

**Board of County Commissioners
Leon County, Florida**

FISCAL YEAR 2013 BUDGET WORKSHOP

Tuesday, May 22, 2012



Document distributed: Tuesday, May 15, 2012

This publication can be viewed online at www.leoncountyfl.gov/omb/

Leon County
Board of County Commissioners
Fiscal Year 2013 Budget Workshop

Tuesday, May 22, 2012

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Leon County
Board of County Commissioners
Cover Sheet for Budget Workshop Item #1

May 22, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator



Title: May 22, 2012 Budget Workshop Overview

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship

Fiscal Impact:

The following workshop items will provide details on draft strategic plans, and impacts to the FY 2013 budget. The workshop also offers the Board an opportunity to provide final guidance to staff prior to the July 9 – 11 Budget Workshops.

Staff Recommendation:

1. Accept staff's overview of the May 22, 2013 FY 2013 Budget Workshop.

Report and Discussion

Background:

This workshop is the second in a series for the FY 2013 Budget. The first workshop was held on March 17, 2012. This workshop will provide detailed updates on the County LEADs initiative via draft strategic plans, provide an update and analysis on the current budget drivers subsequent to Department and Constitutional budget submissions, and cover the effects of state cost shifts subsequent to the 2012 legislative session. Items will also be presented on health care, with special attention to Value Based Benefits, and the current status of County support for Mental Health programs.

Analysis:

Staff will present the workshop items in the following order:

1. Presentation and Acceptance of Work Areas' Draft Strategic Plans in Support of Implementing the Board's Vision and Priorities for FY11 and FY12
2. Update and Analysis on Impacts to the FY 2013 Budget
3. Approval to Transition to a Value Based Benefit Design Health Insurance and Wellness Program and Review Contribution Strategies
4. Report on County's Support of Existing Mental Health Programs and Consideration of Expanding Funding for Mental Health Court

Options:

1. Accept staff's overview of the May 22, 2012 FY 2013 Budget Workshop

Recommendation:

Options #1

Leon County
Board of County Commissioners
Cover Sheet for Budget Workshop Item #2

May 22, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Presentation and Acceptance of Work Areas' Draft Strategic Plans in Support of Implementing the Board's Vision and Priorities for FY11 & FY12

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	N/A
Lead Staff/ Project Team:	Alan Rosenzweig, Deputy County Administrator Kim Dressel, Senior Assistant to the County Administrator Scott Ross, Director, Office of Financial Stewardship

Fiscal Impact:

Staff is in the process of evaluating the individual elements of the draft strategic plans. Aspects of the plans that have a fiscal impact (either positive or negative) will be included as part of the July budget workshops.

Staff Recommendations:

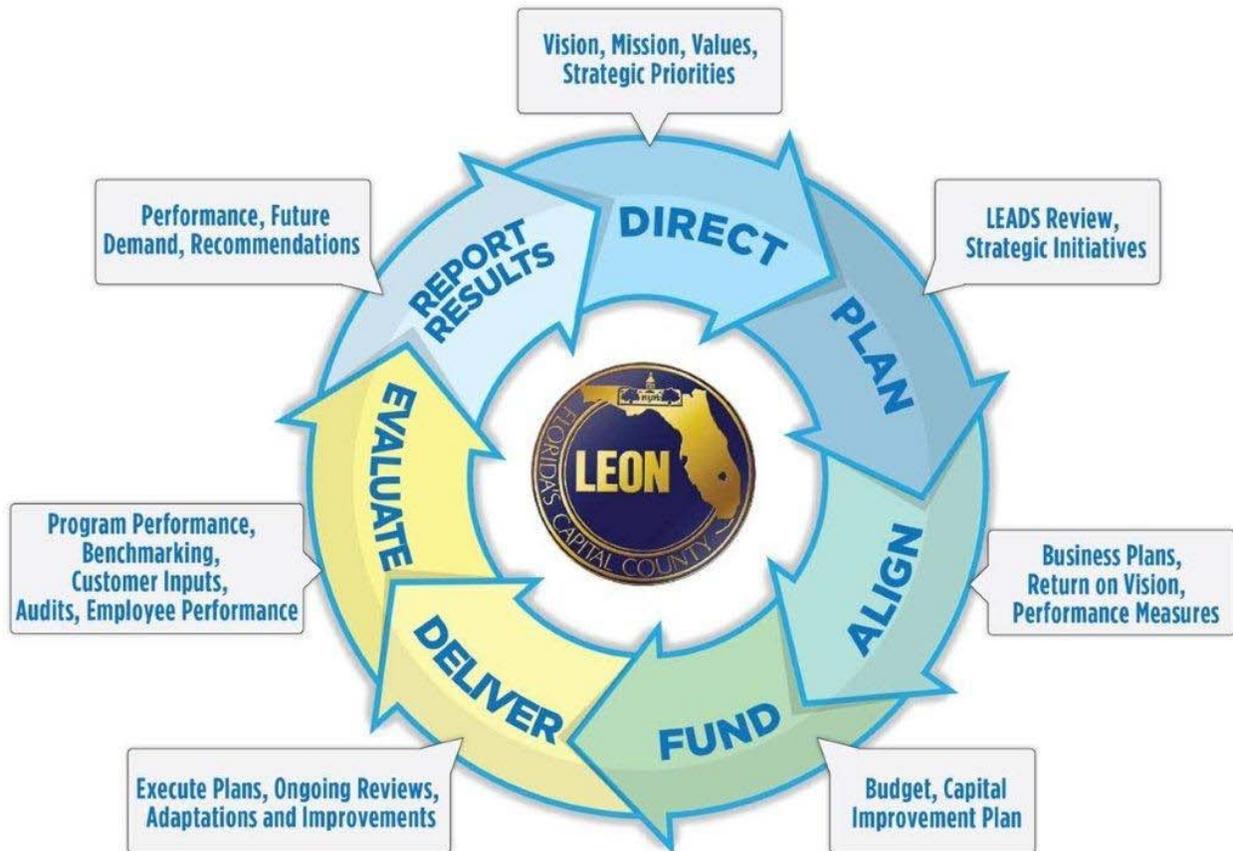
Option #1: Accept staff's report on the individual County work area's Draft Strategic Plans.

Report and Discussion

Background:

At the December 12, 2011 Strategic Planning Retreat, the Board initiated a new process; a process that engaged the Board in the strategic development of a vision for Leon County through the clear articulation of a Vision Statement, Core Values, and Strategic Priorities. The Board invested considerable time both prior to the retreat and during the retreat in support of this effort.

The work performed at the retreat was actually the first step of the County's continuous improvement process that was introduced to the Board during its August 23, 2011 workshop. The overall effort, Leon LEADS, is 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 following graphic depicts this process.



As shown in the graphic, the entire process starts with “Direct”, which was accomplished through the Board establishing the Vision, Values and Strategic Priorities for the organization. With the formal adoption of the actions taken at the retreat, staff proceeded to the second element of the process “Plan.” The purpose of the planning process was to develop Strategic Initiatives which support the Board’s Priorities. From December 2011 through February 2012, an extensive effort was undertaken to complete this task:

- The County's Leadership Team met immediately following the Board's retreat for the purposes of ensuring communication of the Board's Vision Statement and Strategic Priorities and coordination of implementation throughout the organization.
- 17 individual work areas were established each with a Strategic Planning Team to develop proposed initiatives and develop the work area's strategic plans.
- An Executive Team retreat was conducted with representatives of each of the work areas to develop strategic initiatives to fulfill the Board's Strategic Priorities.
- LEADS Reviews were conducted. At least one review was held for each work area. The review meetings included internal stakeholders, external key stakeholders (including individuals, representatives from private and not-for-profit organizations, representatives from various Constitutional Officers, etc.) and a cross-section of employees. A total of 27 LEADS reviews were conducted, involving 140 citizens and numerous staff members.

At the February 28, 2012 meeting, the Board adopted the Strategic Initiatives as part of the final Leon County Strategic Plan for FY12 and FY13. As such, the County is now proceeding with the "Align" portion of the process. This entails the development of individual Work Area Draft Strategic Plans. Work Area Draft Strategic Plans been included as Attachment #1. Subsequent to the finalization of the work area Strategic Plans, the budget will include work area business plans that implement the Board's final direction, as well as, aligning the spending of the County with the Board's priorities.

Analysis:

To ensure that the Vision and Strategic Priorities of the Board are implemented, all individual Work Area Draft Strategic Plans (Attachment #1) were prepared with this focus and emphasis. The individual documents are the results of an exhaustive effort performed by each of the work areas. The following provides a brief outline of the information contained in the Draft Work Area Strategic Plans:

- **Vision:** This is the Board's adopted Vision Statement for the County.
- **Mission Statement:** Provides a concise narrative that describes how the work area intends to implement the Board's Vision. (Attachment #3 provides the handbook used by the work areas in developing their individual mission statements.)
- **Core Services:** The work area's primary responsibilities.
- **Statutory Responsibilities:** Lists any Florida Statute, County Code or other implementing document that governs the activities of the work area.
- **Advisory Board:** Any boards in which the work area supports or has membership on.
- **LEADS Review Process/Findings:** A summary of the individual work area's LEADS process and a brief narrative summarizing the outcomes. (Attachment #2 provides the handbook used by the departments in conducting their LEADS reviews).
- **SWOT Analysis:** Strengths, Weaknesses, Opportunities and Threats as identified through the LEADS process.
- **Strategic Initiatives and Anticipated Timelines for Board Action:** Provides a detailed listing of those activities (i.e. agenda items, workshops, budget action, etc.) for implementing the Strategic Initiatives.

- **Technology Strategies:** A listing of technology solutions that may be considered to either increase efficiencies (while also reducing costs), and/or enhancing the ability to serve the public. (Note: Additional review is being conducted in these areas to determine which may be brought forward for funding.)
- **Proposed Improvements to Services, Processes, or Behaviors:** A detailed listing of activities that are being considered to improve services, processes and/or behaviors. As with technology, those improvements implemented will increase efficiencies (while also reducing costs), but may also be implemented to provide an enhanced level of service for the public. (Note: Additional review is being conducted in these areas to determine which may be brought forward for funding.)

A critical component of the strategic planning process is the individual work area's LEADS Reviews. This step in the process ensures that Leon County is a listening and learning organization which periodically asks our customers for their perceptions as to what we are doing right, what we are doing wrong, what we can do better, etc. Attachment #2 provides the workbook provided to each work area for conducting their individual LEADS reviews. A total of 27 meetings were conducting with over 140 external citizens/customers participating. Citizens and staff alike found the process extremely beneficial. The meetings will be conducted bi-annually as part of the two year strategic planning process.

