing per thousand with Lake and St. Lucie counties at 6 employees per 1,000 residents. The only county with less staffing is Pinellas with 5 staff per 1,000 residents.

Over the past four years, Leon County has eliminated over 70 positions, without staff layoffs or furloughs, while still maintaining the core services that the community desires. While positions have been eliminated, the Board has added positions where deemed prudent. For example, in order to implement the Sustainability Program, a Sustainability Manager position was created. This position has been integral in the establishment of community gardens, and providing the County energy savings through acquiring grant dollars to upgrade lighting fixtures in County buildings. Similarly, the Board created a Wellness Coordinator position in the Human Resources Department. The County has had a wellness program for several years, and the Wellness Coordinator position will allow the County to provide a more focused effort on employee wellness and reciprocally with a healthier work-

force, the County may see moderation or a decrease in health care premiums. The Board has also shown its commitment to public safety by increasing the number of bailiffs in the Courthouse and Traffic Court buildings at the request of Court Administration.

Attachment #3 shows all the comparable data for the counties in Florida.

e. EMERGING ISSUES

Cost Increases and Revenues: The Board will have to cover the increased costs to “open the doors” next year. These inflationary costs include employee benefits such as health care and cost of living adjustments, Medicaid payments, and fuel costs. Typically, these costs range between five and six million dollars per year. Also, property values may not have reached the market bottom. While the decline has slowed from the initial \$1 billion drop three years ago, a further decline may occur this year. If the Board maintains the current millage rate with another decline in property values, the deficit for funding next year will increase. For example if property values decline by another \$300 million like last year, property tax collections at the current millage rate will decline by another \$2.4 million.

While the Board cannot control property values, it can control the tax rate applied to properties. The only tools the Board has to offset these reductions in revenue is to further reduce expenses or increase the millage rate above the allowable rolled-back rate. The Board is allowed to do this by simple majority vote. Over the past three years Leon County has levied property taxes below the rolled-back rate, and passed the savings to the community. Over the past two years, the Board has utilized some fund balance as part of the budget process in order keep the millage rate below the rolled-back rate. While this has been judiciously done, the practice is not generally considered sustainable, and if done indefinitely could affect the County’s currently strong financial status.

The Board has scheduled workshops in January to address alternative revenue sources, such as establishing non ad valorem assessments at a rate that will cover the cost of the related services such as stormwater and solid waste. The Board will also review the possible implementation of the statutorily allowed five-cent gas tax to help fund the transportation program. Currently the transportation program does not pay for road resurfacing or sidewalk projects. These projects are paid for with local sales tax dollars or programmed to be paid for by the sales tax extension revenues. As this tax is set to expire in 2019, the Board has established a Sales Tax Extension Committee to look at the communities’ needs over the next fifteen years. The Board will be presented with competing projects for this finite amount of revenue. By establishing the Sales Tax Extension Committee early in the

process, the Board has placed itself in a position where it can adjust priorities to the communities' needs.

Development Support, and Serving as a Catalyst for Quality Development:

Total countywide residential building permits grew at a relatively steady rate from 2000 to 2005. However, signaling the beginning of a housing crisis, 2006 experienced a dramatic decrease in overall permits. By 2009, single-family permits decreased by 81% while total residential building permits fell by 78% from peak 2005 levels. The decline in permits continued in 2010 with multi-family permits decreasing by 92% from 327 in 2009 to 27 in 2010. Similarly, the value of commercial permits fell by 56% in 2009 and another 18% in 2010.

Department of Development Support and Environmental Management - The decline in permitting saw a corollary reduction in permit fee revenue. To address the decline in permitting activity and revenue, the Department of Development Support and Environmental Management has continually reviewed staffing levels throughout the years since FY 2009. The Department eliminated 19 positions associated with building and land development permitting over the last three years, and staff levels are now at the minimum required to still ensure quality customer service.

In view of the ongoing economic situation, the Department has been proactive in an effort to facilitate economic growth development and assist the housing and construction sectors. Initial efforts included the development of a new expedited review process referred to as the 'Two-Track' review and approval process. Under the County's new review process, applicants have the option of choosing one of two available review tracks: the 'Concept Plan Approval (CPA)' process or the 'Final Design Plan Approval (FDPA)' process. With the expedited process, review times have been reduced from two to four weeks based on the scope of the proposed project.

- The CPA process allows for expedited review due to the conceptual nature of the application, while providing assurances necessary to secure financing. The CPA process also significantly reduces up-front costs for the applicant by not requiring engineering-related details until subsequent review of associated environmental permits.
- The FDPA process also facilitates an expedited review by allowing concurrent review of the site plan and environmental permit. This allows the applicant to receive all required development approvals and permits in a reduced timeframe.

The Department also provided applicants for development approval with the option of submitting for building permits concurrent with the pre-development reviews (site plan and environmental permitting) referenced above. This option has been convenient for applicants, especially national retailers and box stores, wherein a set of conventional building design plans will be utilized by the applicant.

In addition to the new expedited review process, the Department has implemented a Project Manager (PM) concept to provide support to the consulting community and citizens to ensure that they are fully engaged and informed. The PM provides a designated single point-of-contact that provides a comprehensive knowledge of the various permitting options, including the ability to coordinate with pertinent departments and develop resolution plans. Initial feedback from users has indicated the PM concept has proven to be of great value to our citizens.

In an effort to migrate to a paperless environment and further streamline the application review process, the Department of Development Support and Environmental Management has implemented electronic plans review for site and development plan applications (horizontal development applications). The implementation of the web-based electronic plans review process, known as 'Project Dox,' has proven a success, providing significant cost savings to applicants by reducing paper costs, reducing wait time during submittal and review of documents, reduced storage and record retention costs, less depletion of natural resources and reduced greenhouse gas emissions. The web-based application has also provided for more efficient communication and more convenient access to documents (can be accessed via any computer with internet connection). Prior to implementation of Project Dox, applicants were required to submit as many as twelve sets of plans for review (containing approximately 8-10 sheets each) during each stage of the review process. The Department is looking to expand the electronic plans review to other application review processes in the future.

To further promote a paperless environment and expedite customer service, the Department has also begun implementation of the AppXtender records retention software that enables staff to store all development-related documentation in a web-based program. Once fully implemented, this program will enable citizens to search Department records online, and receive specific records requests via email or other media, thus reducing retrieval timeframes and associated costs.

The Department of Place - The Planning Department is in the process of creating a Design Studio to support quality development. Design Studio staff designers will provide design consultations to individual property owners/developers and design professionals to assist them in creating development plans which are livable and achieve the community's vision.

The Director of Place is being tasked to assemble a Visioning Team. This team will include appropriate staff that will vet community issues that have continuously been raised as well as those that may be anticipated in the upcoming years. More specifically, the Visioning Team will look at underutilized sites such as the Tallahassee Mall, the Fairgrounds and other under utilized properties to develop concepts that could be used to steer future redevelopment of the sites in a proactive manner rather than reacting when a problem is presented. This team effort will also allow staff to interact throughout multiple departments and foster a unified vision for areas of our community.

Housing Assistance:

Housing Assistance is supported by the State Housing Initiatives Partnership (SHIP) and Community Development Block Grant (CDBG) programs. Due to the reallocation of State Housing Trust funds, SHIP distributions statewide have been drastically reduced over the past three fiscal years resulting in reduced rehabilitation activity for Leon County. However, the activity level for down payment assistance and foreclosure prevention has been constant within the SHIP Program resulting in first-time home ownership and home retention. The CDBG Program is only a potential funding source due to the competitive process for receiving a grant award for rehabilitation activities.

However, despite the reduction of available funding for housing assistance, the Office of Human Services and Community Partnerships continues to seek opportunities to participate in other federal and state programs to the benefit of the local community. New funding awards for storm-related rehabilitation and minor rehabilitation activities within the rural areas of Leon County include:

- A funding allocation from a \$10 million CDBG Disaster Recovery Grant, awarded to Leon County, for unmet needs as a result of the 2008 Tropical Storm Fay. This grant was not competitive for Leon County due to the amount of damages resulting from the storm;
- A competitive CDBG Emergency Set-Aside Grant award for housing rehabilitation for unmet needs as a result of the March and April 2009 severe storm events; and

- A competitive Housing Preservation Grant for general housing rehabilitation activities for homes lying within the rural areas of Leon County as determined by the United States Department of Agriculture.

In addition to home rehabilitation activities, Leon County has been accepted as a participant of the Florida Hardest Hit Program (FHHP), which provides up to six months of financial assistance to program eligible homeowners as a foreclosure prevention strategy. The FHHP is structured around targeted unemployment programs that provide temporary assistance to eligible homeowners. The targeted unemployment programs are as follows:

- Unemployment Mortgage Assistance Program (UMAP) will provide up to 6 months of loan payments to the mortgage lender to assist unemployed/underemployed borrowers with their first mortgage until they can resume payments on their own.
- Mortgage Loan Reinstatement Payment (MLRP) Program will be used to bring a delinquent mortgage current for a homeowner who has returned to work or recovered from underemployment.

Leon County, as a service provider within the FHHP, receives and reviews FHHP applications to determine program eligibility. Leon County is compensated for all eligibility determinations (eligible and ineligible) and monthly status reviews for participants approved for the program.

Energy and Sustainability:

The County has been steadfast in its commitment to fostering a healthy and sustainable community. This commitment has been highlighted through local partnerships, securing grant funding opportunities, and leading by example with a “net-zero” energy building and the exploration of renewable and clean energy opportunities.

In October 2011, the County partnered with the City of Tallahassee and Sustainable Florida to sponsor the Sustainable YOU Conference. Over 250 participants gained extensive information on sustainable policies and practices that have been adopted in the public and private sector and learn of opportunities available to everyday citizens.

As a recognized leader in sustainability, Leon County was awarded two significant grants. The County received a \$481,000 grant that will allow for the Cooperative Extension building to be transformed into a “net-zero” energy building. As a result, over the course of a year, the building will create as much energy as it consumes.

The County also received a \$1.17 million grant for energy efficiency improvements to several county buildings as part of the American Recovery & Reinvestment Act. Leon County used the funds to install more efficient lighting, occupancy sensors, and controls which will save the County \$170,000 annually on energy costs.

The County is exploring several options that would convert a portion of the Solid Waste Facility for the development of a solar farm capable of generating electric energy harnessed from the Sun. Additionally, where possible, efforts are underway to transition the County's fleet vehicles to natural gas which is a cleaner and less expensive fuel.

During the relatively short period of time since Leon County started its sustainability program, the Board has exercised organizational leadership and has engaged the community. These two components have made us an important catalyst for such efforts within the community – a role which will continue into the future.

f. 2012 FLORIDA LEGISLATIVE SESSION: A LOOK FORWARD

For the upcoming FY 2013 budget, the Board will have to face several issues, one being Governor Scott's desire to have counties return Florida Retirement Savings realized after the passage of legislation requiring employees to contribute three percent of their income to the retirement system. This action alone would cost Leon County \$5.6 million in savings that assisted in balancing the FY 2012 budget.

The legislature also passed a referendum to be placed on the November 2012 general ballot that will reduce the current annual cap on increasing commercial property values from ten to five percent growth. This would have an effect of reducing property tax revenues when valuations increase. Initial estimates indicate that this could cost the county approximately \$1 million annually in property tax revenue.

It appears that the state will again have to prepare a budget with resources less than originally forecast. This will place the state in a position of budget reductions which may include shift costs to local governments. The County is in a posture to proactively track unfunded mandates that may be passed by the legislature during the upcoming session. These mandates could include the reversal of retirement savings as stated above, in addition to the possibility of shifting more Medicaid costs to the Counties. In association with the County's hired lobbyists, staff is prepared to track and inform the Board regarding any attempt at cost shifting from the state to the counties.

Budget: The State of Florida is once again facing a budget shortfall. During the Fall interim committee meetings, the Office of Economic and Demographic Research (EDR) gave presentations to both the House and Senate budget committees. EDR is forecasting a budget gap of nearly \$2 billion and states that the forecast could change if consumer confidence recovers or if another downturn in the market occurs.

The House and Senate will each be developing a budget based on different financial outlooks. The Senate will be working a budget shortfall of \$2 billion while the House will be working with a shortfall of \$1.2 billion. The difference of these two figures lies in the details. The Senate is considering the additional funding priorities such as funding for clerks of court (anticipated to be \$100 million over the current fiscal year); replacing \$554 million in education jobs that are 'expiring' as a result of the federal stimulus grant money and are needed to maintain the current teacher/student ratio; \$100 million in the current fiscal year to sustain the Public Education Capital Outlay. The House has not considered these additional funding priorities as of yet; however the numbers in both chambers will more than likely change as other priorities are identified and budget projections refined. The Governor will release his budget prior to the beginning of the legislative session.

State Workforce: The Legislature is expected to consider additional reductions to state employee benefits to offset the state's anticipated budget shortfall. This includes a potential increase for the employee contribution to FRS and changes to health care benefits. There have been attempts in the past few sessions to cap the state's total spending on employee health insurance and in effect increase in health insurance premiums of state employees.

Redistricting: This session the Legislature is not only responsible for passing the budget but with also with redrawing legislative and congressional districts. The Legislature has held public meetings throughout the state of Florida this year in order to get public input in the redistricting process. One discussion during an interim Senate Redistricting Committee meeting was whether or not to keep the northern rural areas of the Panhandle counties together and urban and coastal areas of the south together. The maps in both chambers will more than likely change several times throughout the process before a final vote is taken.

Tangible Personal Property: In the Fall, Governor Rick Scott presented the Legislature with his 2012 Job Creation and Economic Growth Agenda. This agenda covers seven main areas ranging from prioritizing science, technology, engineering, and math (STEM) in education to providing tax relief and reform for Florida's working families and businesses. Included in the Governor's proposed tax relief initiatives is an increase in the current Tangible Personal Property (TPP) tax exemption from \$25,000 to \$50,000. The TPP proposal requires a constitutional amendment.

The TPP tax is levied on the amount of articles of value owed by a business. In 2008, a constitutional amendment on property taxes provided small business with a \$25,000 exemption on TPP. Both FAC and the Board were supportive of this issue in 2008 since it provided tax relief to small businesses. The Governor's office projects that 150,000 businesses will no longer need to pay the TPP tax under this additional exemption.

The Three Percent Recapture of Florida Retirement System (FRS): Governor Rick Scott wants to 'recapture' the 3% savings that local governments received this year from reduced retirement contributions (employees are now required to contribute 3% to FRS). This 'recapture' includes all counties, cities, constitutional officers, and school boards participating in FRS. Leon County saved approximately \$5.6 million through reduced retirement contributions. This savings was used to balance the \$13.2 million shortfall for the FY2012 budget. If the Governor was able to 'recapture' this savings, Leon County would have to remit the \$5.6 million to the state. The Governor stated that he would use the money to fully fund the FRS pension fund. The pension fund is currently funded at 87%, which is deemed healthy.

Water Quality Issues: Water quality issues are anticipated to be another topic of significant discussion for the 2012 legislative session. The issue that specifically concerns the County is in regard to onsite sewage treatment. At the time of writing this, there have been three bills filed for the 2012 session that would eliminate statewide inspection programs. These bills maintain the County's home rule authority and do not shift any administrative duties to the counties.

Defining Unfunded Mandates: The Legislature is considering legislation that defines an 'insignificant fiscal impact' as an annual impact equal or less than 10 cents multiplied by the latest resident population estimate on April 1st for the applicable state fiscal year. Using the current County population of 275,487, \$27,549 would be considered insignificant. Currently, the Florida Constitution limits the ability of the Florida Legislature to enact laws that are mandates (requiring counties to spend funds, limit the ability to raise revenue, or reduce the percentage of state-shared tax revenue). Any law passed by the Legislature that is a mandate to local governments must be have a 2/3 vote of the membership, unless the mandate has an insignificant fiscal impact. By providing clarity to the definition of an insignificant fiscal impact, it may help prevent intergovernmental litigation and the Legislature from declaring that bills with large fiscal impacts are insignificant to local government.

Official Policy Statement by FAC:

OPPOSE codified fiscal impact threshold for State unfunded mandates that limits the significance of the consideration of the fiscal impacts of initial policy implementation, precludes substantial input from affected local governments and void of a process to resolve conflicts and disputes.

FAC's policy statement speaks to several concerns:

1. One size does not fit all, so they want a seat at the table in both determining the fiscal impact prior to legislative consideration and for conflict resolution.
2. FAC has concerns with the setting the threshold by the average cost per year instead of the total cost.
3. FAC does not want to diminish litigation alternatives for local governments.

Online Taxes: The Florida Chamber of Commerce is in support of legislation that requires online retail companies, which do not have a physical presence in Florida, charge to remit sales tax on products purchased by Florida residents. This would include sales taxes imposed by local governments. Florida's retail industry supports this legislation and insists that businesses located in the state are at a competitive disadvantage since they are currently required to collect sales taxes. In previous years both chambers' legislative leadership have been reluctant to consider many proposals that would generate additional revenue. It is anticipated that this will be the case once again.

While the Florida Chamber of Commerce is supportive of online retail companies (who do have a physical presence in Florida) remitting sales tax, the Chamber is not supportive of legislation that requires online travel companies (**Expedia, Hotels.com and Travelocity**) to pay the full retail sales tax on the rooms they sell. These online travel companies serve as an intermediate between the customer and hotel and have declared that they are not required to remit certain tourist-related taxes. Over the past few sessions, FAC has been leading the effort to require online travel companies to remit tourist-related taxes. The Florida Restaurant and Lodging Association is also supportive of legislation that will require these companies to charge the full retail sales tax on the rooms sold.

Constitutional Amendments: All amendments will be placed on the November 2012 ballot and require 60% voter approval.

- SJR 958 Taxpayers' Bill of Rights (TABOR): This proposed amendment would replace the existing state revenue limitation based on changes in personal income growth to changes in population and inflation. This proposed amendment does not include restrictions relating to local governments. Excess revenues would have to be deposited into the Budget Stabilization Fund and either be used to support public education or returned to the public. Additional revenue restrictions may continue to deprive the state of revenues to adequately fund its workforce. This TABOR proposal allows the Legislature to exceed the cap by a two-thirds majority or seek voter approval. If this amendment passes it will take effect in the state's 2014-15 fiscal year.
- SJR 381 Property Taxes: This proposed amendment affects property taxes in three ways: (1) eliminates the "recapture rule" under Save Our Homes for homestead properties; (2) lowers the 10 percent non-homestead cap to five percent; and (3) creates a first time homebuyer exemption. Should the voters approve this constitutional amendment on property taxes, they would impact the County's FY 2014 budget and tax rolls.

(1) *Elimination of the 'Recapture Rule'*: Save Our Homes limits the annual increases in the assessed value of homestead properties to three percent each year regardless of the increase in market value. The recapture rule allows for the assessed value of homestead properties to continue to increase up to three percent in a year when the market value has declined, as long as the market value is greater than the assessed value. This allows local governments to recapture the value of homestead property that may have increased sharply during the real estate boom when values rose beyond the annual 3% cap. SJR 381 would prohibit the recapture of the assessed values for homestead properties in any year where there is a decline in the market value.

(2) *Non Homestead Cap to Five Percent*: SJR 381 seeks to lower the non-homestead cap to five percent, thereby duplicating the faults of Save Our Homes for non-homestead properties.

(3) *First Time Homebuyer Exemption*: The first time homebuyer proposal provides for a 50% homestead exemption, up to the median just value of homestead property in the County where the exemption is being sought, for a resident that has not owned a home for three years. The exemption does not apply to taxes for school districts and would be phased out by 20% each year over a five-year period.

Financial Impact of SJR 381: Legislative economists have determined that this proposed amendment could result in a revenue loss of \$231.6 million to local governments in the first year of implementation and \$1.3 billion by the fourth year. A preliminary analysis by the Leon County Property Appraiser's Office indicates that this proposal, excluding the first time homebuyer portion, would remove \$133 million of value from the County's tax rolls and reduce recurring revenue by \$1 million. The Property Appraiser's Office was unable to determine a reliable impact from the first time homebuyer portion given the number of variables such as the number of first time homebuyers as defined by SJR 381 that may seek to purchase a home in Leon County and the value of said home.

g. TECHNOLOGY

According to InfoTech Research Group, a global leader in providing IT research and advice and comparable to TechRepublic and Gartner Group, technology trends for now and the future revolve around cloud computing, virtualization and consolidation, social media, mobile computing, explosive data growth, and business process management. Each of these trends have provided great opportunities for organizations to improve their business processes, align their objectives with customer needs, achieve more work with less staff, lower their costs, and attain sustainability objectives.

Leon County's strategy has embraced these trends to achieve its objectives:

1. Customer Focus/Service Oriented
2. Comprehensive, Timely, Integrated Information with Reliance on Online Access and Interaction
3. Reliable and Effective Infrastructure to Meet Expectations
4. Systems, Data, and Network Security
5. Disaster Recovery and Business Continuity

Over four years ago MIS began consolidation of servers in the Data Center using virtualization technology to save power, space, and system management resources. The project has been able to virtualize 85% of the nearly 300 servers in the County's Data Center and has seen a drop of 10% power usage in the Data Center.

Virtualization of desktops is well underway by replacing energy consuming PCs with zero-client devices. Desktop virtualization will provide energy and space savings as well as efficiencies in desktop support. Disaster recovery and business continuity can be achieved with desktop virtualization as it allows one to access their desktop anywhere via the internet on any device such as an iPad or remote PC. It is anticipated that over 50% of the

County's desktop fleet can be converted to virtualized zero-client devices. The County is in its third year of a five year implementation plan.

Other technologies such as SaaS (software as a service) and cloud computing have been pursued in the interest of cost, space, and energy savings by using computing power over the Internet. SaaS and cloud computing also encourage efficient use of existing staff by redirecting resources from systems support and maintenance to value-added business analysis and technology integration into the organization. Leon County uses SaaS or cloud computing in various areas such as:

- EMS' Patient Care and Billing System
- Volunteer Center's Sign Up System
- Permit Fee Collection System
- Spam and Virus Filter System through Google
- File services through Dropbox for the digital agenda process
- Public Defender's Office Case Management System
- Applicant Tracking for Jobs (to be implemented in 2012)
- On-line Reservation System (initial deployment underway)

Other future uses of commercial cloud computing are being considered for email and application needs.

These previous examples show how Leon County uses commercial cloud computing solutions. The same benefits that commercial cloud computing services tout can be available in an organization's internal infrastructure. Leon County has been operating as a "private" cloud computing service for over 15 years for the Constitutional Offices by providing network, email, file services, and desktop applications. The GIS (Geographic Information Systems) program is operated as a private cloud for Constitutional Offices and the City. The JIS (Justice Information System) program is operated as a private cloud for the Justice community that extends to the counties of the 2nd Judicial Circuit, private attorneys, bail bondsmen, and authorized users of the State of Florida Department of Law Enforcement's network.

Mobile computing is growing as commercial networks have become more robust in the Tallahassee market to enable reliable and fast internet access over mobile devices. Leon County has been an early adopter of mobile computing for field workers such as building inspectors, EMS paramedics, Public Works field supervisors and Operations staff, Animal Control officers, and Sheriff law enforcement staff. With new devices such as iPads and smart phones, the costs for deploying computing devices for field workers has dropped significantly. Coupled with cloud computing and remote access to desktops, field workers

now have opportunities to do more away from the office. The Public Defender's Office has enabled most of their attorneys to work remotely from their offices through the use of iPads and cloud computing. The recent deployment of iPads for the digital agenda process has allowed for mobile computing as an extra benefit. MIS is poised to continue to help County departments do more for remote work needs.

The trend of social media has been initially adopted by the County for information deployment. Enhanced use of social media for stronger engagement of citizens will occur when the industry provides a viable means for transactional archiving and redaction tools, which are necessary in a government setting and addresses public access and Sunshine requirements.

The County is experiencing the trend of massive digital data growth, which is quite challenging. Adoption of electronic document management (EDMS) has occurred in many departments such as HR, DSEM, HHS, EMS, Purchasing, Elections, the State Attorney's Office, and the Public Defender's Office. MIS is working with Public Works to further their EDMS conversion.

Along with managing data, streamlining business processes with electronic processes is a trend that organizations are adopting. There are many examples of this occurring in the County:

- Online development review
- Online submission of plans from architects and developers
- Employee evaluations
- Online employee benefits enrollment and personal information management
- Electronic First Appearance
- Work order management for Public Works, Facilities, and MIS
- Electronic Timesheets (Clerk online) (Board to be online by 10/1/2012)

Many other County processes are being reviewed and will be improved to allow for electronic authorizations. Again, this is possible because the County has a robust infrastructure and software solutions that allow for such transactions.

Finally, deployment of solutions that provide transparency of the government's activities and engagement of citizens to interact with government easily are priorities within the County's upgraded web site. Those endeavors helped the County receive the National Association of Counties and the Center of Digital Government's 2011 Digital Counties Survey award for its population base.

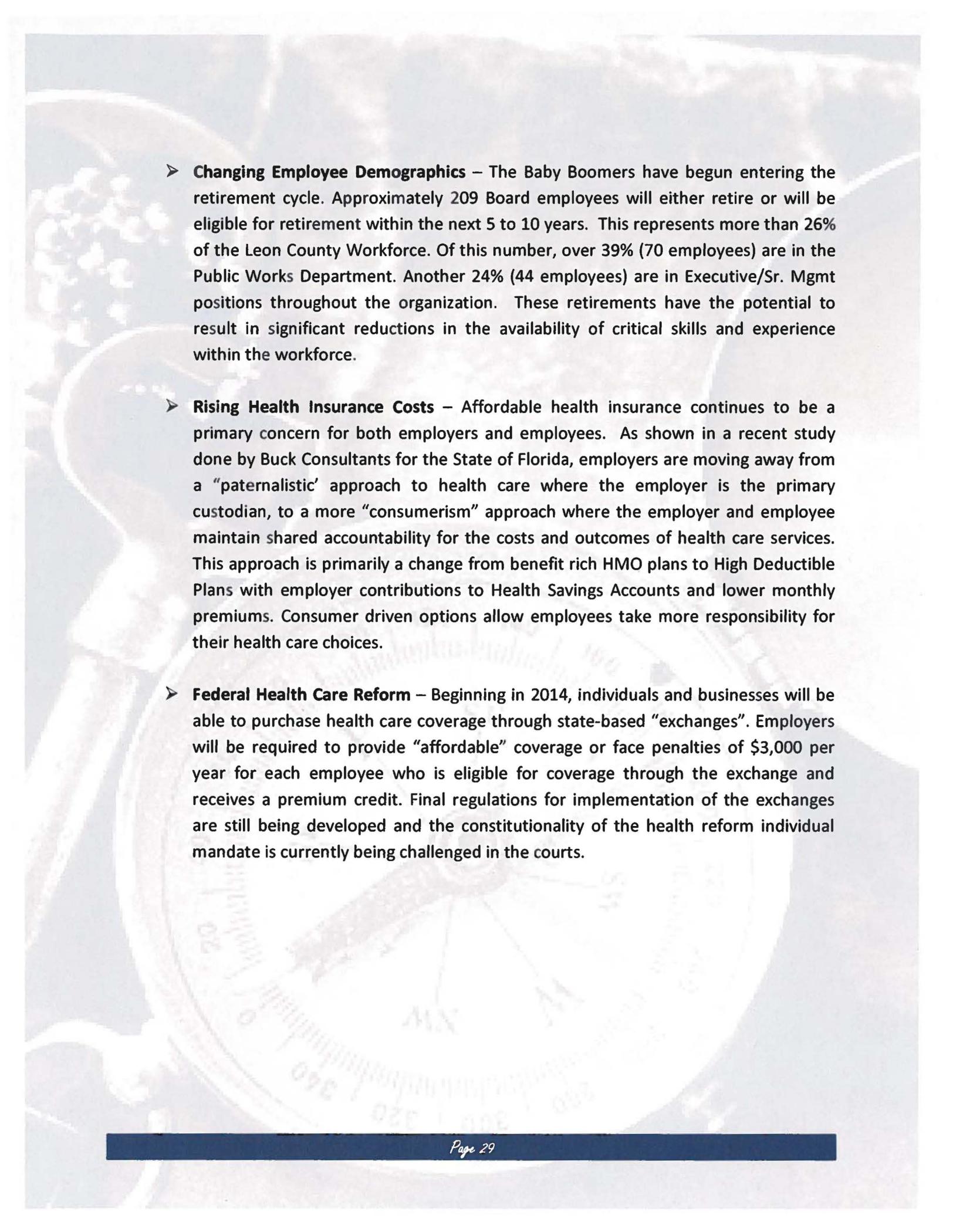
h. FUTURE TRENDS FOR THE LEON COUNTY WORKFORCE