The rests of the LEADS process and other internal discussions related to the Strategic Plans resulted in numerous proposed improvements to services and processes. Many of the suggestions will be implemented immediately and have no cost impact to the County. Some of the efforts are more long term in nature and will be implemented over the next several years.

The process produced a range of proposed improvements many of which are generally related to improved effectiveness, customer training and community outreach. A portion of the improvements have a potential fiscal impact (both positive and negative). These are still being evaluated and refined and will be addressed in the July budget workshop materials. However, some are worth noting now and are included below. Although all of the efforts are important, the following is intended to merely highlight some of the outcomes of the LEADS process and other internal discussions related to the Draft Work Area Strategic Plans.

Support for the local economy:

- With the relocation of the Supervisor of Elections operations, this leaves a 7,500 square foot facility in the heart of the Gaines St. revitalization efforts that could be utilized to compliment the development strategy, sense of place, and live/work/play atmosphere flourishing in that area. Staff proposes transforming the warehouse into an urban incubator by partnering with our university community to encourage entrepreneurship, retain intellectual talent, and provide the mentorship to guide the transfer of technology and commercialization process. This approach builds on best practices currently implemented by Michigan State University (MSU) and East Lansing Michigan. The Town and Gown Initiative (TAG), to which the County is a partner, presented this approach locally at a recent community forum. This might require redesigning the warehouse to offer modern office amenities, furnishings, electrical wiring, and shared

community spaces such as conference room(s) and/or a kitchen. Once the renovations are completed, staff anticipates a capacity to house several small startup ventures alongside office space for university faculty and private sector mentors.

- Widening of the Apalachee Regional Park Cross Country course. The Tourist Development Department, Florida State University Track, and Gulf Winds Track Club have determined that additional competitive track meets could be pursued if the existing course was widened. These events, such as the NCAA and ACC Cross Country Championships and the USA Track and Field Club Cross Country Championships, would draw numerous competitors and fans thereby having a substantial impact to the local economy. This widening can be accomplished and a cost to implement the project is being developed.
- In order to increase opportunities for small businesses doing work for the County, consider increasing the current set aside threshold from \$100,000 to \$150,000. These are maximum thresholds for certain categories in which pre-qualified small businesses are the only vendors able to compete for the work.

Optimize the Use of Existing Resources:

- All work areas were requested to evaluate the utilization of existing resources. Within the Office of Human Services and Community Partnerships, the existing allocation of staff versus workload identified an opportunity for reallocation. In the area of Veteran's Services, it is apparent that there is an increasing demand for support of claims assistance and other requests for service. Correspondingly, the County has had a decrease in available housing funds (ie CDBG, SHIP) over the past several years. As such, an existing vacant position in the Housing Division will be realigned to Veteran's Services.
- Develop and implement an internal process for defendants to sign up for court ordered conditions through private services providers (e.g. substance abuse counseling, anger management) during their initial meeting with the Probation Officer. Currently the defendants sign up for the services through a manual paper process subsequent to leaving the probation office which requires extensive follow-up and coordination by the Probation Officer. Through a revised process, the defendant would be required to sign up for services prior to leaving, thus reducing staff time devoted to their current follow up efforts and to further ensure compliance with court orders.
- Reallocate existing resources to support the creation of a dedicated Direct Emergency Assistance Program (DEAP) for Veterans. Based on a review of the historic usage of the County's Military Grant program (ie property tax relief), a portion of the annual budgeted funds can be reallocated to support the creation of a dedicated DEAP-Veterans program.
- Staff focused on department "silos" in places where different departments/divisions share a common location. Purchasing/MWSBE are co-located in one building at the Miccosukee Complex. Staff is reviewing the better usage of limited administrative staff resources to support both divisions. Similarly, Probation/Animal Control are collocated at the Municipal Way facility. Historically, these two divisions have operated completely independent of each other. With limited support staff, the divisions have been working to share positions in order to provide better phone coverage and allow for other work efforts to be completed.

- Evaluate the development of a value based benefits program for employee health care (a separate budget discussion item addresses this program).
- Similar to programs already in effect in the Department of Development Support and Environmental Management, establish a daily “Citizen Liason” in Public Works for handling citizen inquiries. This designee would rotate between staff members.

Leveraging Technology:

- In order to reduce costs and increase staff efficiency, staff is evaluating the implementation of centralized printing throughout the County. The proposal will reduce the overall usage of paper, toner, etc., as well as, provided for a more optimal usage of the staff resources maintaining the existing printer devices.
- To increase revenue and ease of collection, implement on-line bill paying within the existing Library software for patrons to pay fines.
- Establish “Q-forms” on signage for the Miccosukee and Alford Greenways. The Land Management Plan Citizen Review Committees for the Miccosukee and Alford Greenways have identified signage and additional user education as priorities over the next ten years. Deploying the "Q-forms" is one way to achieve that goal. Q-forms are the small square images that can be mounted to existing trail markers. These images are then read by mobile devices which in turn redirects the user to pre-determined information (such as a map, a website containing trail or interpretative information or the County’s Parks and Recreation web page).
- The ability for contractors to electronically file certain legal documents without returning to the Courthouse. This saves contractors time and resources by not having to go to the Courthouse. (Note: This initiative was approved by the Board at April 24, 2012 meeting.)
- Implement an on-line reservation system for use of community centers, camp grounds and other County facilities. This implementation will reduce staff effort currently supporting the reservation process, as well as, provide an easier method for citizens to access County resources.
- Expand, as appropriate, the use of social media to connect with citizens. Staff is currently evaluating technologies that will allow for the capturing of communications through social media sites to ensure compliance with public records laws. Based on a successful determination of this compliance, staff will expand the use of social media through various departments/divisions, such as the Libraries and Sustainability.
- Finalize and launch a mobile application for Citizen Connect to allow information request/problem tracking to occur through mobile phones. This will further the public’s ability to report problems in a real time environment to the County.
- Implement mobile application for library users to support the use of the existing on-line library resources (data bases, reserving materials, etc.)
- Develop an automated application process whereby residents can apply online for housing services. This will reduce the walk-in traffic at the Housing Division and will allow for the electronic integration of the housing application with other services being provided in the division (i.e. Veterans, Healthcare Services) and thereby optimally allow for clients to receive all the necessary services they require in a more efficient manner

- Enhance the County's existing on-line human resources application system to allow for the inclusion of attachments such as resumes, etc. This will reduce the need for alternative means for submission of these types of documents, such as through postal service or email. This will allow for the complete application process to be maintained through one system which will allow for reduced staff effort when compiling and evaluating applications.

Strengthening Partnerships:

- Partnering with the City of Tallahassee, Village Square and KCCI, conduct a community workshop to explore what connects people to the community, with an emphasis on how to improve and maximize that connection. The workshop will map community assets including the "co-creators" that shape the community and develops strategies and tactics to engage these local development resources.
- Working with the City of Tallahassee and the Sheriff, complete the consolidation of emergency dispatch and the construction of the Public Safety Complex.
- Working with the City of Tallahassee and KCCI, finalize the implementation plan for the programming of the Cascades Park Meridian Marker Amphitheater.
- Complete the County's Sense of Place initiative for the Huntington Oaks Plaza, through the continued engagement of the community and the local neighborhoods.
- Work with local groups, such as Leadership Tallahassee (LT), to educate the community on County programs. Specifically, Leon County could host a Sustainability Day and conduct the "Let's Balance!" budget immersion game for LT classes or other community groups.
- Continue the Leon County Citizen Engagement Series by offering offers citizens the opportunity to gain insight into how decisions are made at the County level to set the priorities of the community and exchange input and ideas to meet the present and future challenges that we face. The purpose of the Series is to foster an informed and actively-engaged citizenry which is a key component required to strengthen our community. (Note: the next session, "Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety," is scheduled for May 31, 2012.)
- Evaluate alternative housing programs, such as the Community Development Finance Institution (Federal program) and the Mortgage Credit Certificate program to increase revenue for housing services and activities.
- Formerly develop County guidelines related to community gardens. Work closely with neighborhoods/local businesses to maximum the utilization of volunteers to ensure the long term success of each garden.
- Evaluate utilizing the state Vendor Bid System to notify vendors of County solicitations, thereby reducing costs for possible vendors (by eliminating the need to subscribe to an alternative system) and increasing the pool of possible vendors bidding on County work by being associated with a larger established network.

As discussed, the complete Draft Strategic Plans are included as Attachment #1. Staff is continuing to evaluate a number of the items in the plans; certain aspects may not be addressed until a subsequent fiscal year and other items upon further review maybe eliminated. With the acceptance of these plans, staff will proceed to finalize the documents and proceed to

incorporate, as appropriate, the necessary information in the business plans for implementation. Those items that directly impact the budget will be brought forward as part of the July workshops.

Options:

1. Accept staff's report on the individual County work area's Draft Strategic Plans.
2. Do not accept staff's report on the individual County work area's Draft Strategic Plans.