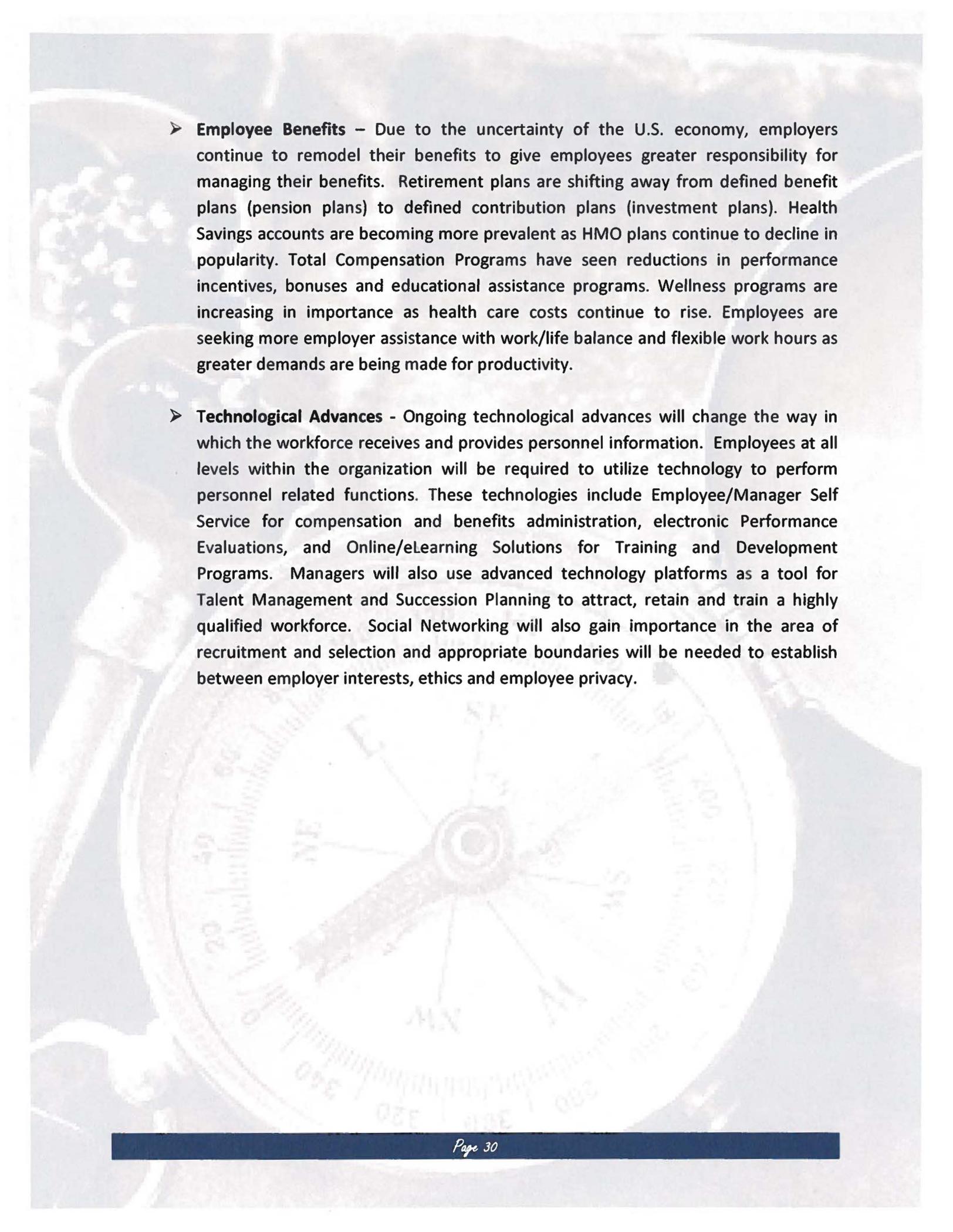
The slow recovery of the economy, unemployment and the accelerating pace of change in all industries, including government, are changing the nature of the workplace. Shifting demographic patterns, technological advancements, pressures for innovation, increased productivity and further reductions in spending will set the tone of the workplace of the future.

According to the Florida Department of Economic Opportunity, Labor Market Statistics, the impact of the economy is also reflected in future employment projections. Between 2011 and 2019, Leon County is projected to see a 1.17% annual increase in employment, from 162,548 to 177,809, respectively, for all industries (an annual change of 345 positions). Government sector employment within Leon County (Federal, State and Local) is expected to see a nominal increase of only 0.11% during this same period, from 54,913 to 55,384, (an annual change of 59 positions).

Based on an Employee Value Study by Towers Watson, a Human Resources Consulting Firm, a majority of employers are responding to the economy by expecting employees to work longer hours, with decreased merit pay budgets and less job security. The workforce in Leon County may not be any different as the state looks to government employee compensation and benefits as a means to balance budget shortfalls. As a result, the workforce may continue to see minimal or no increases in merit pay and further reductions in employee benefits, such as health insurance and retirement. While these strategies may contribute to short term cost reductions, they could have negative long term impacts on public employers' ability, within Leon County, to attract and retain critical skills and highly talented employees in the future. Such trends may further erode Leon County's ability to attract and retain the creative class, including graduates from local institutes of higher education, and negatively impact the local, government-focused economy. Additionally, as the economy improves, high performing employees will seek out other employment opportunities, as state and local government compensation, benefits and security are increasingly threatened.

The following is a summary of potential future trends in the Leon County government workforce over the next 5 – 10 years:

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- **Changing Employee Demographics** – The Baby Boomers have begun entering the retirement cycle. Approximately 209 Board employees will either retire or will be eligible for retirement within the next 5 to 10 years. This represents more than 26% of the Leon County Workforce. Of this number, over 39% (70 employees) are in the Public Works Department. Another 24% (44 employees) are in Executive/Sr. Mgmt positions throughout the organization. These retirements have the potential to result in significant reductions in the availability of critical skills and experience within the workforce.
 - **Rising Health Insurance Costs** – Affordable health insurance continues to be a primary concern for both employers and employees. As shown in a recent study done by Buck Consultants for the State of Florida, employers are moving away from a “paternalistic” approach to health care where the employer is the primary custodian, to a more “consumerism” approach where the employer and employee maintain shared accountability for the costs and outcomes of health care services. This approach is primarily a change from benefit rich HMO plans to High Deductible Plans with employer contributions to Health Savings Accounts and lower monthly premiums. Consumer driven options allow employees take more responsibility for their health care choices.
 - **Federal Health Care Reform** – Beginning in 2014, individuals and businesses will be able to purchase health care coverage through state-based “exchanges”. Employers will be required to provide “affordable” coverage or face penalties of \$3,000 per year for each employee who is eligible for coverage through the exchange and receives a premium credit. Final regulations for implementation of the exchanges are still being developed and the constitutionality of the health reform individual mandate is currently being challenged in the courts.

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- **Employee Benefits** – Due to the uncertainty of the U.S. economy, employers continue to remodel their benefits to give employees greater responsibility for managing their benefits. Retirement plans are shifting away from defined benefit plans (pension plans) to defined contribution plans (investment plans). Health Savings accounts are becoming more prevalent as HMO plans continue to decline in popularity. Total Compensation Programs have seen reductions in performance incentives, bonuses and educational assistance programs. Wellness programs are increasing in importance as health care costs continue to rise. Employees are seeking more employer assistance with work/life balance and flexible work hours as greater demands are being made for productivity.
 - **Technological Advances** - Ongoing technological advances will change the way in which the workforce receives and provides personnel information. Employees at all levels within the organization will be required to utilize technology to perform personnel related functions. These technologies include Employee/Manager Self Service for compensation and benefits administration, electronic Performance Evaluations, and Online/eLearning Solutions for Training and Development Programs. Managers will also use advanced technology platforms as a tool for Talent Management and Succession Planning to attract, retain and train a highly qualified workforce. Social Networking will also gain importance in the area of recruitment and selection and appropriate boundaries will be needed to establish between employer interests, ethics and employee privacy.

Charting the Course for Leon County's Future

FY 2011/12 Board of County Commissioners' Strategic Planning Retreat
Monday, December 12, 2011, Goodwood Conference Center
9:00 a.m. – 4:00 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

AGENDA

- 1. Welcome**
 - a. Goals for the Day
 - b. Ground Rules
- 2. Introduction**
- 3. Where We Have Been, Where We Are, and What We Project**
 - a. Leon County's Financial Health
 - b. Economic Analysis
 - c. Crime Statistics
 - d. Staffing and Comparable County Data
 - e. Emerging Issues
 - f. 2012 Florida Legislative Session
 - g. Technology
 - h. Future Trends for the Leon County Workforce
- 4. Create a Vision for Leon County**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize a Vision Statement
- 5. Identify Strengths, Weaknesses, Opportunities and Threats Facing the Leon County Community**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize SWOT Analysis
- 6. Develop Strategic Priorities**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize Strategic Priorities
- 7. Adopt Core Values and Confirm Core Practices**

Create a Vision for Leon County

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.

Good vision statements have the following components in common:

- Written in the present tense. They describe what we will feel, hear, think, say and do as if we had reached our vision now.
- Describe an outcome, the best outcome we can achieve. It does not confuse vision with the goals and objectives for a particular period of time. A vision statement, therefore, does not provide numeric measures of success.
- Use unequivocal language. It does not use business speak or words like maximize or minimize.
- Evoke emotion. It is obviously and unashamedly passionate.
- Help build a picture, the same picture, in people's minds.

For example, Peoria County, Illinois created the following vision statement:

"Peoria County 2025 is a collection of livable, sustainable communities with a strong, growing economy and connectivity within the region and to the world, providing opportunity for all its residents. Cooperative local governments provide efficient and effective services and are responsive to residents and to community needs."

The County's Vision Statement should be all about what is possible, all about potential.

Vision vs. Mission Statements – Vision and mission statements often get confused. The mission is what it takes to make the vision come true. An effective vision statement will tell the world what you wish to create for the future of Leon County, while the mission statement’s prime function is internal to the organization and talks about how the organization will get to where it wants to be.

Mission statements are prepared in a collaborative effort, by the management team and line staff. In short, they are developed by those who will live by it, enforce it, and ensure its success. Each division will develop mission statements, which are aligned with the Board’s defined Vision Statement, for inclusion with work area’s strategic plan.

Vision vs. Mission

- *The vision is broad and future oriented – the goal on the horizon.*
- *The mission is more focused – how you will get to the horizon.*

Preparing to Develop the Board’s Vision Statement for Leon County – During pre-retreat meetings, Commissioners individually provided staff with components of their vision for the Leon County community in 2025. The following represent the most commonly occurring themes Commissioners conveyed, during the pre-retreat meetings, with respect to a vision for the Leon County community:

- Community; Collaboration; Diversity of thoughts and experiences
- Balance between the economy, environment, and social/quality of life
- A beautiful place to live; Environmental amenities
- Well educated
- World class sports
- Best place to come home to; Great place to raise a family; Great place to work
- Sense of Place
- Economic Opportunities; Employment Opportunities; Exceptional Educational Opportunities
- Small Town Charm.

Preparing the Vision Statement – A draft version of a Leon County 2025 Vision Statement, based on the input Commissioners provided during the pre-retreat meetings, will be introduced during the retreat. Working together during the retreat, Commissioners will review the draft Vision Statement, refine and prepare a shared vision for Leon County 2025.

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Identify Strengths, Weaknesses, Opportunities & Threats Facing the Leon County Community

“SWOT” stands for strengths (S), weaknesses (W), opportunities (O), and threats (T). We will use the SWOT exercise to generate information to assist the Board in developing long-term Strategic Priorities that will move the County forward in achieving the Vision for Leon County.

Citizens’ perspectives, with respect to the community’s strengths, weaknesses, opportunities and threats have been gained from two sources: (1) a survey of Board-appointed advisory committee members; and (2) the Soul of the Community reports. Additionally, pre-retreat meetings were held with Commissioners to gain their individual insights, which provided staff the information needed to develop a stepping-off place for the Board to finalize its SWOT analysis during the retreat. The following summarizes the results of these three surveys.

1. **Survey of Board-appointed Advisory Committee Members** – The Board authorized staff to invite Board-appointed advisory committee members to help identify the most critical SWOTs facing the Leon County community now and in the future by responding to four questions. The link to the survey was sent to 236 committee members, and the County received a total of 47 responses. A summary of the responses to the survey follows.

➤ **Strengths** – A total of 44 respondents provided 193 responses to the question, “*What five strengths does the Leon County community have, which should be continued for its future, long-term success?*” The most frequent responses centered on education (Universities/Colleges, highly educated population, and good schools), aesthetics (parks, playgrounds, trails, outdoor activities, and the natural environment), openness (diversity, charity, civility, community, family friendly), and economic conditions (stable economic base), in that order. Additional analysis is provided in Attachment #4.

➤ **Weaknesses** – A total of 47 respondents provided 197 responses to the question, “*What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?*” The most frequent responses centered on the mix or nature of employment opportunities (lack of well-paid jobs, dependency on government, narrow job market, lack of private sector/non-service industry), transportation related issues (infrastructure, lack of bike lanes/multimodal/public transportation), city/county relations, and air service. While issues related to development and regulation were also frequently cited, several of those concerns appear to conflict with one another (too much government intervention/too little government intervention). Additional analysis is provided in Attachment #4.

- **Opportunities** – A total of 46 respondents provided 168 responses to the question, *“What are five opportunities, which are not fully utilized, the Leon County community, should tap or further draw upon for its future, long-term success?”* The most frequent responses (10%) centered on maximizing the presence of FSU, FAMU, and TCC, through various means and for various outcomes. Suggestions included maximizing the presence of the three schools of higher education for research and job development, exploiting the research infrastructure, improving their role in industrial and business development, involving the universities in improving public schools, developing FSU’s Medical School with TMH’s residency program jointly, using FSU Medical School’s faculty to enhance opportunities with pharmaceutical companies, furthering university research as an engine for economic growth, and leveraging the medical school as a health care resource. Also noted was that the universities have marketable products and services that could provide an economic boom, the need to build partnerships with the three schools of higher education, the need for support for incubators tied to university-based programs, and development of Innovation Park as a business extension of generated university research.

The second most frequent responses (10%) involved a wide variety of suggestions with respect to alternative energy sources and sustainability measures. Suggestions ranged from energy independence and diversification inputs into the electric grid, to solar heat/solar farming, general greening efforts/greener community, utilizing natural gas for fleet vehicles, and energy efficient housing/building codes.

- **Threats** – A total of 45 respondents provided 177 responses to the question, *“What are the five most damaging external threats to the Leon County community, driven by events taking place within the Leon Community or on the larger stage, which threaten, or may threaten, its future, long-term success?”* Not surprising, the most frequent responses (14%) centered on the broad category of economic conditions. This included concerns related to the economy, and reductions in or the lack of employment opportunities. A related concern was the continued downturn in the real estate market (5%).