Recommendation:

Option #1

Attachments:

1. Draft Strategic Plans
2. LEADS Review Handbook
3. Mission Statement Procedure Manual

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LEON COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLAN

FY 2012 & FY 2013

Vision

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

Core Values

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

SERVICE

RELEVANCE

INTEGRITY

ACCOUNTABILITY

RESPECT

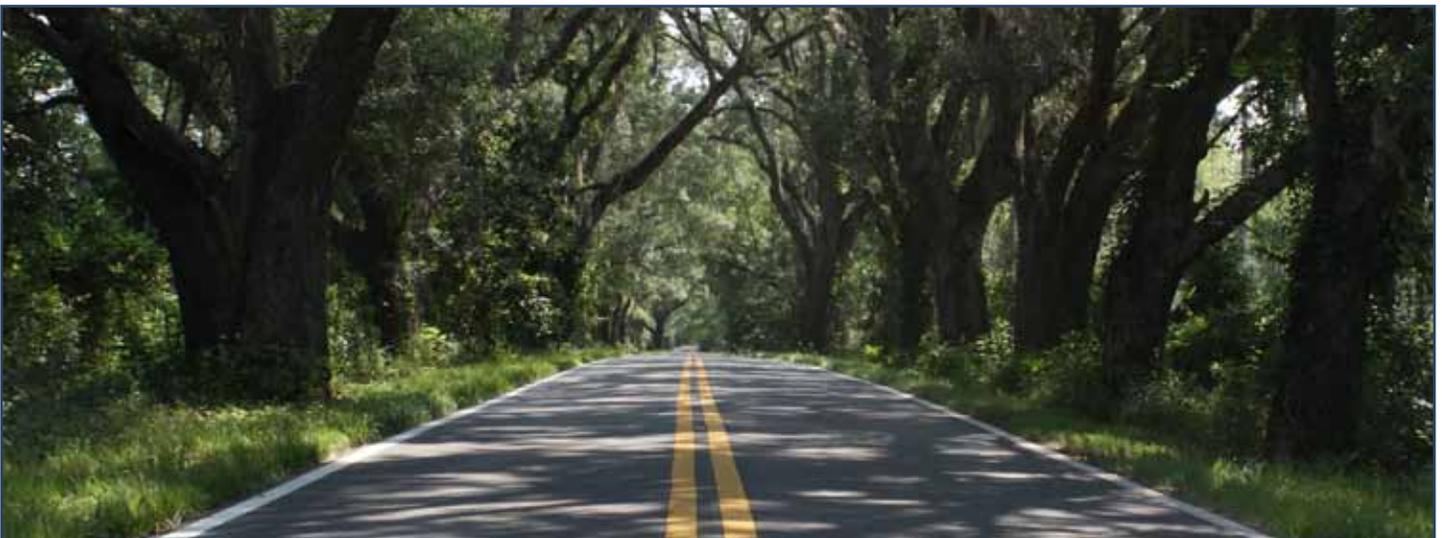
COLLABORATION

STEWARDSHIP

PERFORMANCE

TRANSPARENCY

VISION



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

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

Strategic Initiatives - Economy

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

Ongoing Support (Highlights) - Economy

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

Strategic Priority - Environment

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

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

Strategic Initiatives - Environment

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

Ongoing Support (Highlights) - Environment

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

Strategic Priority - Quality of Life

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

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

Strategic Initiatives - Quality of Life

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

(continued...)

Ongoing Support (Highlights) - Quality of Life

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



Eastside Branch Library

Strategic Priority - Governance

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

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

Strategic Initiatives - Governance

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

Ongoing Support (Highlights) - Governance

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

(continued...)

Ongoing Support (Highlights) - Governance

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



LISTENS FOR CHANGING NEEDS

ENGAGES CITIZENS AND EMPLOYEES

ALIGNS KEY STRATEGIC PROCESSES

DELIVERS RESULTS & RELEVANCE

STRIVES FOR CONTINUOUS IMPROVEMENT





CORE PRACTICES

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

- **Delivering the “Wow” factor in Customer Service**

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

- **Connecting with Citizens**

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

- **Demonstrating Highest Standards of Public Service**

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

- **Accepting Accountability**

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

- **Exhibiting Respect**

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

- **Employing Team Approach**

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

- **Exercising Responsible Stewardship of the Community’s Resources**

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

- **Living our “People Focused, Performance Driven” Culture**

Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

FOR MORE INFORMATION ONLINE, VISIT:

Adopted: February 28, 2012

www.LeonCountyFL.gov

People Focused. Performance Driven.



Strategic Plan - DRAFT

Leon County - Animal Control Division

Vision

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

Mission Statement

The mission of the Leon County Animal Control Division is to improve animal and human well-being through education, prevention, and enforcement programs and humane animal care and control services for the citizens and animals of Leon County.

Core Services

1. Provide rabies control services, with respect to proper rabies vaccinations, in Leon County's unincorporated area.
2. Patrol for stray, nuisance, or dangerous animals including the humane trapping thereof.
3. Investigate allegations of neglect or cruelty to animals and resolve complaints.
4. Monitor all reported animal bite or rabies suspect exposure cases within Leon County.
5. Serve as the state designated agency for coordination of local Animal Disaster Relief/Recovery Plan.
6. Provide emergency rescue and medical care of sick, diseased or injured domestic animals 24 hours a day, 7 days a week.
7. Conduct Animal Bite Prevention Programs for both children and adults.

Statutory Responsibilities

Leon County Code of Laws, Chapter 4 "Public Health, Safety and Animal related protection programs"

Florida Statute Chapter 828 "Animals"

Florida Administrative Code, Chapter 64D-3 "Communicable Diseases"

Florida Statute, Chapter 767 "Damage by Dogs"

Florida Statute, Chapter 585 "Animal Industry"

Florida Statute, Chapter 588 "Livestock"

Advisory Boards

Dangerous Animal Classification Committee (Leon County Code of Laws, Chapter 4)

Review Committee (Leon County Code of Laws, Chapter 4)

Animal Control Advisory Committee (Leon County Code of Laws, Chapter 4)

LEADS Review Process

The following stakeholders were invited to and participated in the LEADS Review meeting, which was held on February 7, 2012:

- Laura Youmans, County Attorney Office
- Cristina Paredes, Intergovernmental Affairs Coordinator
- Sgt. D. Hertz, Leon County Sheriff Office
- Investigator David Teems, Leon County Sheriff Office
- Tom Darragh, County Fleet
- Angeline Taylor, County Public Information Office
- Suzanne Tompkins, Leon Clerk of Court
- Shannon Cash, Leon Clerk of Court
- Susan Roberts, Leon Code Enforcement
- Alex Mahon, Leon County Health Department
- Erika Leckington, Tallahassee-Leon Community Animal Service Center
- Daniell Stanek, Florida Health Department
- Sonya White, Leon County Humane Society

Additionally, the following stakeholders were invited to the LEADS Review meeting, but did not attend: Teresa Stevenson, St. Francis Wildlife Association; Joan Carlson-Radabaugh, ASPCA; and Manny Egusquiza, Florida Department of Agriculture

LEADS Review – Summary of Feedback

The following summarizes the recommendations made by the LEADS Review participants:

- (1) Increase education of the public regarding safety and proper care of pets;
- (2) Utilize interns and local veterinarians to pass along information to pet owners about rules and rule changes, with respect to proper animal care, pet owner responsibilities, and the County’s Ordinance;
- (3) Utilize animal groups and agencies to provide assistance in addressing animal related issues, such as the coordination of emergency food, animal rescue, and other animal care; and
- (4) Provide pet owners, who receive a citation for violating certain provisions of Leon County’s Animal Control Ordinance, and who additionally meet certain criteria, an opportunity to avoid paying a fine by attending and successfully completing appropriate education classes.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Customer Service ▪ Knowledge / Education / Training ▪ Communication ▪ Response Time ▪ Community Service ▪ Partnership with ASPCA ▪ Availability ▪ Use of Resources ▪ Enforcement Ability ▪ Ordinance / Law Changes 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Staff Size ▪ Budget ▪ Customer Service ▪ Community Outreach ▪ Enforcement ability ▪ Service Area/Locations ▪ Use of Technology ▪ Statute & law changes
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Training ▪ Better Communication ▪ Partnership ▪ Out Reach – Public Engagement ▪ Educating the Public ▪ Increase compliance ▪ Image/Identity 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Budget ▪ Citizen ▪ Animals ▪ Politics ▪ Legislative changes ▪ Public Perception ▪ Better Technology ▪ City contract ▪ Changing climate on Animal Welfare

Strategic Initiatives and Anticipated Timelines for Board Actions

ANIMAL CONTROL (AC)

Strategic Initiative – AC-A

Description	Strategic Priority Alignments	Lead Entity

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Proposed Agreement	09/2011

Strategic Initiative – AC-B

Description	Strategic Priority Alignments	Lead Entity
Participate in ASPCA ID ME Grant	Q2, Q3	Animal Cntrl.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Acceptance of Grant	02/2012

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Efficiency of Work Area Operations				
Upgrade the case management system and perform some housekeeping cleanup on the database and archive older history to improve performance.	MIS	G1, G2, G5	-	Current
Review the field device solutions and provide a refresh to the field equipment.	MIS	G1, G2, G5	+\$	New
Incorporate remote printing from the field back to the office.	MIS	G1, G2, G5	-	Current
Provide for an Effective Desktop Environment				
Update desktops to support applications	MIS	G1, G2, G5	-	Current



2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Provide educational opportunities, to pet owners and to the general public, regarding proper animal care, animal welfare, and responsibilities of pet ownership, using various approaches such as: classes, presentations, and the broad distribution of written materials through local veterinarians, etc. Additionally, consider options to enhance internet-based education via the County's website.	Q2, G3	2,7,8	Animal Control	+\$
Increase public safety education by expanding the number of bite preventing classes	Q2, G2, G5	2,7,8	Animal Control	+\$
Increase community awareness of Leon County Animal Control's services, and animal-related issues, through various venues, such as making presentations, and distributing written materials at community centers and agency events.	Q2, G3	1,2,3,7,8	Animal Control	-
Serve as a conduit between owners with at risk pets, and entities that provide appropriate, essential services for animals, such as emergency food, care, and rescue.	Q2, G1, G2, G5	1,2,5,6	Animal Control	-
Utilize interns, as appropriate, to help achieve the Division's objectives.	EC3, G5	3,7	Animal Control	-
Consider revisions to County Policy and County Ordinance which would provide pet owners, who receive a citation for violating certain provisions of Leon County's Animal Control Ordinance, and who additionally meet certain criteria, an opportunity to avoid paying a fine by attending and successfully completing appropriate education classes.	Q2, G3, G5	2,3,5,6	Animal Control	+\$
Provide for appropriate education classes if County Policy and County Ordinance is revised to provide pet owners, who receive a citation for violating certain provisions of Leon County's Animal Control Ordinance, and who additionally meet certain criteria, an opportunity to avoid paying a fine by attending and successfully completing appropriate education classes.	Q2, G3	2,3,5,6	Animal Control	+\$

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Renewal of the County-City Inter-local “Tallahassee-Leon County Service Center Agreement.”

Strategic Plan - DRAFT

Leon County – Community & Media Relations Division



Vision

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

Mission Statement

The mission of the Leon County Community & Media Relations Division is to proactively facilitate the accurate, effective, timely and consistent flow of public information to internal and external parties of interest, provide community outreach, and serve as the County's liaison with its media partners.

Core Services

1. Manages Leon County Government's collective information and messaging; fosters proactive and responsive communication with the public; and maintains consistency in messaging, visual presentation and positive representation for the County.
2. Maintains routine contact with local news media outlets and manages shifting relationships with their personnel.
3. Prepares and disseminates Leon County news and information via news releases, notices, social media/networking, the County's Annual Report, and other publications; oversees the content of Leon County's websites and government broadcast channel; and assures appropriate imagery is captured through photography and videography for promotional and archiving purposes.
4. Organizes, manages and coordinates communication, logistics, and programming for news conferences, community meetings, and special events.
5. Communicates key issues and information to the public and Leon County employees through publications, advertisements, and mass notification alerts.
6. Coordinates and executes the annual Neighborhood Recognition Program, and maintains partnerships with local, regional, and national associations.
7. Trains, prepares, and responds for Emergency Communication/Information within the Incident Command System, and supports regional hurricane season preparedness.
8. Trains and prepares County staff for interaction with media partners.

9. Responds, and assists in the preparation of others' responses, to public information requests.

Statutory Responsibilities

In accordance with Florida Statute 125.001, posts public meetings to the County's general calendar and sends public notices to local media in order to appropriately notice all regular and special public meetings.

In accordance with Florida Statute Chapter 119, responds to public records requests.

Advisory Board

N/A

LEADS Review Process

The following County employee stakeholders were invited to and participated in the division's LEADS Review meeting, which was held on February 2, 2012:

- Roshaunda Bradley, Office of Management and Budget
- Jeri Bush, Volunteer Services Division
- Shelley Cason, Department of Facilities Management
- LaKendra Cunningham, County Administration Division
- Chansidy Daniels, Human Resources Division
- Sally Davis, Emergency Medical Services Division
- Katie Kole, Tourism Development Division
- Cristina Paredes, Special Projects/Intergovernmental Affairs
- Debra Sears, Libraries Division
- Emma Smith, Department of Development Support & Environmental Management
- Angeline Taylor, Community & Media Relations Division
- Michelle Taylor, MIS Division
- Carol Gentry, Solid Waste Division
- Kevin Peters, Emergency Management

Additionally, the following stakeholders were invited to the LEADS Review meeting, but were unable to attend: Leigh Davis, Department of Public Works and Community Development; Maggie Theriot, Office of Resource Stewardship; and Candice Wilson, Office of Human Services & Community Partnerships.

Jon D. Brown, Director of the Division of Community & Media Relations, served as the facilitator for the meeting.

LEADS Review – Summary of Feedback

The following summarizes the observations and recommendations made by the LEADS Review participants:

1. The LEADS Review participants conveyed that the Division of Community & Media Relations effectively displays the following, with respect to the County's Core Practices:
 - Responsive
 - Team Approach
 - Performance- good work product, skilled, and knowledgeable
 - Smooth communication with citizens
 - Accepting accountability and team approach
 - Great juggler of all services
 - Accountability
 - Integrity- having each partner's best interest in mind
 - Getting things done and making it look effortless to others
 - Engaging citizens continuously
 - Assisting employees with media interaction
2. There is a broad level of respect for the division's capacity and integrity, its level of involvement with County employees and offices, and the amount and quality of work the division produces.
3. There was a general realization that there is a lack of understanding of the division's broad scope of work, and depth of its involvement with various County activities – 24 hours/day, 7 days/week – with rapidly changing priorities, and only three employee positions.
4. Regardless of mitigating circumstances, there is a perception that the division is not always timely in its response and its acknowledgement of submitted requests.
5. There is a lack of understanding of approval processes and competing priorities for the division's resources.
6. There is a need for more communications and media training, at various levels within the County organization.
7. There are opportunities to empower employees/offices to better build the foundation for event planning, outreach and communication materials for further refinement and finalization through the division.
8. There is a broad desire to better meet the public's expectation for communicating and engaging through social media/networking.
9. There was broad appreciation that the division brings expertise to identifying issue sensitivities, and proactively addressing such concerns.
10. It was broadly observed that the lack of retention of quality staff could be a threat, and that there is the need for division employees to be better able to achieve a reasonable work-life balance.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Knowledgeable staff • Preexisting cooperating with media • Highly professional • Team player • Dedication • Leadership • Experience • Great communicator • Straight forward • Very honest • Responsive to the needs of all departments • Great multi tasker • Design capabilities • Negotiation skills • Work products • Flexible 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Inadequate amount of staff, too few staff, stretched to thin, more help is needed to help the county maintain and improve image • Late response • Slow response time- events • Events not advertised in a timely manner • Misconception of what awareness is • Time management - appears to be disrespectful of others' time • Lack of acknowledgment of emails, calls, texts, etc. • Time management with departments and Community & Media Relations (CMR) • Automate severe weather alert services-GovDelivery • Alternate formats of communication for people with special accommodations • The need for departments and divisions to use social media as a communication tool and the changing and dynamic landscape
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Meet with all internal agencies to educate them on how CMR functions • Additional internal training • Paid interns • Constant email response, with time the request will be answered • Priority response system/communication • Post event wrap-up session/hot wash • Coordinating with OMB on some guidelines regarding which account to use • Use template for news advisory • Empower employees to use all-employee email list and distribute emails • Technical tool to increase internal employee news and events • Guidelines for promotional orders • Style manual- provides consistency throughout entire organization • Additional marketing and communications staff person to assist with style manual and promotional pieces • Automate severe weather alert services-GovDelivery • Marketing and outreach for GovDelivery • Put structure and training in place for EM response • Promoting the GovDelivery and EIP in the County Link and creating promotional materials • Alternate formats of communication for people with special accommodations • HSG in Spanish • General information in Spanish • The need for departments and divisions to use social media as a communication tool and the changing and dynamic landscape 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Unfilled vacancies • Sensitivity of issues • Losing quality staff, retaining staff • Competitive salary for CMR, especially in comparison to private sector • Burnout, low employee morale • Not able to take advantage of employee benefits because of work-life balance • No real downtime • Limited staff to address the increased demands from citizens and employees, and BOCC • The need for departments and divisions to use social media as a communication tool and the changing and dynamic landscape • Managing social media and EM

Strategic Initiatives and Anticipated Timelines for Board Actions

COMMUNITY & MEDIA RELATIONS (CM)

Strategic Initiative – CM-A

Description	Strategic Priority Alignments	Lead Entity
Explore posting URL on County vehicles	G1	Comm. & Media

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
If pursued, seek funding as part of the FY 2014 budget process, if necessary	05/2014

Strategic Initiative – CM-B

Description	Strategic Priority Alignments	Lead Entity
Develop and provide Virtual Town Hall meeting	G3	Comm. & Media

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Board directed staff to prepare agenda item	11/2011
Approved scheduling virtual town hall meeting for June 5, 2012	04/2012
Approval of virtual town hall meeting agenda	05/2012
Hold virtual town hall meeting	06/2012

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Implement social media archiving to leverage social media for advanced methods of communication with citizens	PIO & MIS	G1, G2, G3, G5	-	Current
Finalize the Website Redesign Conversion	PIO & MIS	G1, G2, G3, G5	-	Current
Expand use of GovDelivery to incorporate social media	PIO	G1, G2, G3, G5	-	Current
Improve Efficiency of Work Area Operations				
Use Project Management Tools	PIO	G1, G2, G5	-	Current
Upgrade the Chambers Broadcasting Solution	PIO & MIS	G1, G2, G5	+\$	New
Integrate the use of iPads for processes	PIO	G1, G2, G5	-	Current



2/20/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Provide annual communication and media training for employees, through the Leadership Team meeting forum, etc.	G1, G2, G4	1, 2, 3, 4, 5, 6, 8	Comm. & Media Rel.	+\$
Develop templates and guidelines, which strengthen the framework for employees to develop preliminary event planning, outreach and communication materials for further refinement and finalization through the division.	G2, G5	1, 2, 4, 6, 8	Comm. & Media Rel.	-
Identify, and perhaps develop, a web-based work order system that will allow County offices to initiate requests, with the specified scope and supporting information, for follow-up by the division.	G2, G5	1, 2, 4, 6, 8	Comm. & Media Rel.	+\$
Pursue an increase of one FTE (Public Information/Social Media Specialist) in order to meet the current and rapidly expanding needs and expectations.	G1, G2, G3	1, 2, 3, 7, 8	Comm. & Media Rel.	+\$
Pursue funding for paid internships for creative, technical and event planning support.	G1, G2, G3, G5	1, 2, 3, 6, 7, 8	Comm. & Media Rel.	+\$

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Over the course of the last several years, there has been a revolution with respect to the public's expectations relative to varying means of communication (website, social media/networking, television, searchable archives, etc.), immediate access to information, and transparency. Additionally, the public is seeking varying ways of engagement and multiple ways to provide input and voice opinions and concerns. In response, the Division of Community & Media Relations, and the County as a whole, has been actively responding to the changing landscape by continually enhancing the County's website, revising policies with respect to social media/networking, and expanding technologies to better meet such growing demand.

Citizen engagement, relevance, service, and transparency are some of the County's Core Values and Strategic Priorities. These have been, and will continue to be, addressed through technologies and collaborative efforts that require the Division of Community & Media Relations' staff resources. However, the staffing level has remained constant.

A further demand upon the division's staffing resources has been the expansion and continued centralization of the organization, management, and coordination of communication, logistics, and programming for news conferences, community meetings, and special events for the County.

Additionally, the current cable television franchise framework, and the regionalization of local cable television decision-making leadership, may negatively impact the County's ability to provide government-access television in the future.



Strategic Plan - DRAFT

Leon County – County Administration

Vision

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

Mission Statement

The mission of Leon County Administration is to provide leadership and direction to County staff, to facilitate the implementation of Board priorities and policies, and to manage the operation of County functions to ensure the delivery of cost effective, customer responsive public services within the bounds of available resources.

Core Services

1. Implement all decisions, policies, programs, and directives of the Board of County Commissioners (Board).
2. Provide leadership, management and direction to all county departments, offices and divisions, in the delivery of services and implementation of Board policies, to have a county government that Leon County's citizens believe in and others benchmark against.
3. Provide fiscal and policy recommendations to the Board, as well as ongoing analysis and recommendations on all matters of public policy before the Board.
4. Be responsible for the coordination of the work of all county departments, offices and divisions, including the development of strategic plans that carryout the Board's vision and Strategic Priorities.
5. Make and enforce rules the County Administrator deems necessary to effectuate his/her responsibilities under the Leon County Administrative Code.
6. Perform services and duties as the Board may direct, and keep the Board advised of matters which may be pertinent to the discharge of their responsibilities.
7. Negotiate contracts, leases, bonds, and other instruments for the county, subject to board approval where appropriate, and in accordance with county policy.
8. Represent the county in its intergovernmental relationships with the City of Tallahassee, Leon County School Board, Constitutional Officers, the legislature, and others.
9. Prepare and submit to the Board for its consideration and adoption an annual operating and capital budget that is balanced, and a capital program. Supervise and administer all phases of the budgetary process.