The next most frequent responses (9%) related to the lack of academic funding and resources, the loss of quality faculty members, and the reduction in the quality of the public school system, and in the quality of degrees from universities and colleges.

2. **Soul of the Community** - The Soul of the Community project is a three-year study by Gallup funded by the Knight Foundation, that explores what community qualities attaches people to a community – what makes them want to put down roots and build a life there. Highly attached residents are more likely to want to stay in their current communities, which relates to the Board’s focus upon ways to attract and retain people, develop prosperous economies, add intellectual capital, and create jobs.

A separate report was produced for each of the three-year study period (2008, 2009, and 2010). Each year, the report for the Tallahassee, FL – MSA reflects the results of 400 surveys Gallup conducted with randomly selected adults age 18 or older, currently residing within Gadsden, Jefferson, Leon and Wakulla counties. Each county was sampled proportionally to the adult population in each area. The following summarizes various aspects of the Soul of the Community reports; additional details are provided in Attachment #5:

Most Important Problems Facing the Community - The 2008 and 2009 Soul of the Community reports for the Tallahassee, FL – MSA included an analysis of citizens’ perceptions of the most important problems facing the community. Survey respondents were limited to no more than three problems. The top three problems cited by respondents in 2009 were: Unemployment, the Economy, and Safety Issues.

Key Drivers of Attachment - Strengths and Opportunities – According to the 2010 Soul of the Community Report, “Tallahassee’s *social offerings, *openness, *aesthetics, and *basic services are, in that order, the most likely to influence residents’ attachment to the community in 2010, as they were in 2009.

- A driver that is both influential in causing emotional attachment and not rated as well performing represents an area of opportunity, as an improvement in performance will have a particularly high impact on improving emotional attachment.
- A driver that is both influential in causing emotional attachment and rated as well performing represents an area of strength to build upon.

Of note, Tallahassee rates significantly higher than the comparison group on aesthetics (the beauty or physical setting garners high-quality ratings by its residents as do its parks, playgrounds, and trails).” The report additionally states, “This is not to say that communities should focus on building parks when jobs aren’t available. However, it does make it clear that these other factors, beyond basic needs, should be included when thinking about economic growth and development.”

The 2010 report for the Tallahassee-MSA identified the following Strengths to Leverage:

- Residents rate the community as a **good place to meet people**. Community leaders “should try to build on this sentiment across all of its social offerings to help the community gain in this important dimension of attachment more broadly. Events and venues that help people interact and relate to each other can also help to improve the perception that people in Tallahassee care about each other.”
- Residents give high ratings to Tallahassee’s **aesthetics**, both in terms of its beauty or physical setting and parks, playgrounds, and trails. This “suggests leaders should promote these offerings to residents and tourists alike to increase attachment and appeal to potential new residents.”
- Tallahassee residents rate the community as a **good place for families with young children** to live, and the community’s score significantly outpaces that of the comparison communities group. The community’s residents also give Tallahassee high marks as a good place for older people to live. “Thus, the community has an opportunity to brand itself further as a family-friendly community where residents can feel comfortable in a community setting, no matter their age.”

The report identified the following Opportunities to Prioritize:

- Tallahassee has room to improve its openness toward groups such as racial and ethnic minorities, immigrants, and young adults without children. “But perhaps the greatest opportunity relative to openness is improving Tallahassee as a good place for young, talented college graduates. Efforts to increase opportunities for college graduates could help twofold as this would also likely increase attachment among younger age groups.”
- “Tallahassee leaders would be wise to address the availability of affordable housing in their community, the one measure of basic services for which Tallahassee scores significantly worse on than the comparison communities group.”
- “Tallahassee also has much to gain by cultivating and promoting a vibrant nightlife and greater availability of arts and cultural opportunities.” “Further attention to this area may also make the community more appealing to a broader cross section of individuals, potentially boosting scores on openness as well, for a compounding effect on community attachment.”

- 3. Pre-Retreat Meetings with Commissioners, and Preparing to Develop the Board’s SWOT Analysis** – During pre-retreat meetings, Commissioners individually provided staff with their preliminary SWOT analysis. Prior to the retreat, Commissioners framed their SWOT analysis with respect to the long term success the Leon County community. During the retreat, the Board is anticipated to refine and finalize the draft SWOT analysis. At that time, Commissioners may refine the framing of the SWOT analysis in terms of the Board’s Vision Statement. For informational purposes, the following guidelines are provided.

SWOT Guidelines

- Be future focused, do not dwell on the past, and consider how we succeed.
- Be realistic, honest and factual.
- Be brief, yet specific. Use words that communicate the situation so that others can understand what you have come up with just by reading the analysis.
- Only accept precise, verifiable statements.
- It is oftentimes difficult when talking about the negatives to avoid analyzing how you got there or how they might occur; however, avoid unnecessary complexity.
- Prune long lists of factors, and prioritize them, so that you spend your time thinking about the most significant factors.

Preparing to Develop the Board’s SWOT Analysis - The following draft SWOT analysis was extracted from information gathered during pre-retreat meetings, and is presented for the purpose of providing Commissioners additional time to consider these factors in their formulation of Strategic Priorities.

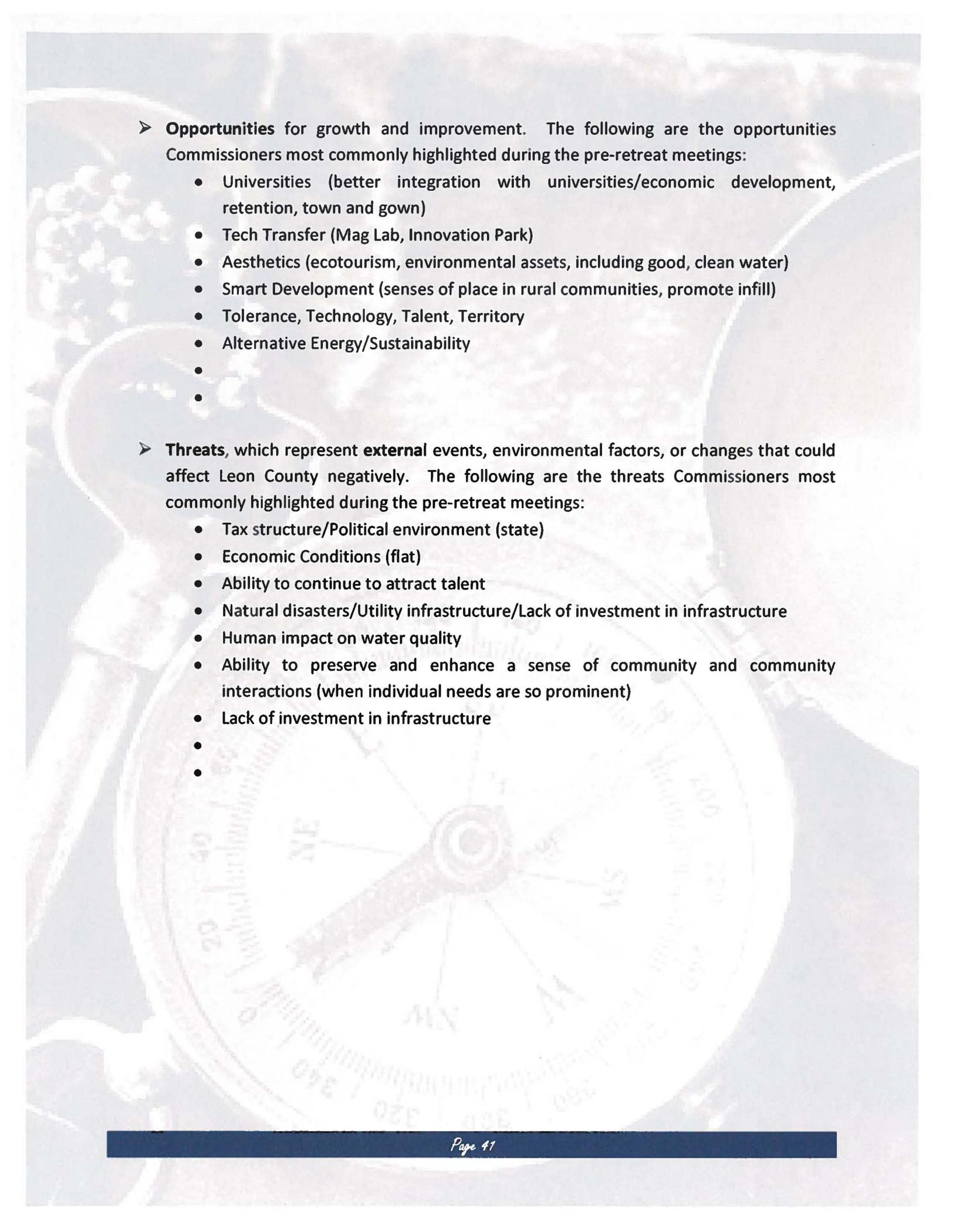
During the retreat, the Board will review, refine and seek clarifications as needed to identify a shared SWOT analysis. The SWOT analysis will serve as a foundation for the Board’s development of its Strategic Priorities, so that the County may:

- Capitalize on its Strengths,
- Improve on Weaknesses,
- Exploit Opportunities, and
- Mitigate Threats.

Draft SWOT Analysis:

- **Strengths**, which represent **internal** capabilities and resources. The following are the community strengths Commissioners most commonly highlighted during the pre-retreat meetings:
 - Education (higher education opportunities, highly educated population, good schools)
 - Aesthetics (natural beauty, location, parks, playgrounds, trails)
 - Openness (diversity, good place for families with young children, good place for older people to live)
 - Economic Conditions (stable economic base, center of government/public policy)
 - Quality of Life (family oriented, good place to raise children, a destination to live)
 - Governance (openness, efficiency)
 -
 -

- **Weaknesses**, which represent **internal** liabilities. The lack of a strength or resource can be considered a weakness. The following are the community weaknesses Commissioners most commonly highlighted during the pre-retreat meetings:
 - Air Service
 - Connecting to the world
 - Inter-government/University Coordination – vs. Collaboration
 - Economic Conditions (mix of employment opportunities)
 - Transportation (lack of multimodal/public transportation)
 - Infrastructure (including sewer in densely populated areas)
 -
 -

- 
- **Opportunities** for growth and improvement. The following are the opportunities Commissioners most commonly highlighted during the pre-retreat meetings:
 - Universities (better integration with universities/economic development, retention, town and gown)
 - Tech Transfer (Mag Lab, Innovation Park)
 - Aesthetics (ecotourism, environmental assets, including good, clean water)
 - Smart Development (senses of place in rural communities, promote infill)
 - Tolerance, Technology, Talent, Territory
 - Alternative Energy/Sustainability
 -
 -

 - **Threats**, which represent external events, environmental factors, or changes that could affect Leon County negatively. The following are the threats Commissioners most commonly highlighted during the pre-retreat meetings:
 - Tax structure/Political environment (state)
 - Economic Conditions (flat)
 - Ability to continue to attract talent
 - Natural disasters/Utility infrastructure/Lack of investment in infrastructure
 - Human impact on water quality
 - Ability to preserve and enhance a sense of community and community interactions (when individual needs are so prominent)
 - Lack of investment in infrastructure
 -
 -

Charting the Course for Leon County's Future

FY 2011/12 Board of County Commissioners' Strategic Planning Retreat
Monday, December 12, 2011, Goodwood Conference Center
9:00 a.m. – 4:00 p.m. (Breakfast/Refreshments Available at 8:30 a.m.)

AGENDA

- 1. Welcome**
 - a. Goals for the Day
 - b. Ground Rules
- 2. Introduction**
- 3. Where We Have Been, Where We Are, and What We Project**
 - a. Leon County's Financial Health
 - b. Economic Analysis
 - c. Crime Statistics
 - d. Staffing and Comparable County Data
 - e. Emerging Issues
 - f. 2012 Florida Legislative Session
 - g. Technology
 - h. Future Trends for the Leon County Workforce
- 4. Create a Vision for Leon County**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize a Vision Statement
- 5. Identify Strengths, Weaknesses, Opportunities and Threats Facing the Leon County Community**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize SWOT Analysis
- 6. Develop Strategic Priorities**
 - a. Review Preliminary Input
 - b. Discuss as a Group
 - c. Finalize Strategic Priorities
- 7. Adopt Core Values and Confirm Core Practices**

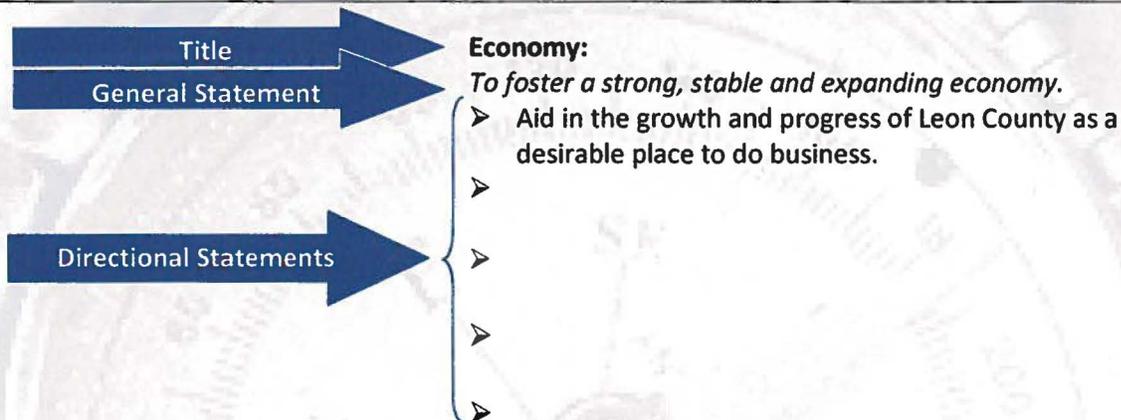
Develop Strategic Priorities

The strategic planning process establishes a long-term plan to achieve a specified vision, through the attainment of Strategic Priorities. The Board's Strategic Priorities, established during the Board's retreat, are those high level areas of focus which move the County forward to realize the County's Vision, and determine the entire direction of Leon County government.

Each Strategic Priority will be identified with:

1. A **Title** (which is a general area of focus),
2. 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
3. **Directional Statements** (to provide focus and additional specificity for each area).

During pre-retreat meetings, Commissioners individually provided staff with their ideas with respect to developing long-term Strategic Priorities. Commissioners may recall the following example of "Economy" as a Strategic Priority, from the pre-retreat materials.