10. Supervise the collection of revenues, audit and control all disbursements and expenditures, and prepare a complete account of all expenditures.
11. Review, analyze and forecast trends of county services, finances, and programs of the Board, and report and make recommendations thereon to the Board.
12. Make studies and investigations as the County Administrator believes necessary or desirable, or that the Board requests, with the assistance of the appropriate county departments, offices and divisions.
13. Report annually, or more often if necessary, to the Board and to the citizens on the state of the county, the work of the previous year, and recommendations for action or programs for improvement of the county.
14. Supervise the preparation of the agenda and agenda materials.
15. Supervise the care and custody of county property.

Statutory Responsibilities

County Administration is responsible for ensuring compliance with all applicable County Laws and Statutes administered by programs under the Board of County Commissioners, in accordance with Section 2.3 of the Leon County Charter, Executive Branch.

Advisory Boards

Leon County Commission on the Status of Women and Girls

Leon County Research and Development Authority Nominating Committee (County Administrator serves as Chairman)

LEADS Review Process (as applicable to County Administration's internal support functions, not other elements of County Administration's responsibilities)

The following County employee stakeholders were invited to and participated in the division's LEADS Review meeting, which was held on February 6, 2012:

- Alan Rosenzweig, County Administration
- Christine Coble, County Administration
- Nan Swain, County Administration
- Pat Curtis, Management Information Systems Division
- Shelley Cason, Department of Facilities Management
- Leigh Davis, Department of Public Works and Community Development
- Cathy Jones, County Commission Aide
- Candice Wilson, Office of Human Services & Community Partnerships
- Daphney Lacombe, Emergency Medical Services Division
- Emma Smith, Department of Development Support & Environmental Management

Shington Lamy, Assistant to the County Administrator, served as the facilitator for the meeting.

LEADS Review Findings (as applicable to County Administration’s internal support functions, not other elements of County Administration’s responsibilities)

The following summarizes the observations and recommendations made by the LEADS Review participants:

1. The LEADS Review participants conveyed that the Division of County Administration effectively displays the following, with respect to the County’s Core Practices:
 - Approachable
 - Responsive
 - Performance- skilled and knowledgeable
 - Committed to retaining and attracting highly skilled workforce
 - Effective in addressing the needs of the County Commission, County staff, and Leon County citizens
2. County Administration generally has the best interest of staff in mind when facilitating policy directives.
3. There was a general realization that short turn around for information and policy implementation are due to time sensitive matters beyond the control of the division.
4. The division should take all opportunities to interact with staff “in the field”.
5. Standard Operating Procedures should be developed for agenda item process and revisions to the County policy.

The Most Critical Strengths, Weaknesses, Opportunities and Threats (as applicable to County Administration’s internal support functions, not other elements of County Administration’s responsibilities)

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Approachable • Open • Decisive • Talent & Commitment • Catalyst in Addressing Issue/Proactive • Electronic Agenda Process • Recognizing Internal Talent • Effective with the size of employees • Invested in employees • The caliber of staff • Flexible with agenda process • Goes above and beyond to assist staff • Open to make change to improve the process 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Timeliness of receiving document • Lack of capability to track documents sent to County Administration • Small number of employees to meet the mission • Communicating shifts in priorities • Unrealistic timeframes • Meeting the request of individual commissioners • The “5th floor” calls that take priority over other work • Understanding the limits of staff resources • Need of advance notice • “5th Floor Fear Factor” • Timely communication • Agenda Item Due Dates • Time constraint to submit agenda items for grants • Board Agenda Format (placement order of items on the agenda) • Travel Request Process (labor intensive) • Personnel Action Form Process • Hierarchy of needs • COOP Plans disconnected • Communicating Assignment
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Training on travel request form • Training on agenda process • Well-being of staff • Additional Resources • Automated workflows • Share the results of the LEADS Focus Review Group with staff • Continuing the re-branding of County government • Work days with field staff • Field staff attending County events • Agenda coordinator in the field • Reinforce staff communication with commissioners • Citizens Connect flow process • Feedback • Better coordination of requests for information (accomplishments – annual report; budget; county administration) • “Walking the Walk” – highlighting accomplishments of County staff • Make electronic suggestion boxes available (surveys) • Standard Operating Procedure for County Policies • Updated County Policies 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Limited personnel • Mistrust in government • Less taxes mores services • Lean mean workforce causes stress • Loss institutional knowledge within the next 5-10 years • Legislative mandates • External infrastructure issues (natural or man-made disaster)

Strategic Initiatives and Anticipated Timelines for Board Actions

COUNTY ADMINISTRATION (CA)

Strategic Initiative – CA-A

Description	Strategic Priority Alignments	Lead Entity
Consolidate dispatch functions	Q2	County Admin.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
County, City, and Sheriff agreed to create joint dispatch operation for Public Safety agencies	04/2003
Public Safety Communications Board approved Owners project requirements for a Public Safety Complex	08/2009
Clemons Rutherford Associates and Morris/Allen, a joint venture, commissioned to design the Public Safety Complex	11/2009
Ajax Building Corporation & Construction Specialist Southeast, a joint venture, commissioned to provide pre-construction and construction services for the Public Safety Complex	02/2010
Approve Amended Memorandum of Agreement, with City of Tallahassee and Leon County Sheriff, regarding establishment of the Public Safety Communications Board, providing for a termination date of December 31, 2012 (Contract period 11/03/11 to 12/31/12)	10/2011
Approve Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, for the Operational Consolidation of Dispatch	05/2012
Approval Interlocal Agreement, with the City of Tallahassee and Leon County Sheriff, regarding telecommunications and technology infrastructure	7/2012
Approval Interlocal Agreement with the City of Tallahassee regarding the operations and maintenance of the Public Safety Complex	07/2012
Ceremonial Ribbon Cutting	Spring 2013

Strategic Initiative – CA-B

Description	Strategic Priority Alignments	Lead Entity
Conduct LEADS Reviews	G2	County Admin.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator's Proposed Strategic Approach to Carryout the Board's Vision, Goals and Objectives	09/2011
Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board's Vision and Strategic Priorities	10/2011
LEADS Review Handbook developed	01/2012
Training Held	02/2012
LEADS Reviews Conducted (27 LEADS Review meetings held in January and February, 2012)	02/2012

Strategic Initiative – CA-C

Description	Strategic Priority Alignments	Lead Entity
Develop and update Strategic Plans	G2	County Admin.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator’s Proposed Strategic Approach to Carryout the Board’s Vision, Goals and Objectives	09/2011
Approval of the FY 11/12 Board Retreat Agenda and the Process to Establish the Board’s Vision and Strategic Priorities	10/2011
Pre-Retreat Meetings (October – December)	12/2011
Board Retreat	12/2011
Ratification of Board Actions Taken at the December 12, 2011 Board Retreat (including initial FY 2012 and FY 2013 Strategic Plan)	12/2011
Approval of Strategic Initiatives for FY 2012 and FY 2013 (including updated Strategic Plan FY 2012 and FY 2013)	02/2012
Acceptance of Work Area’s Draft Strategic Plans	05/2012
Approval of Strategic Plan Update, as part of the 2012 Board Retreat	12/2012

Strategic Initiative – CA-D

Description	Strategic Priority Alignments	Lead Entity
Develop and offer Citizens Engagement Series	G3	County Admin.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval and Ratification of Recommendations and Direction Provided During the August 23, 2011 Workshop on Performance & Community Relevance: County Administrator’s Proposed Strategic Approach to Carryout the Board’s Vision, Goals and Objectives	09/2011
First of the 2012 series, Leon County Basics: Our Government, Our Community	01/2012
Balancing Budgets and Exercising Fiscal Stewardship: Making Hard Choices in Challenging Times	03/2012
Emergency Medical Services: Preserving Life, Improving Health, Promoting Safety	05/2012
Remainder of 2012 Series (concludes spring 2013): More Than Books: Leon County Library Services On the Frontline: Leon County Solid Waste – Where does all that stuff go? Building for the Future: Department of Development Support & Environmental Management	Spring 2013

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	1 Lead Entity	² Strategic Priority Alignments	3 Anticipated Impact (-, -\$, +\$)	4 Budget Planning
Improve Efficiency of Work Area Operations				
Implement electronic travel request forms – part of the Forms Fusion project with Purchasing. Forms Fusion is an add-on to Banner.	ADMIN	EN4, G1, G2, G4, G5	+\$	New
Update the Committee Application	ADMIN	G1, G2, G5	-	Current
Create an electronic suggestion box	ADMIN	G1, G2, G5	-	New
Upgrade the Intranet	ADMIN	G1, G2, G4, G5	-	Current



4/16/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Provide annual agenda process and County policy revision training for employees, through the Leadership Team meeting forum, etc.	G1, G2, G4	1, 3, 4, 5, 6, 8	County Admin.	-
Implement Citizen Engagement Series	G2, G3	1, 2, 4, 6, 8	County Admin.	+\$
Institute Countywide Customer Service Training for all employees	G1, G2, G4, G5	1, 2, 4, 5, 6, 7, 8	County Admin.	-
Ensure physical workplaces, which receive customers, reflect the County’s culture and core practices	G1	8	County Admin.	+\$
Institute “Let’s Talk” lunches between cross sections of County employees and the County Administrator	G1, G2, G3, G4	1, 3, 4, 5, 6, 8	County Admin.	-
Institute Leadership Team meetings, with County management staff, providing for learning and training across the spectrum of County divisions	G1, G2, G3, G4	1, 3, 4, 5, 6, 8	County Admin.	-
Develop County Administrator “In the Field” Days	G1, G2, G3, G4	1, 3, 4, 5, 6, 8	County Admin.	-
Work with local groups, such as Leadership Tallahassee, to educate the community on County programs (such as hosting a Sustainability Day and conducting the “Let’s Balance!” budget immersion game)	G1, G3	2	County Admin.	-
Partnering with the City of Tallahassee, Village Square and KCCI, conduct a community workshop to explore what connects people to the community, emphasizing improving upon connectivity to the community, and understanding there is a direct correlation between the level of connectivity to the community and the community’s economy	Q7, G3	2, 8	County Admin.	+\$

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan's Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

The Legislature continues to adopt budget and policies that pass on unfunded mandates to local governments and impede home rule. The decision of the Legislature will continue to impact Leon County's ability to meet the priorities of the community and provide the quality services the citizens have come to expect.

Strategic Plan - DRAFT

Leon County – Department of Development Support & Environmental Management



Vision

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

Mission Statement

The mission of the Leon County Department of Development Support & Environmental Management is to support the development of a sustainable community and its built environment, while protecting and preserving our natural resources to maintain the quality of life for all citizens, while building positive relationships through exceptional customer service.

Core Services

DSEM, Building Plans Review and Inspection Division:

1. Review all building permit applications for new construction and renovated or altered structures, both public and private.
2. Review building plans for all proposed new construction, renovated or altered structures, both public and private, to ensure compliance with the Florida Building Codes.
3. Review all building permit applications for proposed new construction, renovated or altered structures, both public and private, to ensure compliance with all state-mandated construction laws.
4. Review building foundation plans for all proposed manufactured housing permits to ensure compliance with the State Department of Motor Vehicles requirements.
5. Review building plans for all proposed new construction, both public and private, to ensure compliance with the County's Floodplain Management Ordinance.
6. Inspection of all new construction, renovated or altered structures, both public and private, to ensure compliance with the Florida Building Codes.
7. Inspection of all new construction, renovated or altered structures, both public and private, to ensure compliance with all state-mandated construction laws.

8. Inspection of building foundation systems of all manufactured housing to ensure compliance with the State Department of Motor Vehicles requirements.
9. Inspection of buildings for all proposed new construction, both public and private, to ensure compliance with the County's Floodplain Management Ordinance.
10. Provide daily, on demand Building Plans Review and Inspection Service Advisor assistance to the public.
11. Provide the Board upon request with recommendations and professional assistance regarding all matters relating to building plans review and approval, construction regulation, and building inspection.
12. Provide staffing for the Leon County Code Enforcement Board.
13. Provide staffing for the Leon County Contractors' Licensing and Examination Board.
14. Division Director participates on the COOP Planning Team, and serves as Facilities Manager.

DSEM, Development Services Division:

1. Provide street naming and address assignments for residential and non-residential structures.
2. Provide site and development plan review and approval for residential and non-residential development proposals.
3. Review all development proposals to ensure that adequate public facilities that may be required to support the development are available concurrent with the development's anticipated impact consistent with adopted policies, procedures and regulations.
4. Review and provide recommendations to the Board for large scale development proposals such as Development Agreements, Developments of Regional Impact (DRI) and Planned Unit Developments (PUD).
5. Primary entity to review temporary use events and coordinate approval with applicable City/County agencies.
6. Revise Land Development Code provisions and present to the Board, implementing Board direction.
7. Provide land use and zoning compliance review of building permit applications for residential and non-residential structures.
8. Review all billboard and on-site sign applications for compliance with the County's Sign Code.
9. Provide daily, on demand Development Services Service Advisor assistance to the public.
10. Provide the Board upon request with recommendations and professional assistance regarding all matters relating land use regulation and current planning related issues.
11. Provide staffing for the Board of Adjustment and Appeals.
12. Provide support to code enforcement staff with land use and zoning-related issues.
13. Provide staffing for the Code Enforcement Board.
14. Division Director participates on the COOP Planning Team.

DSEM, Environmental Services Division:

1. Ensure preservation of Leon County's natural features such as wetlands, floodplains, native forest, cultural resources and endangered species.
2. Provide site plan review for all new developments including mitigation for protection of natural features, protection for downstream flooding, stormwater management facilities and landscaping review.
3. Provide flood protection review through floodplain analysis and review of flood elevation certification letters provided in support of new construction proposals.
4. Provide single family and manufactured home environmental permit review.
5. Review all Environmental Management Permit applications.
6. Provide daily, on demand Environmental Services Service Advisor assistance to the public.
7. Provide the Board upon request with recommendations and professional assistance regarding all matters relating to environmental protection and associated regulatory issues.
8. Provide routine environmental compliance inspections as needed.
9. Enforce all applicable environmental codes through the use of verbal warnings, Notice of Corrective Action, Notice of Violation, Stop Work Orders and Code Enforcement Board referrals.
10. Review Stormwater Management Facility Operating permit renewals.
11. Provide junk code and mowing verification inspections.
12. Coordinate the Petroleum Storage Tank Inspection Program including routine inspection of petroleum storage tanks to ensure compliance with all applicable regulations.
13. Provide administrative support for the Science Advisory Committee (SAC).
14. Division Director participates on the COOP Planning Team.

DSEM, Permit and Code Services Division:

1. Provide administrative support for the Code Enforcement Board and Contractor's Licensing and Examination Board.
2. Coordinate code processing through the Code Compliance Program.
3. Coordinate and promote code compliance through educational efforts.
4. Provide an initial point of contact to customers for all matters regarding Development Support and Environmental Management.
5. Ensure applications are quickly and accurately processed in accordance with the direction of the County Commission, Florida Building Code, and applicable State regulations.
6. Coordinate the internal permitting activities with customers, vendors, the Department's Divisions and MIS.
7. Coordinate the issuance of building and environmental permits in a timely and efficient manner.
8. Provide assistance in the completion of building and environmental permit applications, which may include Certificate of Occupancy, Certificate of Completion and Notice of Commencement documents.
9. Responsible for generating reports regarding daily financial transactions, as well as records and processes Department payables from outside vendors.
10. Provide daily, on demand Permit and Code Services Service Advisor assistance to the public.

11. Provide the Board upon request with recommendations and professional assistance regarding all matters relating to permitting and code compliance related matters.
12. Division Director participates on the COOP Planning Team, and serves as CRT Chief.

Statutory Responsibilities

DSEM, Building Plans Review and Inspection Division:

- Florida Statutes, Chapters 320, 468, 489, 515, 553, 633 and 713
- Florida Administrative Codes 9B-72 and 15-C-1
- Leon County Code of Laws, Chapter 5 (Building and Construction Regulations)
- Leon County Code of Laws, Chapter 10 (Floodplain Management Ordinance)

DSEM, Development Services Division:

- Florida Statutes, Chapters 163 and 380
- Florida Administrative Codes 9J-2, 9J-5, 9J-10, 9J-11 and 28-24
- Tallahassee-Leon County Comprehensive Plan
- Leon County Code of Laws, Chapter 10 (Land Development Code)
- Bradfordville Sector Plan
- Board adopted plans and implementing policy and procedure manuals

DSEM, Environmental Services Division:

- Florida Statute, Chapter 163
- Florida Statute, 403.0885(NPDES)
- Tallahassee-Leon County Comprehensive Plan
- Leon County Code of Laws, Chapters 10 and 14
- Florida Statutes, Chapters 162 and 376.3071
- Florida Administrative Code, Chapter 62-761

DSEM, Permit and Code Services Division:

- Florida Statutes, Chapters 6 and 162
- Leon County Code of Laws, Chapters 5, 10, and 14

Advisory Boards

DSEM, Building Plans Review and Inspection Division:

- Code Enforcement Board
- Contractors' Licensing and Examination Board

DSEM, Development Services Division:

- Board of Adjustment and Appeals
- Development Review Committee
- Code Enforcement Board
- Tallahassee-Leon County Planning Commission
- Development Support and Environmental Management Citizens' User Group

- Parking Standards Committee
- Leon County/City of Tallahassee Addressing Steering Committee

DSEM, Environmental Services Division:

- Board of Adjustment and Appeals
- Development Review Committee
- Code Enforcement Board
- Tallahassee-Leon County Planning Commission
- Development Support and Environmental Management Citizens' User Group
- Science Advisory Committee
- Canopy Road Citizen's Committee
- Blueprint 2000 Technical Coordinating Committee

DSEM, Permit and Code Services Division:

- Contractor's Licensing and Examination Board
- Code Enforcement Board

LEADS Review Process

DSEM, Building Plans Review and Inspection Division:

Focus Group Members Present:

Ed Jarriel, Jr., DSEM, Building Plans Review & Inspection Division Director/Facilitator

George Phillips, DSEM, Sr. Combination Building Inspector

Mechelle Cook, DSEM, Administrative Associate (scribe for the meeting)

Scott Brockmeier, DSEM, Development Services Administrator

David McDevitt, DSEM, Department Director

Alex Mahon, Director of Leon County Environmental Health

Rod Moeller, Residential Building Contractor

Mark Trudeau, Residential Building Contractor/Tallahassee Builders Association Immediate Past Pres.

Destry Burch, Plumbing Contractor and Residential Building Contractor

The Building Plans Review & Inspection Focus Group meeting was held on January 23, 2012 at 1:30 pm.

DSEM, Development Services Division:

Focus Group Members Present:

Ryan Culpepper, DSEM, Development Services Director, Facilitator

Weldon Richardson, DSEM, Planner II

Pam Scott, DSEM, Sr. Administrative Associate (scribe for the meeting)

David McDevitt, DSEM, Department Director

Kim Wood, Public Works, Engineering Coordinator

Cliff Lamb, Consultant

Carolyn Bibler, Consultant

Paco DeLafuente, Realtor

Luis Serna, Consultant

The Development Services Focus Group meeting was held on January 23, 2012, at 10:00 a.m.

DSEM, Environmental Services Division:

Focus Group Members Present:

David McDevitt, DSEM, Department Director

John Kraynak, DSEM, Environmental Services Director, Facilitator

Charley Schwartz, DSEM, Senior Environmental Engineer

Bob Bass, DSEM, Environmental Inspection Supervisor

Wayne Toothman, DSEM, Senior Environmental Compliance Specialist

Kim Wood, Public Works, Chief of Engineering Coordination

Jacob Jaks, P.E., Jaks Engineering

Robert Hartsfield, Hartsfield Construction

Pamela Hall, Interested Citizen

Pam Scott – DSEM, Senior Administrative Associate II (scribe for the meeting)

The Environmental Services Focus Group meeting was held on January 25, 2012, at 11:00 a.m.

DSEM, Permit and Code Services Division:

Focus Group Members Present:

Emma Smith, DSEM, Permit and Code Services Director, Facilitator

Susan Roberts, DSEM, Code Compliance Supervisor

Jessica Koon, DSEM, Code Enforcement Board Technician (scribe for the meeting)

Tracy Bunion, DSEM, Permit Processing Supervisor

Cathy Stays, DSEM, Permit Technician

Claude Bruce, DSEM, Sr. Combination Inspector

Curtis Whigham, General Contractor/Code Enforcement Board Member

William Muldrow, Building Contractor/Contractor's Licensing Board Member

The Permit and Code Services Focus Group meeting was held on January 20, 2012, at 1:30pm.