Staff recommends that Strategic Priorities address a fairly high level of focus. Strategic Priorities consider the major areas of the County's responsibilities, critical to the success of the community and the desired future condition. For example, if Economic Development is a priority, the recommended level of focus would include direction statements such as, "Aid in the growth and progress of Leon County as a desirable place to do business", rather than specific tactics (such as to "Eliminate the Occupational License Tax"). The decision to eliminate the Occupational License Tax is a singular event, which supports the broader area of focus. This may be included in the Strategic Initiatives brought back by staff for the Board's consideration, but does not limit the Board's Strategic Priority to this singular action.

Using the SWOT Analysis to Identify Strategic Priorities and Define Strategic Directions – The purpose for doing a SWOT analysis is to help identify beneficial targets and strategies to pursue based on the current situation, and those that will help prepare for the future. Consider the SWOT analysis in the development of Strategic Priorities, and try to:

- **Capitalize on Strengths.**
- **Improve on Weaknesses.**
- **Exploit Opportunities.**
- **Mitigate Threats.**

Once the Board has identified its Strategic Priorities, those priorities will be aligned for action through staff's identification of proposed Strategic Initiatives, and the responsible entities. An agenda item will then be prepared which will seek the Board's ratification of the actions taken during the Board's Retreat, including its Strategic Priorities, and approval of proposed Strategic Initiatives.

Preparing the Board's Strategic Priorities for FY 2011/12 to FY 2012/13 – During pre-retreat meetings, Commissioners individually provided staff with proposed components for the development of strategic priorities. Based on Commissioners' input, staff will develop and introduce the following during the retreat:

- (1) The Titles Commissioners most commonly identified;
- (2) A General Statement for each Title, that speaks to the overall mission of the organization with respect to the relevant general area of focus; and,
- (3) Several Directional Statements, which were identified by numerous Commissioners.

This preliminary information provides Commissioners a starting place. Working together during the retreat, Commissioners will review the preliminary information, and collectively develop the Strategic Priorities for FY 2011/12 to FY 2012/13.

Charting the Course for Leon County's Future

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- 7. Adopt Core Values and Confirm Core Practices**

Adopt Core Values and Confirm Core Practices

The County Administrator established Core Practices, which were introduced to the Board during the August 23, 2011 workshop. These Core Practices are intended to guide employees' behaviors and actions, and are being translated into County employees' performance evaluations. During the retreat, the Board will be asked to review and confirm these Core Practices for the County, or offer revisions for adoption. This is discussed later in these retreat materials.

Staff recommends that the Board establish Core Values. An organization's core values form the foundation by which that organization operates, and answer the question, "How do we want to act as we move toward achieving our vision?" Core Values become actionable through Core Practices. Staff proposes the following Core Values for the Board's consideration:

Draft 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

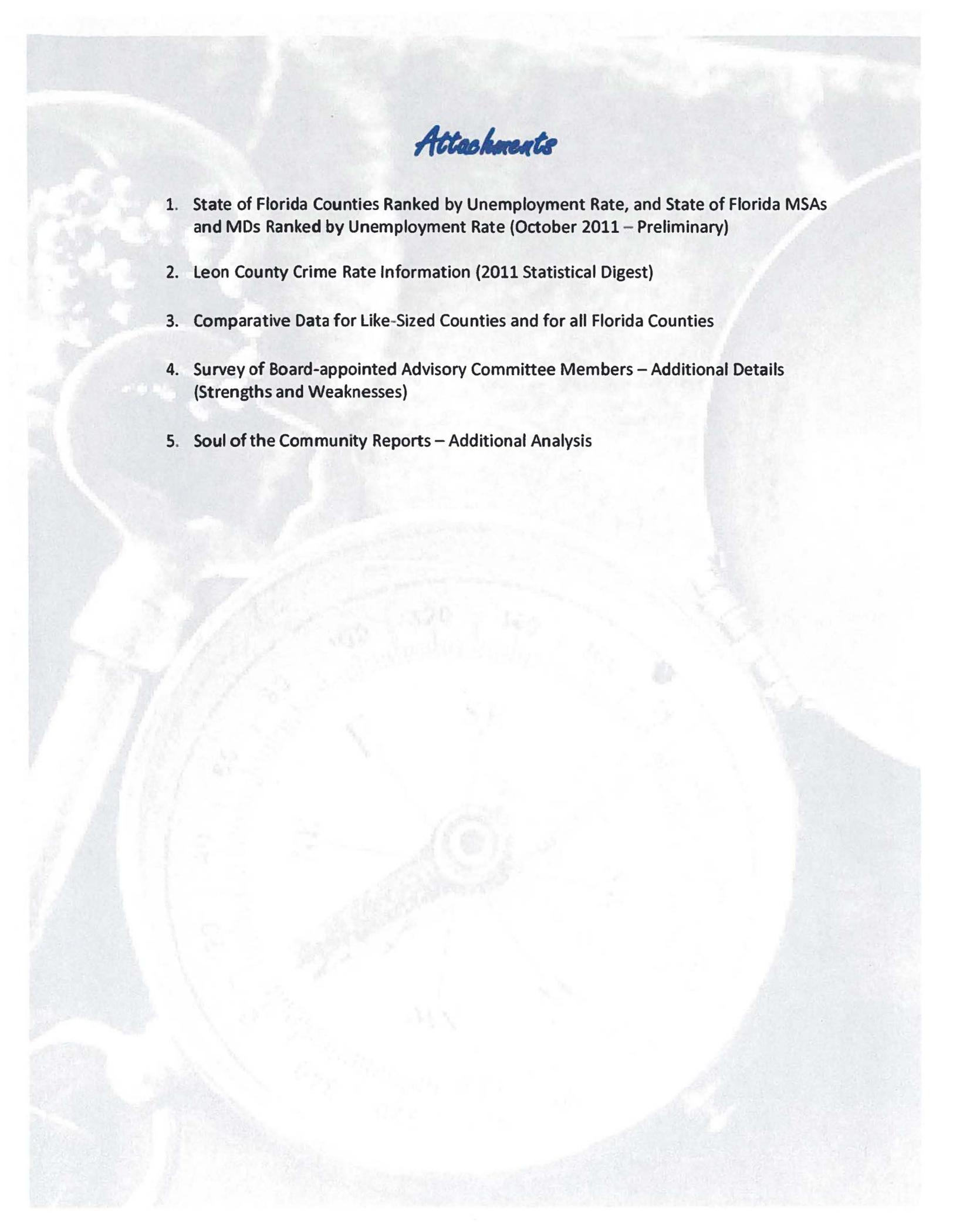
Core Practices

The County's Core Values lay the foundation with respect to how Leon County government operates, and convey who we are as an organization. The County's Core Practices put the Core Values into action, in that all employees of Leon County government are expected to espouse the County's Core Practices in their daily activities. The Board is asked to review and confirm these Core Practices for the County, or offer revisions for adoption. The Core Values align with the proposed Core Values.

In the context of our Core Values, our work is focused upon the following Core Practices:

1. **Deliver the “wow” factor in customer service.** Deliver exemplary service with pride, passion and determination. Be responsible for anticipating problems, finding solutions and taking appropriate action in “real time.” Listen, be empathetic, be courteous, prioritize customers’ satisfaction, and exceed expectations. **Customers know that they are the reason we are here.**
2. **Connect with citizens to go beyond customer service to community relevance.** Convey the County's mission, connect with citizens and engage citizens as stakeholders in the community's success. Communicate regularly, solicit ideas and embrace partnerships. **Citizens know they are part of the bigger cause.**
3. **Demonstrate the highest standards of public service.** Be honorable, truthful, and sincere. Adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety, and carry out the public's business in a manner that benefits the public interest and the common good. Align the County's core values and core practices with words and actions. **Citizens know that we are on their side.**
4. **Accept individual and organizational accountability.** – Take responsibility for our decisions, actions, behavior, and for the quality of work performed individually and in teams. Actively promote transparency. Own and learn from mistakes, and move on. Mistakes born of initiative will be celebrated as learning experiences, mistakes born of neglect will not be tolerated - as responsibilities to citizens, community and co-workers are too important. **Leon County is a learning organization.**

5. **Exhibit respect for people, diversity and fairness.** Provide employees with the necessary equipment, resources and training. Ensure employees receive equitable opportunity for growth, learning, and recognition. Make employment decisions impartially. Respect the diversity of citizens, co-workers and elected officials. Do not tolerate discrimination. **Leon County exercises an ethic based on respect.**
6. **Employ a team approach.** Build a collaborative work environment which promotes interdepartmental coordination and cooperation, and an organizational competition of ideas. Utilize interdepartmental teams to optimize employee innovation and talents. Ensure team members are clear of their role and where they fit in. Ensure team members feel they can depend on other team members to achieve well articulated organizational goals. Value the strengths that result from varied experiences, ideas and perspectives. **Employees can produce bigger and better ideas to address the problems and seize the opportunities which face our community.**
7. **Be responsible stewards of our community resources.** Demonstrate value in delivering cost effective, high quality services. Continuously seek out new and efficient ways to raise the bar and do more with less. Show respect for the environment by implementing, and being a community catalyst for, sustainable practices. Engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life. **Employees tirelessly enhance our community's livability, sustainability and economic competitiveness.**
8. **Demonstrate performance, value and results.** Be the standard for performance as a 21st century county government. Drive performance through a people focused, performance driven culture. Provide a structure for employees to succeed through Leon LEADS which will perpetuate persistence and consistency of vision and alignment of key processes. Employees will understand the County vision, embrace the core values and engage in the core practices. Establish goals, measure results, and report successes. Define the bar for performance for others to benchmark against. **Employees have a structure in place to succeed and are empowered to help people.**



Attachments

1. **State of Florida Counties Ranked by Unemployment Rate, and State of Florida MSAs and MDs Ranked by Unemployment Rate (October 2011 – Preliminary)**
2. **Leon County Crime Rate Information (2011 Statistical Digest)**
3. **Comparative Data for Like-Sized Counties and for all Florida Counties**
4. **Survey of Board-appointed Advisory Committee Members – Additional Details (Strengths and Weaknesses)**
5. **Soul of the Community Reports – Additional Analysis**

STATE OF FLORIDA
COUNTIES RANKED BY UNEMPLOYMENT RATE
(NOT SEASONALLY ADJUSTED)

OCTOBER 2011
(Preliminary)

RELEASED 11/18/2011

UNEMPLOYMENT			UNEMPLOYMENT		
RANK	COUNTY	RATE (%)	RANK	COUNTY	RATE (%)
1	HENDRY	16.1	35	PINELLAS	9.9
2	FLAGLER	14.0	36	ESCAMBIA	9.9
3	HERNANDO	13.0	37	BAKER	9.9
4	ST. LUCIE	12.7	38	GADSDEN	9.9
5	INDIAN RIVER	12.7	39	COLUMBIA	9.8
6	OKEECHOBEE	12.2	40	ORANGE	9.7
7	DESOTO	11.9	41	GULF	9.6
8	HAMILTON	11.9	42	BAY	9.5
9	MARION	11.8	43	NASSAU	9.3
10	MADISON	11.8	44	SUWANNEE	9.2
11	DIXIE	11.5	45	SEMINOLE	9.0
12	HIGHLANDS	11.5	46	GILCHRIST	9.0
13	PASCO	11.3	47	BROWARD	8.9
14	PUTNAM	11.3	48	CLAY	8.8
15	POLK	11.3	49	SANTA ROSA	8.7
16	HARDEE	11.2		UNITED STATES	8.5
17	BREVARD	11.2	50	ST. JOHNS	8.4
18	CITRUS	11.0	51	BRADFORD	8.4
19	OSCEOLA	10.8	52	JEFFERSON	8.4
20	COLLIER	10.7	53	GLADES	7.9
21	LEE	10.7	54	JACKSON	7.9
22	MIAMI-DADE	10.7	55	UNION	7.9
23	CHARLOTTE	10.6	56	CALHOUN	7.8
24	MARTIN	10.5	57	LEON	7.7
25	SARASOTA	10.3	58	SUMTER	7.6
26	PALM BEACH	10.3	59	HOLMES	7.6
27	WASHINGTON	10.3	60	WAKULLA	7.6
28	VOLUSIA	10.3	61	FRANKLIN	7.5
29	LEVY	10.3	62	ALACHUA	7.4
30	MANATEE	10.3	63	LAFAYETTE	7.4
31	TAYLOR	10.2	64	OKALOOSA	7.0
32	LAKE	10.2	65	WALTON	6.8
	FLORIDA	10.1	66	MONROE	6.3
33	DUVAL	10.0	67	LIBERTY	6.3
34	HILLSBOROUGH	10.0			

NOTE: All data are subject to revision.

Source: Florida Department of Economic Opportunity, Labor Market Statistics Center, Local Area Unemployment Statistics Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

STATE OF FLORIDA
METROPOLITAN STATISTICAL AREAS (MSAs) AND METROPOLITAN DIVISIONS (MDs)
RANKED BY UNEMPLOYMENT RATE
(NOT SEASONALLY ADJUSTED)
OCTOBER 2011 (Preliminary)

1. Palm Coast MSA	14.0 %
2. Sebastian-Vero Beach MSA	12.7
3. Port St. Lucie MSA	12.0
4. Ocala MSA	11.8
5. Lakeland-Winter Haven MSA	11.3
6. Palm Bay-Melbourne-Titusville MSA	11.2
7. Naples-Marco Island MSA	10.7
8. Cape Coral-Ft. Myers MSA	10.7
9. Miami-Miami Beach-Kendall MD	10.7
10. Punta Gorda MSA	10.6
11. Tampa-St. Petersburg-Clearwater MSA	10.3
12. West Palm Beach-Boca Raton-Boynton Beach MD	10.3
13. Deltona-Daytona Beach-Ormond Beach MSA	10.3
14. North Port-Bradenton-Sarasota MSA	10.3
Florida	10.1
15. Miami-Ft. Lauderdale-Pompano Beach MSA	10.0
16. Orlando-Kissimmee-Sanford MSA	9.8
17. Jacksonville MSA	9.6
18. Pensacola-Ferry Pass-Brent MSA	9.5
19. Panama City-Lynn Haven-Panama City Beach MSA	9.5
20. Ft. Lauderdale-Pompano Beach-Deerfield Beach MD	8.9
United States	8.5
21. Tallahassee MSA	7.9
22. Gainesville MSA	7.5
23. Crestview-Ft. Walton Beach-Destin MSA	7.0

Released November 18, 2011

NOTE: All data are subject to revision.