LEADS Review – Summary of Feedback

DSEM, Building Plans Review and Inspection Division:

- The permit review process needs to be expedited for faster turn-around.
- Staff needs to coordinate more effectively between departments/divisions.
- Staff is very approachable and helpful.

DSEM, Development Services Division:

- Need for improvement in the review of permits, stating that the permit review process needs to be expedited.
- Staff needs to coordinate more effectively between departments/divisions.
- Many incentives identified in the Land Development Code are not well known or marketed effectively.
- Staff is approachable and helpful.
- Project Manager concept is well-received.
- Digital application submittal options are convenient and less costly for applicants.

DSEM, Environmental Services Division:

- Develop clear stormwater requirements for home additions and develop guidelines for engineering requirements.
(Note: other Opportunities mentioned below can be included in previously submitted Initiatives)

DSEM, Permit and Code Services Division:

- Recommended that “target times” for specific types of permits be created (i.e. quick turns – designate timeframes on applications – expedite small project permits)
- Make the permit applications easier to understand, especially for “non-contractors”
- Enhance community education
- Promote current programs and assistance available for customers during the permitting process

The Most Critical Strengths, Weaknesses, Opportunities and Threats

DSEM, Building Plans Review and Inspection Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Service Advisor program is very effective ▪ Staff availability ▪ Step-by-step assistance through the permitting process ▪ Division functionality ▪ Quick-turn permitting process 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ List of current subcontractors on file with the County needs to be uploaded to the web site ▪ More thorough inspections are needed for minor repairs and alterations ▪ City and County application processes are different ▪ City and County Code interpretation and enforcement is not consistent
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Provide plans review information to the inspector at the time of inspection instead of at plans review ▪ Consolidation of City and County Building Inspection Divisions to unify the processes, interpretation and enforcement of building codes 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Staff reduction ▪ Budget reduction ▪ Addition of unfunded state-mandated enforcement actions

DSEM, Development Services Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Service Advisor program is very effective ▪ Project Manager provides applicants with one contact person ▪ Affordable housing options are available (i.e. accessory dwelling units) ▪ GRACE Program provides open space and landscape flexibility ▪ Interconnectivity and pedestrian access regulations provide a sense of place ▪ Residential Compliance Certificate provides additional assurance that a lot is eligible for a single-family home ▪ Low-impact-development (LID) practices are encouraged ▪ Assistance to Board-appointed committees (i.e. DSEM Citizen User Group, Canopy Road Citizen Committee, Science Advisory Committee, etc.) ▪ Pre-notification of pending street name and/or address changes ▪ Integration of Project Dox allowing digital submittal of site and development plans 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Lack of effective communication between divisions ▪ Development incentives and programs are not well known or marketed effectively ▪ Fee reduction incentives may not be sufficient to encourage development ▪ Need more prescriptive standards for low impact development (LID) and have approval of these standards from the Northwest Florida Water Management District (NWFWM), and provide a seamless transition with the City for multi-jurisdictional effectiveness ▪ Staff may be attempting to answer questions they aren't familiar with and providing inaccurate responses. Staff needs more training to be able to respond appropriately and reduce forwarding of calls ▪ Lack of promoting awareness of the need for more interconnectivity ▪ Fees for Permitted Use Verifications (PUV) much higher than the City's equivalent
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Expand the GRACE program to include the City (county-wide) ▪ Use the Project Manager as a method to capture or track comments regarding the site plan process and other similar or related processes ▪ Provide more education to the public regarding development incentives/programs that can enhance the community and/or save money for property owners ▪ Further integrate digital submission of site and development plan applications ▪ Provide the ability to digitally record documents (i.e. affidavits, legal descriptions, etc) that require recording into public record ▪ Investigate the effectiveness of fee reduction incentives to determine whether ordinances implementing them need to be eliminated ▪ Provision of a unified temporary use permit application will reduce time for applicants (no more back and forth between other agencies) ▪ Brown bag lunches to promote awareness of changes in codes and policies 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Opposition to additional interconnectivity requirements from residents in private subdivisions (privately maintained infrastructure could be negatively impacted) ▪ Compatibility issues with Project Dox and newer software (i.e. Windows 7/Office 10) ▪ Providing accessory dwelling units as an option may result in adverse impacts such as creating additional rental units in neighborhoods ▪ Staff cuts/understaffed/budget cuts can make completing projects in a timely manner difficult

DSEM, Environmental Services Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ The balance between reasonable regulation to protect the environment and flexibility to develop property that has evolved over the last four decades has provided for the emotional, physical, and economic well-being of the community while maintaining the ecological integrity of the natural environment ▪ Service Advisor assistance ▪ Staff availability for permit review and inspections ▪ Customer assistance ▪ Follow through with customers 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Not having clear stormwater guidelines for additions to buildings ▪ Not having a countywide floodplain model that can be used for flood elevation certification letters and downstream impact determinations ▪ Lack of flexibility in parking regulations to assist in low impact development ▪ Staff needs to be more solution-oriented when addressing complaints and violations ▪ Lack of communication between divisions
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Need to develop clear stormwater guidelines for additions to buildings ▪ Continue to seek funding for a countywide flood study ▪ Work with Development Services Division to explore more flexibility in parking regulations ▪ Expand the electronic application process with a goal to be fully paperless ▪ Encourage staff to be open to the concept of a performance-based or outcome-oriented permitting model 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Staff cuts/understaffed/budget cuts can make completing projects in a timely manner difficult ▪ The political perception offered from state and national leaders that regulation, especially environmental regulation, is detrimental to the recovering economy ▪ Changing priorities in state government, coupled with new mandates, may prove detrimental to environmental protection

DSEM, Permit and Code Services Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Customer assistance ▪ Follow through with customers ▪ Step-by-step assistance available for customers (permit application/process) ▪ Incomplete permit applications are not accepted; customers know immediately of issues ▪ Permit number is the same for all contractors on the permit (as opposed to each contractor/sub contractor being issued a separate permit) ▪ Quick Turn applications/issuance available on “specific” projects, which can be issued in 30-45 minutes (24-48 hours for larger alteration projects depending on plan review/scope of work) ▪ Core education in community; highly educated community 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Quick Turn Permit process for small projects could be “faster/simpler” (such as weatherization – windows/doors/insulation projects) ▪ Permit applications can be confusing, especially for non-contractors ▪ Lack of communication between divisions ▪ Interpretations of building codes differ from City of Tallahassee interpretations, which causes confusion for contractors ▪ Failure of staff to route permits in a timely manner slows the process
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Quick Turn Permit (“small” alterations/additions); if there are no environmental issues that require an Environmental Review, then it could go straight to Building Plans Review ▪ Customers can be advised of the wait time or advised to come back within a 24 hour timeframe 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Staff cuts/understaffed/budget cuts can make completing projects in a timely manner difficult

Strategic Initiatives and Anticipated Timelines for Board Actions

DEPARTMENT OF DEVELOPMENT SUPPORT & ENVIRONMENTAL MANAGEMENT (DS)

Strategic Initiative – DS-A

Description	Strategic Priority Alignments	Lead Entity
Consider policy to continue suspension of fees for environmental permit extensions	EC2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Provide Informational consent agenda item to the Board regarding Legislative action that suspends fees for environmental permit extensions for 2012	05/2012

Strategic Initiative – DS-B

Description	Strategic Priority Alignments	Lead Entity
Develop Countywide Minimum Environmental Standards	EN1, EN2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Draft ordinance for Board adoption at Public Hearing	05/2012

Strategic Initiative – DS-C

Description	Strategic Priority Alignments	Lead Entity
Develop minimum natural area and habitat management plan guidelines	EN1, EN2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Develop guidelines	06/2012
Distribute guidelines to staff and the general public	07/2012
Provide memorandum to the Board	08/2012

Strategic Initiative – DS-D

Description	Strategic Priority Alignments	Lead Entity
Integrate low impact development practices into development review process	EN1, EN2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Draft low-impact development guidelines	08/2012
Engage the community to obtain feedback	09/2012
Finalize low-impact development guideline document	11/2012
Provide memorandum to the Board	12/2012

Strategic Initiative – DS-E

Description	Strategic Priority Alignments	Lead Entity
Update 100-year floodplain data in GIS based on site-specific analysis received during the development review process	EN1, EN2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Coordinate with County GIS	06/2012
Finalize procedures and implement	07/2012
Provide memorandum to the Board	08/2012

Strategic Initiative – DS-F

Description	Strategic Priority Alignments	Lead Entity
Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single family homes	EN1, EN2, G2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Draft stormwater procedures	06/2012
Distribute procedures to staff, general public and user groups for review and comment	07/2012
Finalize and make guidelines available to the public	9/2012

Strategic Initiative – DS-G

Description	Strategic Priority Alignments	Lead Entity
Develop unified special event permit process	Q4	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Provide memorandum to the Board which provides the summary of this new unified application and application process	08/2012

Strategic Initiative – DS-H

Description	Strategic Priority Alignments	Lead Entity
Consider property registration for abandoned real property	Q6	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Request to schedule a Public Hearing to consider an Ordinance to require property registration for abandoned real property	11/2012
Authorization to negotiate a Service Agreement with vacant property registry company to assist in identifying and registering abandoned real properties	11/2012
First and only Public Hearing to consider adoption of proposed Ordinance to require property registration for abandoned real property	12/2012

Strategic Initiative – DS-I

Description	Strategic Priority Alignments	Lead Entity
Develop process by which public may electronically file legal documents related to development review and permitting	G2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of a Submitter License Agreement between Leon County and Simplifile, LLC	04/2012
Coordination with other County agencies such as MIS, OMB and County finance department to establish account numbers and track funds	04/2012
Coordinate with Simplifile to provide staff training	05/2012

Strategic Initiative – DS-J

Description	Strategic Priority Alignments	Lead Entity
Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet	G2, EN4	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Investigate with other permitting jurisdictions that offer web-based permitting to determine initiative viability, further research the Florida Building Code and statutory requirements for legality of possible implementation strategies	09/2012
A memorandum will be provided to the Board on the results of the investigation	06/2012

Strategic Initiative – DS-K

Description	Strategic Priority Alignments	Lead Entity
Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects	G2	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action	
Coordinate with Human Resources for “on-call” pay procedures	06/2012
Coordinate with other DSEM divisions and train staff on implementation procedures	07/2012