5.4 Public Safety

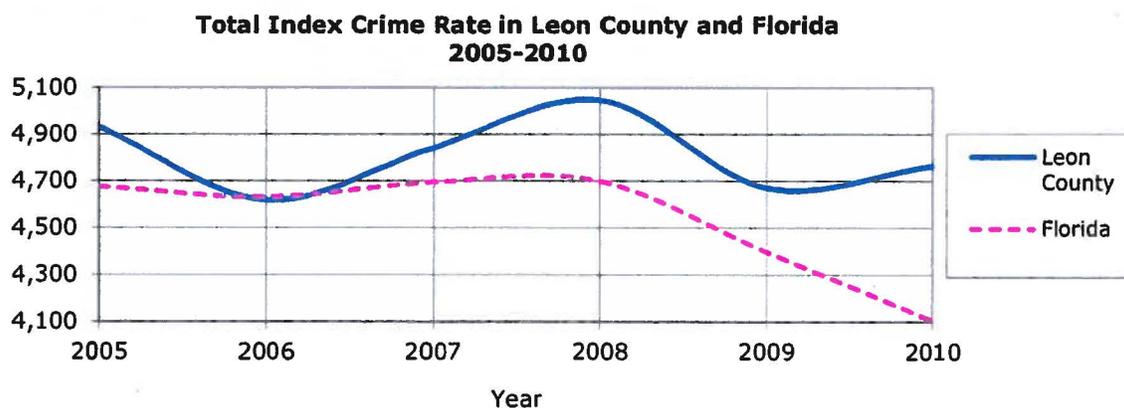
Between 2009 and 2010, Leon County experienced a 2.0% increase in the total crime index rate (rate per 100,000 population) compared to a 6.7% decrease for the State of Florida. The index rate for violent crimes in Leon County increased 2.8% in 2010 over 2009 levels. Property Crime rates increased 1.9% between 2009 and 2010 with the number of burglaries down 12.3% during the period and a 5.9% increase in the number of motor vehicle thefts.

Figure 5-3
Leon County Crime Rates, Rate per 100,000 Residents (2005-2010)

Type of Crime	2005	2006	2007	2008	2009	2010	Avg. Annual Rate Change (2005-2010)
Violent Crimes	781.6	776.5	815.7	839.6	742.0	762.6	-0.5%
Murder	4.1	3.7	1.8	5.1	3.6	5.5	5.9%
Forcible Sex Offenses	103.3	101.7	102.6	81.5	52.8	86.6	-3.5%
Robbery	170.0	194.1	239.7	266.3	196.9	196.1	2.9%
Aggravated Assault	504.2	477.1	471.6	486.7	488.7	474.4	-1.2%
Property Crime	4,149.6	3,842.2	4,026.1	4,207.1	3,929.0	4,002.1	-0.7%
Burglary	1,248.6	1,128.8	1,253.6	1,341.6	1,459.2	1,279.6	0.5%
Larceny	2,555.8	2,427.9	2,482.6	2,627.6	2,310.4	2,553.7	0.0%
Motor Vehicle Theft	345.2	285.5	289.9	237.9	159.4	168.8	-14.3%
Index Rate (per 100,000)	4,931.2	4,618.8	4,841.8	5,046.7	4,671.0	4,764.7	-0.7%

Source: Florida Statistical Analysis Center, Florida Department of Law Enforcement

Figure 5-4
Total Index Crime Rate in Leon County and Florida (2005-2010)



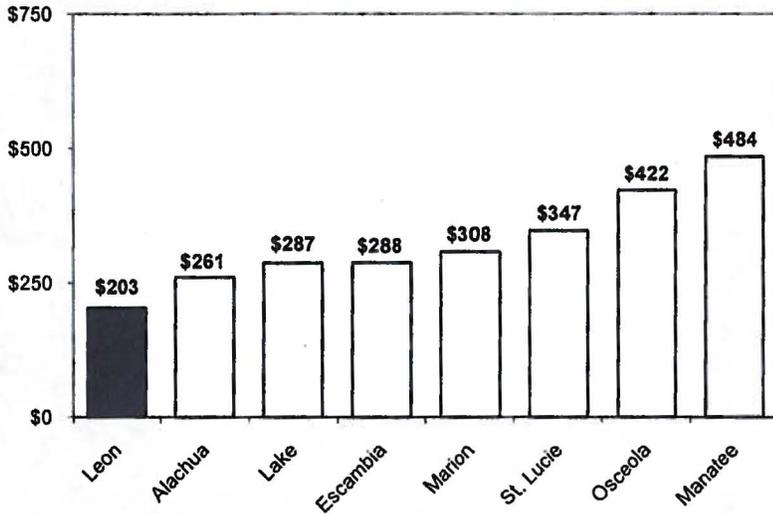
Note: Index Rate is per 100,000 population

Source: Florida Statistical Analysis Center, Florida Department of Law Enforcement

Comparative Data for Like-Sized Counties

Total Net Budget (FY11)

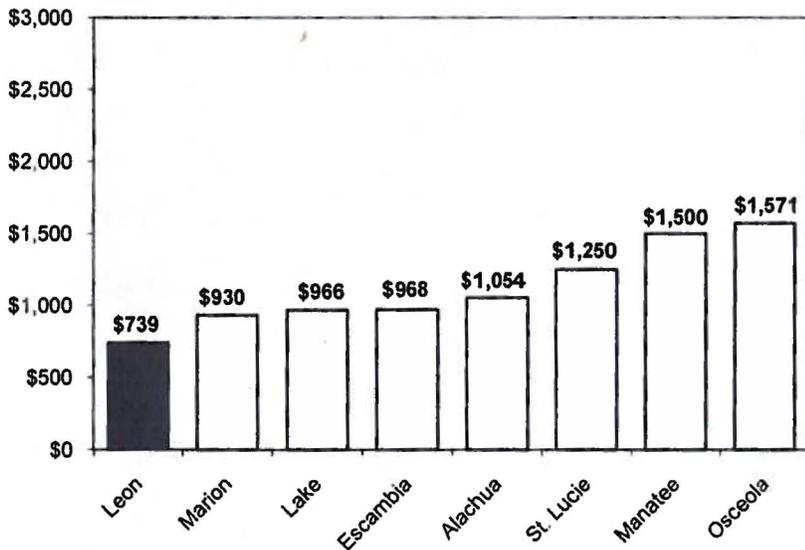
Millions



Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$203 million. Alachua County's net budget is 29% higher than Leon County's. Manatee County has the largest total net budget and is 138% higher than the Leon County budget.

As recommended by the International City County Management Association (ICMA), total net budget excludes capital and county total budgeted reserves.

Net Budget Per Countywide Resident (FY11)

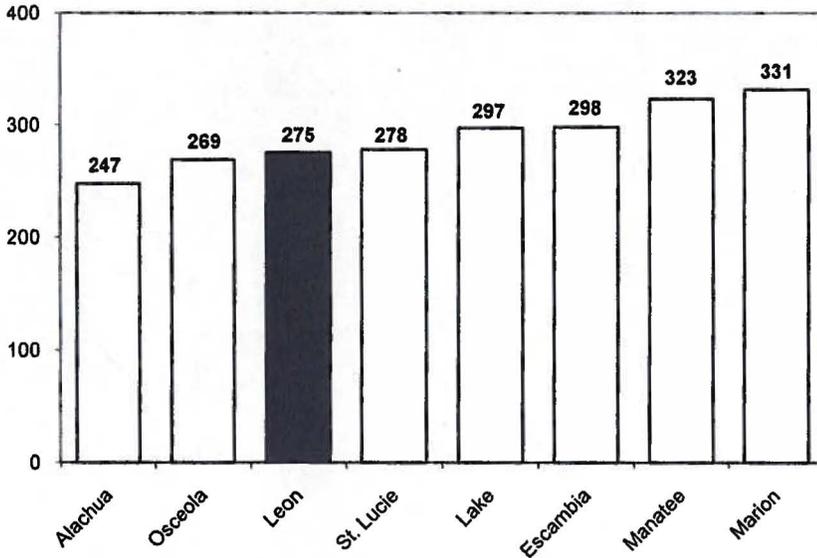


Leon County is the lowest for dollars spent per county resident. Manatee County spends over two times the amount per resident than Leon County. The next closest County's net budget per capita is 26% higher than Leon County's (Marion County).

Comparative Data for Like-Sized Counties

Countywide Population (2010)

Thousands

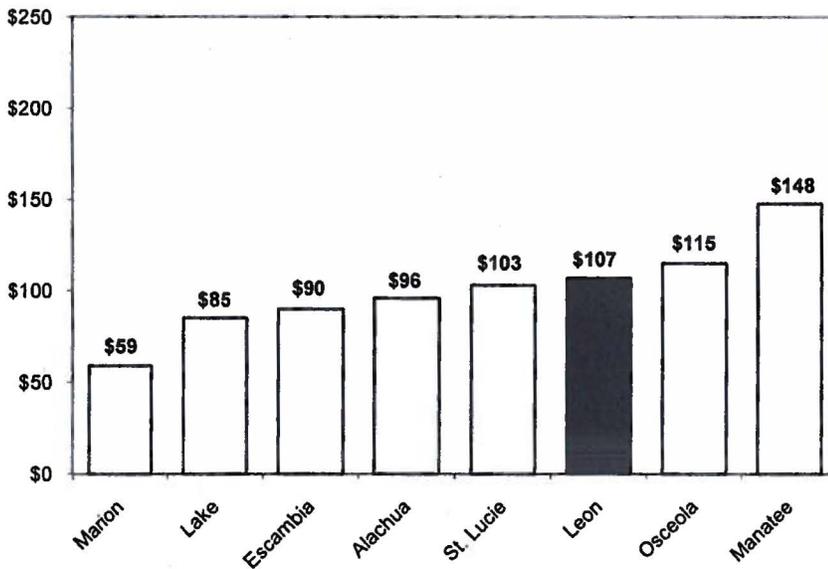


According to the 2010 United States Census data the current Leon County population is 275,487 residents. The selection of comparative counties is largely based on population served.

For more information on population see page 34 in the Community Economic Profile Section.

Anticipated Ad Valorem Tax Collections (FY11)

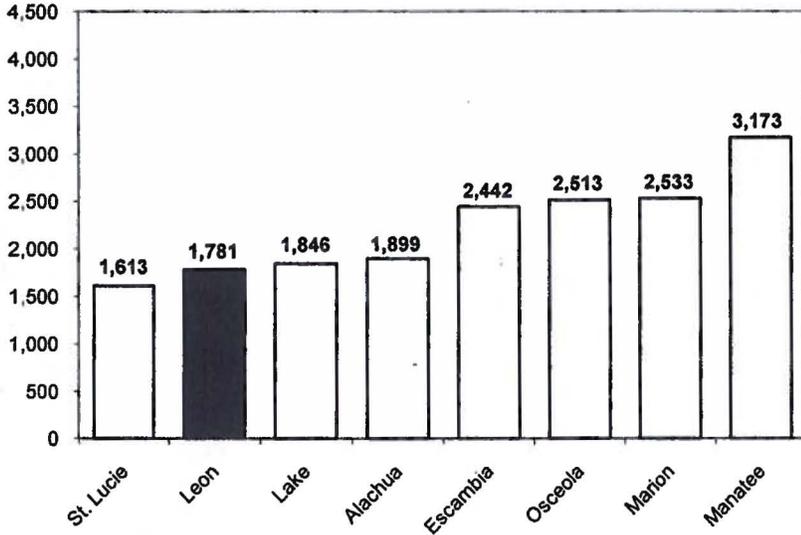
Millions



Among the like-sized counties, Leon County collects \$107 million in ad valorem taxes. Leon County collects \$7 million more than the median collection (\$100 million). Due to the 2008 passage of property tax reform by referendum and enabling legislative actions, ad valorem tax collections rates were significantly impacted in all counties. In addition, decreased property valuations associated with the recession and a repressed housing market will further effect collections in the near term. Ad valorem taxes account for 44% of the County's operating revenue.

Comparative Data for Like-Sized Counties

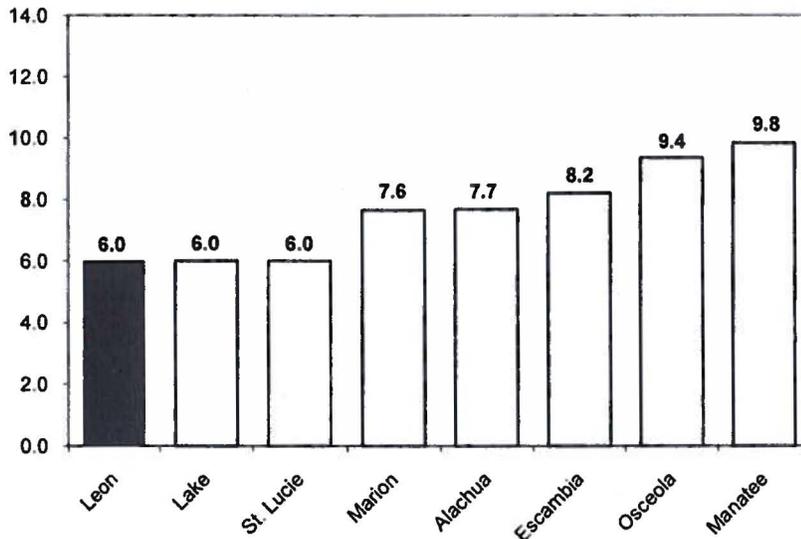
Total Number of County Employees (FY11)



County employees consist of Board, Constitutional, and Judicial Offices. Leon County has the second lowest number of county employees among comparables.

All comparable counties surveyed reported either the same or fewer employees than in FY010. This is largely attributed to property tax reform followed by the recession which has impacted county revenues and services. For example, St. Lucie County froze approximately 150 positions while Lake County eliminated 41 positions.

County Employees per 1,000 Residents (FY11)



Leon County has a ratio of 6.0 employees for every thousand County residents, tied with St. Lucie and Lake County as the lowest in per capita employees.

Comparative Data for All Florida Counties

Net Budget per Countywide Resident

County	Net Budget Per Capita	Staff Per 1000	% Exempt
Santa Rosa	\$588	6	38%
Gadsden	\$616	7	57%
Union	\$639	9	77%
Holmes	\$653	7	66%
Columbia	\$718	7	46%
Lafayette	\$735	11	72%
Leon	\$739	6	43%
Clay	\$780	7	37%
Jackson	\$781	7	53%
Baker	\$841	11	53%
Suwannee	\$843	10	48%
Bradford	\$850	7	58%
Calhoun	\$858	7	64%
Citrus	\$863	8	34%
DeSoto	\$882	9	55%
Taylor	\$883	11	42%
Volusia	\$926	6	33%
Brevard	\$929	7	44%
Marion	\$930	8	43%
Okaloosa	\$941	8	29%
Highlands	\$962	9	34%
Lake	\$966	6	29%
Hernando	\$968	8	36%
Escambia	\$968	8	50%
Polk	\$974	7	31%
Liberty	\$992	17	77%
Hamilton	\$1,004	12	53%
Sumter	\$1,032	7	33%
Washington	\$1,033	10	47%
Nassau	\$1,037	9	27%
Flagler	\$1,039	7	29%
Putnam	\$1,043	9	49%
Alachua	\$1,054	8	49%
Wakulla	\$1,062	13	48%

County	Net Budget Per Capita	Staff Per 1000	% Exempt
Hardee	\$1,063	12	54%
Levy	\$1,068	10	55%
Bay	\$1,073	7	33%
Madison	\$1,075	14	56%
Okeechobee	\$1,084	10	47%
Jefferson	\$1,088	12	66%
Pasco	\$1,093	8	36%
Palm Beach	\$1,120	8	24%
Glades	\$1,198	10	84%
Dixie	\$1,228	12	70%
Hendry	\$1,248	10	67%
Saint Lucie	\$1,250	6	36%
Gilchrist	\$1,301	11	60%
Lee	\$1,342	8	21%
Pinellas	\$1,344	5	30%
Martin	\$1,407	10	31%
Orange	\$1,453	9	26%
Manatee	\$1,500	10	24%
Broward	\$1,543	7	28%
Osceola	\$1,571	9	36%
Duval	\$1,586	9	39%
Hillsborough	\$1,604	8	31%
Saint Johns	\$1,613	10	28%
Gulf	\$1,668	15	38%
Indian River	\$1,696	10	27%
Walton	\$1,740	16	16%
Collier	\$1,742	10	18%
Seminole	\$1,787	6	27%
Sarasota	\$1,889	9	24%
Dade-Miami	\$1,919	11	28%
Charlotte	\$2,477	12	27%
Franklin	\$2,490	14	39%
Monroe	\$3,087	17	29%

Comparative Data for All Florida Counties

Percent of Exempt Property

County	% Exempt	Net Budget Per Capita	Staff Per 1000
Walton	16%	\$1,740	16
Collier	18%	\$1,742	10
Lee	21%	\$1,342	8
Palm Beach	24%	\$1,120	8
Manatee	24%	\$1,500	10
Sarasota	24%	\$1,889	9
Orange	26%	\$1,453	9
Charlotte	27%	\$2,477	12
Nassau	27%	\$1,037	9
Seminole	27%	\$1,787	6
Indian River	27%	\$1,696	10
Dade-Miami	28%	\$1,919	11
Saint Johns	28%	\$1,613	10
Broward	28%	\$1,543	7
Monroe	29%	\$3,087	17
Flagler	29%	\$1,039	7
Lake	29%	\$966	6
Okaloosa	29%	\$941	8
Pinellas	30%	\$1,344	5
Martin	31%	\$1,407	10
Hillsborough	31%	\$1,604	8
Polk	31%	\$974	7
Sumter	33%	\$1,032	7
Volusia	33%	\$926	6
Bay	33%	\$1,073	7
Citrus	34%	\$863	8
Highlands	34%	\$962	9
Saint Lucie	36%	\$1,250	6
Pasco	36%	\$1,093	8
Hernando	36%	\$968	8
Osceola	36%	\$1,571	9
Clay	37%	\$780	7
Santa Rosa	38%	\$588	6
Gulf	38%	\$1,668	15

County	% Exempt	Net Budget Per Capita	Staff Per 1000
Duval	39%	\$1,586	9
Franklin	39%	\$2,490	14
Taylor	42%	\$883	11
Leon	43%	\$739	6
Marion	43%	\$930	8
Brevard	44%	\$929	7
Columbia	46%	\$718	7
Okeechobee	47%	\$1,084	10
Washington	47%	\$1,033	10
Suwannee	48%	\$843	10
Wakulla	48%	\$1,062	13
Alachua	49%	\$1,054	8
Putnam	49%	\$1,043	9
Escambia	50%	\$968	8
Hamilton	53%	\$1,004	12
Jackson	53%	\$781	7
Baker	53%	\$841	11
Hardee	54%	\$1,063	12
Desoto	55%	\$882	9
Levy	55%	\$1,068	10
Madison	56%	\$1,075	14
Gadsden	57%	\$616	7
Bradford	58%	\$850	7
Gilchrist	60%	\$1,301	11
Calhoun	64%	\$858	7
Holmes	66%	\$653	7
Jefferson	66%	\$1,088	12
Hendry	67%	\$1,248	10
Dixie	70%	\$1,228	12
Lafayette	72%	\$735	11
Liberty	77%	\$992	17
Union	77%	\$639	9
Glades	84%	\$1,198	10

Comparative Data for All Florida Counties

Total County Employees per 1,000 Residents

County	Staff Per 1000	Net Budget Per Capita	% Exempt
Pinellas	5	\$1,344	30%
Leon	6	\$739	43%
Santa Rosa	6	\$588	38%
Saint Lucie	6	\$1,250	36%
Seminole	6	\$1,787	27%
Lake	6	\$966	29%
Volusia	6	\$926	33%
Sumter	7	\$1,032	33%
Broward	7	\$1,543	28%
Brevard	7	\$929	44%
Polk	7	\$974	31%
Flagler	7	\$1,039	29%
Holmes	7	\$653	66%
Clay	7	\$780	37%
Gadsden	7	\$616	57%
Bay	7	\$1,073	33%
Calhoun	7	\$858	64%
Bradford	7	\$850	58%
Columbia	7	\$718	46%
Jackson	7	\$781	53%
Marion	8	\$930	43%
Alachua	8	\$1,054	49%
Lee	8	\$1,342	21%
Citrus	8	\$863	34%
Hernando	8	\$968	36%
Okaloosa	8	\$941	29%
Pasco	8	\$1,093	36%
Escambia	8	\$968	50%
Hillsborough	8	\$1,604	31%
Palm Beach	8	\$1,120	24%
Desoto	9	\$882	55%
Orange	9	\$1,453	26%
Sarasota	9	\$1,889	24%
Highlands	9	\$962	34%

County	Staff Per 1000	Net Budget Per Capita	% Exempt
Putnam	9	\$1,043	49%
Duval	9	\$1,586	39%
Union	9	\$639	77%
Osceola	9	\$1,571	36%
Nassau	9	\$1,037	27%
Hendry	10	\$1,248	67%
Manatee	10	\$1,500	24%
Glades	10	\$1,198	84%
Suwannee	10	\$843	48%
Indian River	10	\$1,696	27%
Levy	10	\$1,068	55%
Washington	10	\$1,033	47%
Saint Johns	10	\$1,613	28%
Collier	10	\$1,742	18%
Martin	10	\$1,407	31%
Okeechobee	10	\$1,084	47%
Lafayette	11	\$735	72%
Taylor	11	\$883	42%
Gilchrist	11	\$1,301	60%
Baker	11	\$841	53%
Dade-Miami	11	\$1,919	28%
Hardee	12	\$1,063	54%
Dixie	12	\$1,228	70%
Charlotte	12	\$2,477	27%
Jefferson	12	\$1,088	66%
Hamilton	12	\$1,004	53%
Wakulla	13	\$1,062	48%
Franklin	14	\$2,490	39%
Madison	14	\$1,075	56%
Gulf	15	\$1,668	38%
Walton	16	\$1,740	16%
Monroe	17	\$3,087	29%
Liberty	17	\$992	77%

Survey of Board-appointed Advisory Committee Members – Additional Details

Strengths – A total of 44 respondents provided 193 responses to the question, “*What five strengths does the Leon County community have, which should be continued for its future, long-term success?*” The most frequent responses centered on education, aesthetics, openness, and economic conditions, in that order. Additional analysis follows:

Education Related:

Summary of Responses	% of 193 Total Responses
Higher Education (Universities, Colleges, Research University)	9%
Highly Educated Population	8%
K-12/Good Schools	4%
Total – Education Related	21%

Aesthetics:

Summary of Responses	% of 193 Total Responses
Parks, Playgrounds, Trails, Outdoor Activities	10%
Natural Environment (Beauty, Physical Setting, Water, Climate)	10%
Total – Aesthetics	20%

Openness-Related:

Summary of Responses	% of 193 Total Responses
Openness Related (Diversity, Charity, Civility, Community, Family Friendly)	12%

Economic Conditions:

Summary of Responses	% of 193 Total Responses
Economic Conditions (Stable, State Capital, Government/ University Base, Employment Rate)	7%

Weaknesses – A total of 47 respondents provided 197 responses to the question, “*What are five weaknesses of the Leon County community, which should be mitigated or resolved for its future, long-term success?*” The most frequent responses centered on the mix or nature of employment opportunities, transportation related issues, city/county relations, and the airport or air service. While issues related to development and regulation were also frequently cited, several of those concerns appear to conflict with one another (too much government intervention/too little government intervention). Additional analysis is provided on the following page.

Mix or Nature of Employment Opportunities:

Summary of Responses	% of 197 Total Responses
Lack Well-Paid Jobs; Dependency on Government; Narrow Job Market; Lack of Private Sector, Non-Service Industry	11%

Transportation Related:

Summary of Responses	% of 197 Total Responses
Roads/Highways/Transportation Infrastructure	3%
Lack of Bike Lanes/Multimodal Transportation/Public Transportation; Single Car Reliance	5%
Other (traffic on Capital Circle NE and Thomasville Road; Lack of Shade along Larger Roadways)	1%
Total – Transportation Related Issues	8%*
<i>*Difference in total due to rounding</i>	

City/County Relations:

Summary of Responses	% of 197 Total Responses
Lack of City/County Cooperation	4%
Separate City/County Dispatch Systems (Fire/EMS, Police/Sheriff)	1%
Separate City/County Government	1%
Total – Transportation Related Issues	6%

Airport/Air Service:

Summary of Responses	% of 197 Total Responses
Airport and Air Service	5%

Development and Regulation Related Issues:

Summary of Responses	% of 197 Total Responses
Regulations (too restrictive/over regulation/not business friendly)	4%
Permitting Process/Growth Management (City &/or County)	3%
Failure for Development to Pay for Itself/Urban Sprawl	2%
Storm Water Runoff/Lack of Funds for Capital Improvement Plan	1%
Wastewater Management (lack of inspection/funds for decentralized utility)	1%
Need More Sensitivity to the Environment/Pollution	1%
Continuing 20 th Century Solutions (belief that building more roads, low density housing, and big box commercial will lead to economic boom)	1%
Total – Development and Regulation Related Issues	*12%
<i>*Difference in total due to rounding</i>	

Soul of the Community - The Soul of the Community project is a three-year study by Gallup funded by the Knight Foundation, that explores what community qualities attaches people to a community – what makes them want to put down roots and build a life there. Highly attached residents are more likely to want to stay in their current communities, which relates to the Board’s focus upon ways to attract and retain people, develop prosperous economies, add intellectual capital, and create jobs.

A separate report was produced for each of the three-year study period (2008, 2009, and 2010). Each year, the report for the Tallahassee, FL – MSA reflects the results of 400 surveys Gallup conducted with randomly selected adults age 18 or older, currently residing within Gadsden, Jefferson, Leon and Wakulla counties. Each county was sampled proportionally to the adult population in each area. The following summarizes various aspects of the Soul of the Community reports:

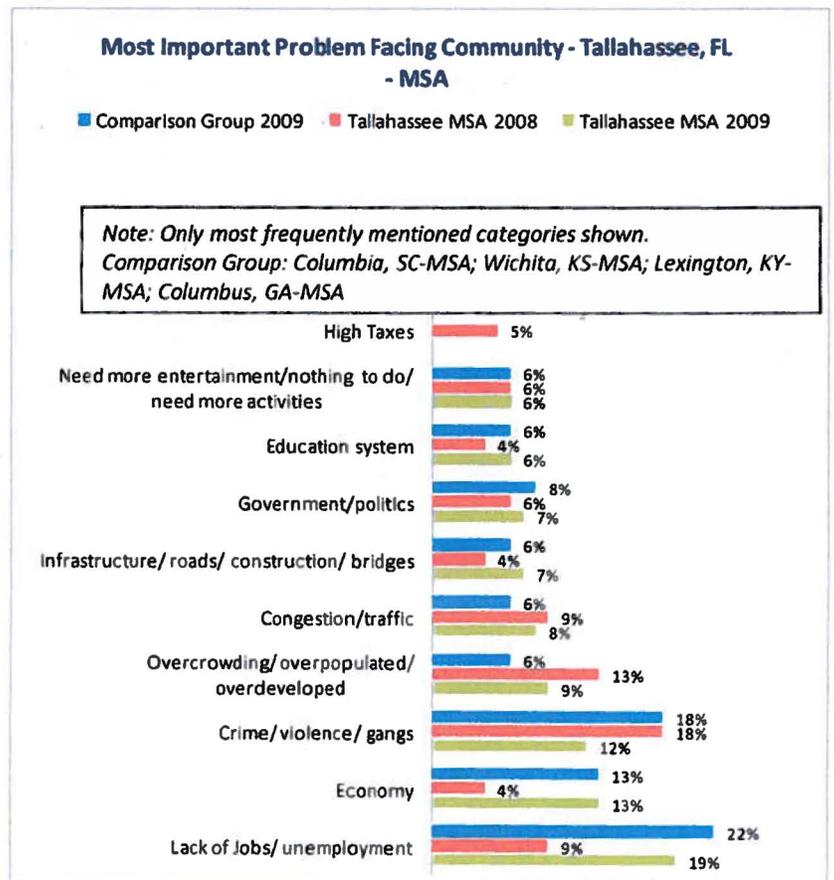
- 1) Citizens’ perceptions of the most important problems facing the Tallahassee, FL – MSA ;
- 2) Citizens’ perceptions with respect to “Community Offerings” (which include Basic Services, Economy, Safety, Leadership, Education, Aesthetics, and Social Offerings) and “Openness” of the community to different groups; and
- 3) Key drivers of emotional attachment to this community: Strengths to Leverage and Opportunities to prioritize.

Most Important Problems Facing the Community - The 2008 and 2009 Soul of the Community reports for the Tallahassee, FL – MSA included an analysis of citizens’ perceptions of the most important problems facing the community. Survey respondents were limited to no more than three problems. The top three problems cited by respondents in 2009 were:

#1 – Unemployment (19%)
(increased from 9% in 2008)

#2 – Economy (13%)
(increased from 4% in 2008)

#3 – Safety Issues (crime, violence, gangs) (12%)
(decreased from 18% in 2008).



Community Offerings and Openness - To find out what drives attachment, Gallup asked residents questions which examined their level of attachment, and then asked them to rate various aspects of the community. A five-point rating scale of how good or bad they perceived the community to be on an attribute. For simplicity, in interpreting and comparing results, question results were rescaled to a 3-point scale of “high,” “medium,” or “low.” Aspects of the community were categorized as follows:

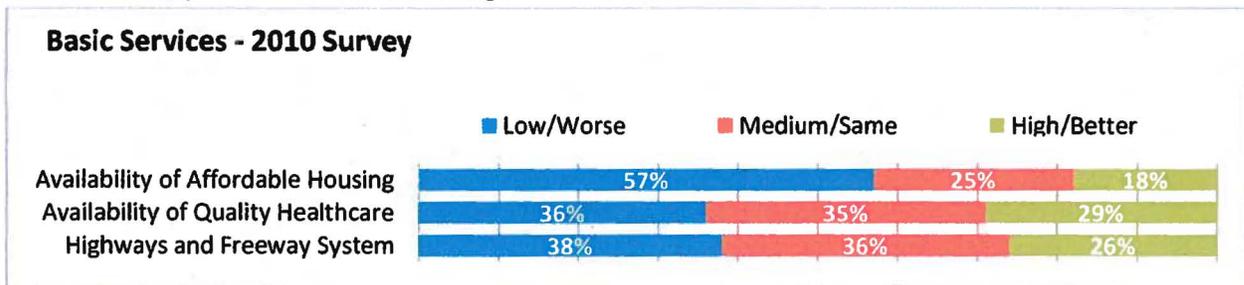
1. **Community Offerings** – The structural, physical, and social offerings that a community presents to its residents. Without basic support from a community, citizens cannot thrive.
2. **Civic Involvement** – What residents give to the community in terms of civic involvement.
3. **Openness** – Perceptions of openness of the community to different groups.
4. **Social Capital** – The people-connections citizens have to the community and how they share time with others.

Leon County government has the greatest ability to influence aspects of Community Offerings. The Soul of the Community additionally points to aspects of Openness that leaders may build upon. Therefore, ratings for those to aspects of the community are detailed below. *It is important to keep in mind that these are survey results from the entire Tallahassee – MSA (Gadsden, Jefferson, Leon and Wakulla counties), and not specific to Tallahassee or Leon County.*

1. **Community Offerings** – The following summarizes residents’ ratings with respect to the components of Community Offerings:

➤ ***Basic Services** – *The highways and freeway system; the availability of quality healthcare; and the availability of affordable housing*

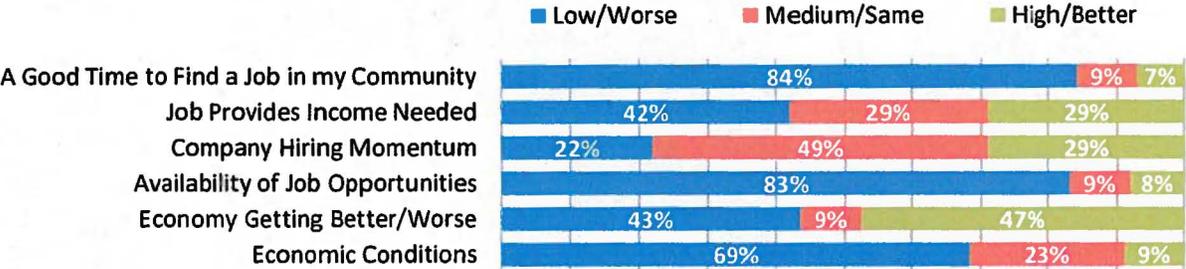
- ✓ Slightly less than one-fifth of residents rate the community high for available affordable housing; and more than one-half of those surveyed rated the community poorly with respect to affordable housing.



➤ **Economy** – The economic conditions; whether the economy is getting better/worse; the availability of job opportunities; of company hiring momentum; of whether the job provides income needed; and whether it is a good time to find a job in my community

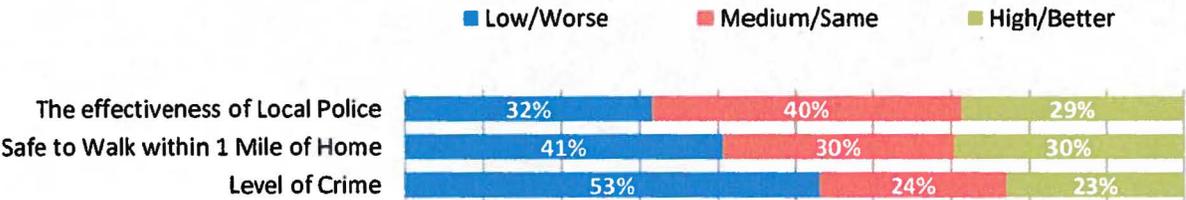
- ✓ More than 8 out of 10 residents gave low ratings with respect to this being a good time to find a job, and with respect the availability of job opportunities.
- ✓ Not quite half of the residents rated their job as low with respect to it providing them with the income needed.
- ✓ Almost 7 out of 10 residents rate the economy as low.

Economy - 2010 Survey



➤ **Safety** – The level of community crime; and whether it is safe to walk within 1 mile of home

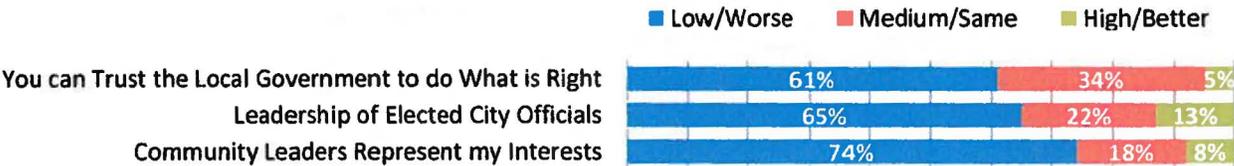
Safety - 2010 Survey



➤ **Leadership** –Whether community leaders represent my interests; and of the leadership of elected city officials

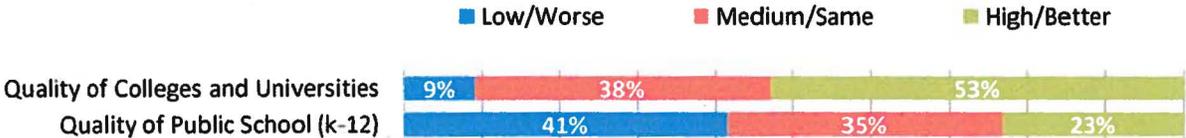
- ✓ Six out of ten residents rate the community low for “...Trust the local government to do what is right” and Seven out of ten residents rate the community low for “community leaders represent my interests”

Leadership - 2010 Survey

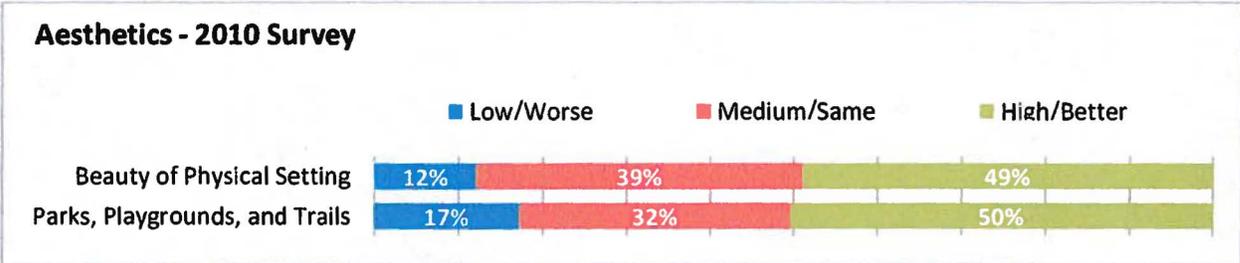


➤ **Education** – The quality of public schools (K-12); and the quality of colleges and universities

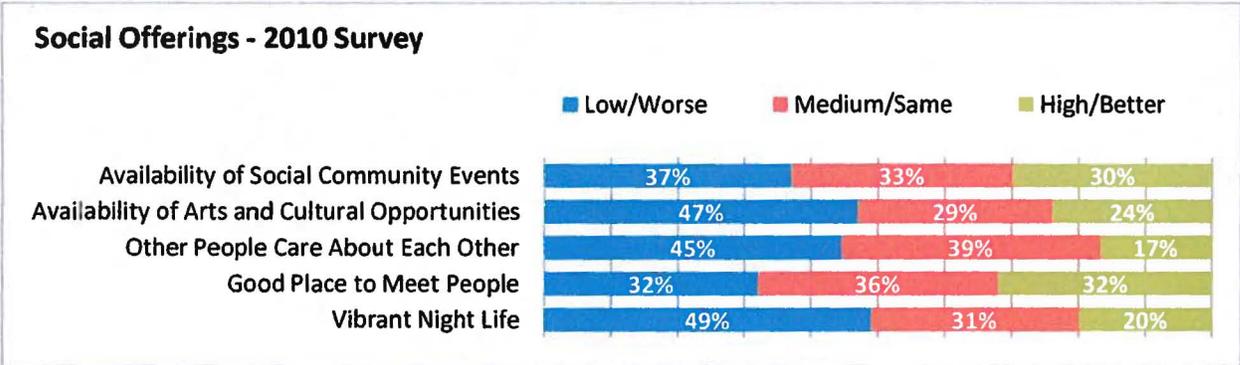
Education - 2010 Survey



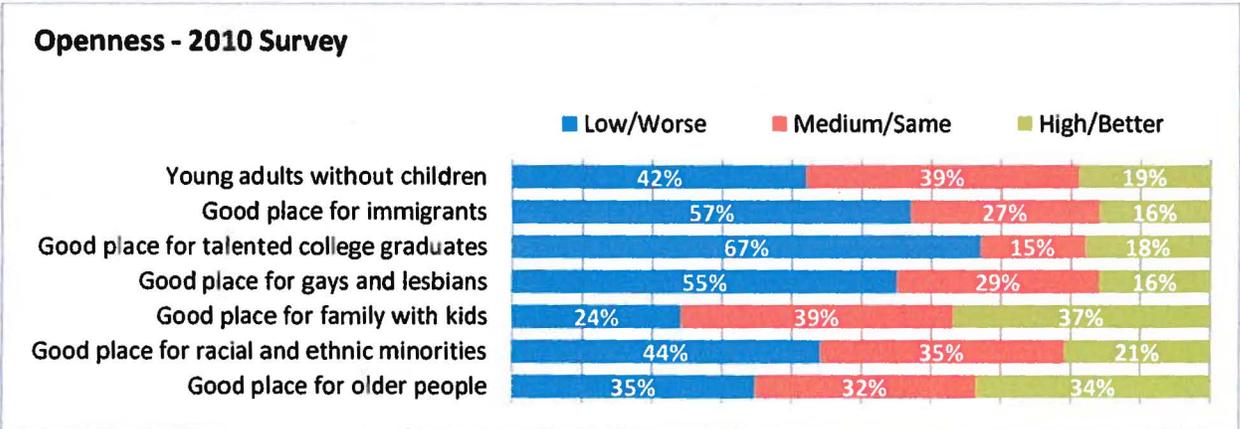
- ***Aesthetics** – The availability of parks, playgrounds, and trails; and beauty or physical setting
 - ✓ The beauty or physical setting of the Tallahassee - MSA garners high-quality ratings by its residents, as do its parks, playgrounds and trails, with about half of residents rating these elements positively.



- ***Social Offerings** –A vibrant night life; good place to meet people; and other people care about each other.
 - ✓ Residents gave high quality ratings to the community as a good place to meet people.



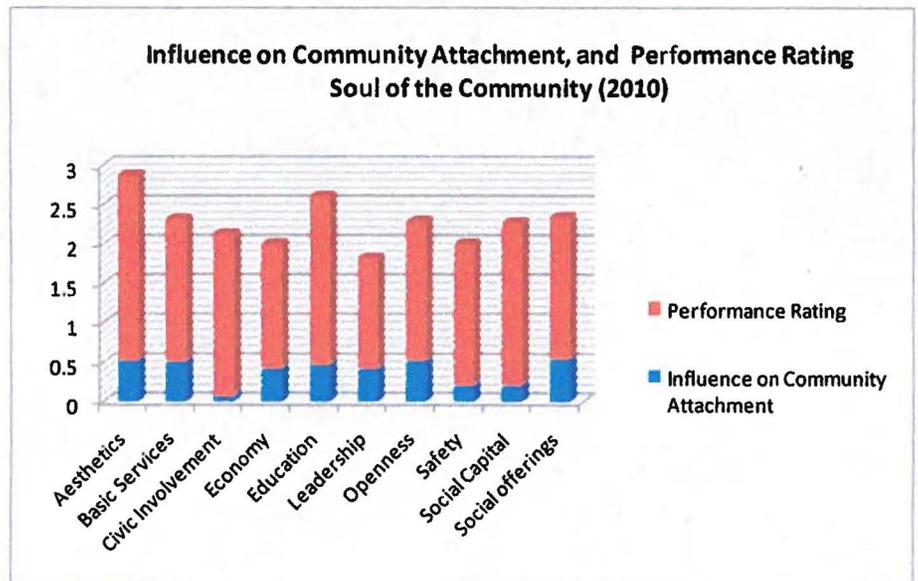
2. **Openness** – The following summarizes residents’ ratings with respect to the openness of the community to different groups
 - ✓ Residents are most likely to rate the community highly as a good place for families with young children. Residents also rate the community as a good place for older people.



Key Drivers of Attachment - Strengths and Opportunities – According to the 2010 Soul of the Community Report, “Tallahassee’s *social offerings, *openness, *aesthetics, and *basic services are, in that order, the most likely to influence residents’ attachment to the community in 2010, as they were in 2009.

The chart was developed from data from the 2010 Soul of the Community Report for the Tallahassee – MSA. It reflects the Performance Ratings for the various community qualities, and the relative Influence those community qualities have on Community Attachment.

- A driver that is both influential in causing emotional attachment and not rated as well performing represents an area of opportunity, as an improvement in performance will have a particularly high impact on improving emotional attachment.
- A driver that is both influential in causing emotional attachment and rated as well performing represents an area of strength to build upon.



Of note, Tallahassee rates significantly higher than the comparison group on aesthetics (the beauty or physical setting garners high-quality ratings by its residents as do its parks, playgrounds, and trails).”

The report additionally states, “This is not to say that communities should focus on building parks when jobs aren’t available. However, it does make it clear that these other factors, beyond basic needs, should be included when thinking about economic growth and development.”