Strategic Initiative – DS-L

Description	Strategic Priority Alignments	Lead Entity
Waive building permit fees for disabled veterans	EC5	DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Resolution to waive all DSEM permit fees associated with the construction of new single family dwellings, manufactured home set up permits, additions and alterations to existing single family dwellings for honorably discharged veterans with 100% service connected disabilities for one annual budget cycle	10/2012 (to coincide with the 2012-13 budget year)
Coordinate with the Leon County’s Veteran’s Services for community involvement and the Leon County Community and Media Relations for public announcements	09/2012

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Implement remote records of papers with the Clerks Office	DSEM	EC1, EN2,G1, G2, G5	-	Current
Improve DSEM web pages to provide updated information and highlight projects and events and allow for electronic processing of applications and submittals	DSEM/MIS	EC1, EN1, EN2, EN3, Q7, G1, G2,G5	-	Current
Leverage social media to communicate project activities and events	DSEM	EC1, EN1, EN2, EN3, Q7, G1, G2,G5	-	Current
Implement electronic faxing	MIS	G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Expand Project Dox use for electronic submittals and process collaboration with internal and external users.	DSEM/MIS	EC1, EN1, EN2, EN3, Q7, G1, G2,G3, G5	-	Current
Upgrade Permits Plus system with the City	DSEM/MIS	G2, G5	-	Planned
Implement online reservation system for conference resources	MIS	G2, G5	-	Current

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Implement use of iPads for work processes as defined	MIS	G2, G5	+\$	Current
Expand mobile inspections functionality to allow downloads remotely	MIS	G2, G5	+\$	Current
Install a Smart Board in the public meeting room	DSEM	G2, G5	-	Current
Provide for an Effective Desktop Environment				
Upgrade desktop systems as necessary	MIS	G2	-	Current



2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Utilize Project Manager to capture or track comments regarding the site plan process and other similar or related processes.	EC2, G2	2, 3, 4, 5, 6, 8	DSEM	-
Further implement the Dual Track Permitting Process to enhance sustainable development, business expansion and redevelopment opportunities.	EC2, G2	1, 2, 3, 4, 6, 7, 8	DSEM	+\$
Provide more education to the public through “brown bag” lunches regarding development incentives, code changes, and programs that can enhance the community or save money for property owners.	EC1, EC2, EC6, EN2, EN3, Q5, Q6, Q7, G1, G2, G3, G5	All	DSEM	+\$
Increase the communication between internal and external divisions to ensure permitting efficiency and help reduce costs for applicants.	EC1, G1, G2	All	DSEM	-
Increase cross-division training to ensure customers are provided the most accurate information or are forwarded to the most appropriate individual(s) for assistance.	G1, G2	All	DSEM	-
Provide a unified temporary use application to reduce permit delays and increase coordination with affected state and local agencies.	Q2, G2, G5	All	DSEM	-
Ensure effective coordination with the City on projects that may impact the City’s infrastructure or its residents in order to provide a seamless transition or multi-jurisdictional effectiveness.	EC1, EN2, Q6, Q7, G1, G2, G5	All	DSEM	-
Create “target times” for specific types of permits (i.e., quick turns - designate timeframes on applications - expedite small project permits)	G1, G2	1, 3, 4, 5, 6	DSEM	--
Make permit applications easier to understand, especially for “non-contractors” by creating specific step-by-step information packets and creating a chronological permit checklist.	G1, G2	All	DSEM	--
Continue website enhancements, including lists of available services	G1, G2	1, 2, 3, 7, 8	DSEM	--
Develop a PETS Report to capture the permits issued with no activity, which will send notices to applicant/owner/contractor via email or hard copy within two weeks prior to the expiration date	G1, G2	1, 3, 4, 5	DSEM	--, -\$

Provide scanners to staff to assist customers with electronic document submittal	G1, G2	1, 3, 6	DSEM	+\$
Conclude coordinated process with the City, and recommend a draft Countywide Minimum Environmental Standards Ordinance to the BCC for adoption consistent with the County Charter	EN1	2, 5, 6, 7, 8	DSEM	-
Develop minimum natural area and habitat management plan guidelines to ensure the health of our natural ecosystems	EN1	1, 7	DSEM	-
Digitally integrate the 100-year floodplain data in GIS to expedite staff reviews, and to provide additional information to the public	EN2	1, 3, 7	DSEM	+\$
Incentivise integration of low impact development (LID) practices into the development review process by drafting and recommending revisions to the Land Development Code	EN3	7	DSEM	-
Promote and encourage the utilization of the County's Greenspace Reservation Area Credit Exchange (GRACE) program through the pre-application and site plan review processes	EN2	7	DSEM	-
Develop clear stormwater requirements for home additions and develop guidelines for engineering requirements	EN1	1, 3, 7	DSEM	-
Work with Development Services Division to explore more flexibility in parking regulations	EN4	1, 3, 6	DSEM	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community's resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan's Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

An internal LEADS Team was established to review and develop options and strategies for enhancing inter-divisional coordination and communication. The Team's initial meeting was conducted on March 7, 2012, and had two more subsequent meetings. At the conclusion of the final meeting, the Team identified the following findings:

- The new Service Advisor team approach has been working well
- Potential permitting issues, as determined by the Service Advisor(s), would be saved in the permit tracking system (PETS) for future reference, and
- A more comprehensive list of fees should be compiled, such as including general building permit fees in the updated DSEM Fee Schedule. This has since been completed.

The Team also had the following recommendations for improvement:

- Centralizing Service Advisor logs to reduce duplicative work
- Linking GIS and PETS to identify environmentally constrained parcels
- Providing customers with a development checklist outlining the steps necessary to obtain a permit, and
- Schedule additional training to keep staff updated on new trends, policies and procedures.

These findings and recommendations have been incorporated into the Permit and Routing Consistency Memorandum, which is updated as needed. The internal LEADS team will meet as needed or on a quarterly basis to review progress and provide further recommendations.

Strategic Plan - DRAFT

Leon County - Office of Economic Development & Business Partnerships

(excluding Tourism)



Vision

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

Mission Statement

The mission of the Leon County Office of Economic Development & Business Partnerships is to guide the County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist vendors in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital in to the local community.

Core Services

EDBP, Economic Development Division:

1. Manage the County's contract with, and serve as a liaison to, the Leon County/City of Tallahassee Economic Development Council.
2. Implement the Board's strategic priorities relating to economic development.
3. Oversee the County's Tourism Development Department, Special Project and Legislative Affairs, Grants, and the Minority, Women, and Small Business Enterprise Divisions.

EDBP, Grants Division:

1. Prepare, submit or assist in the submission of grant applications for the County Commission and specific non-profit agencies as directed by the Board.
2. Monitor ongoing grant activity compliance.
3. Research new grant funding opportunities.
4. Manage grants not specifically managed by other County departments.

EDBP, Minority, Women, and Small Business Enterprise (MWSBE) Division:

1. Eliminate any policies and /or procedural barriers that inhibit MWSBE participation in Leon County procurement process.
2. Establish targets designed to increase MWBE utilization proportionate to documented under-utilization.
3. Provide increased levels of information and assistance to MWSBEs.
4. Implement mechanisms and procedures for monitoring MWSBE compliance by prime contractors and subcontractors.
5. Provide training to citizens in starting, maintaining and enhancing their level of business opportunities.
6. Review, analyze, and submit MWBE statements for bids and RFPs.
7. Attend and present MWSBE information at all purchasing pre-bid conferences.
8. Determine the appropriate targets for all bids and RFPs.
9. Review and approve all MWSBE applications for compliance with the Purchasing and Minority, Women and Small Business Enterprise Policy.

Statutory Responsibilities

EDBP, Economic Development Division:

- Section 125.045, F.S. was created in 2010 requiring local governments to detail their spending on economic development and submit an annual report to the state by January 15th of each year.

EDBP, Grants Division:

- None

EDBP, Minority, Women, and Small Business Enterprise Division:

- Section 255.101, F.S. encourages local governments “to be sensitive to the effect of job-size barriers on minority businesses.”
- Chapter 287, F.S. governs the public procurement and procedures.

Advisory Boards

EDBP, Economic Development Division:

- The Economic Development Council's Board of Directors
- The Economic Development and Regulatory Review LEADS Team for the Board's 2012 Job Creation Action Plan

EDBP, Grants Division:

- None

EDBP, Minority, Women, and Small Business Enterprise Division:

- Minority Women and Small Business Enterprise Citizen Advisory Committee

LEADS Review Process

EDBP, Economic Development Division:

Prior the creation of the LEADS review process, staff began surveying local business leaders to identify ways to stimulate job creation and improve the local economy. Based on this comprehensive review of the County's economic development activities and the survey results, the Board approved 36 recommendations to be carried out as part of the County's 2012 Job Creation Action Plan. The findings from this survey process and the associated recommendations can be found in the September 13, 2011 workshop item entitled, "Workshop on the County's Economic Development Activities and Survey of Local Business Leaders on Job Creation." These findings were used as a basis for the Economic Development and Regulatory Review (EDRR) LEADS Team to provide additional input in the formation of the 2012 Job Creation Action Plan which was approved by the Board on March 13, 2012.

The EDRR LEADS Team consists of the following:

- Ken Morris, Director, Office of Economic Development and Business Partnerships
- Beth Kirkland, Executive Director, Tallahassee/Leon Economic Development Council
- Scott Brockmeier, Development Services Administrator, Development Support & Environmental Management
- Nawfal Ezzagaghi, Environmental Review Supervisor, Development Support & Environmental Management
- Brian Wiebler, Interim Comprehensive Plan Project Manager, Department of Planning, Land Management, & Community Development
- Iranetta Dennis, Director, Minority, Women, & Small Business Enterprises
- Wendi Sellers, Contract Manager, Leon County Purchasing
- Lee Daniel, Executive Director, Visit Tallahassee
- Graham Stewart, Leon County Real Estate Manager
- Dr. Catherine Kunst, Executive Director of Innovation Park
- Laura Youmans, Assistant County Attorney, Leon County Attorney's Office

- Windell Paige, Executive Vice President, ESP Media and President, Capital City Chamber of Commerce
- Ben Wilkinson, Broker/Owner Tallahassee Land Company and Chair, Tallahassee Chamber of Commerce Government Affairs Committee
- Bruce Screws, Owner, Bill's Signs and Services and Board Member, North East Business Association
- James McFarland Owner, James McFarland Builder, Inc. and President, Tallahassee Builders' Association

EDBP, Grants Division:

The LEADS Review meeting for the Grants Program occurred on January 31, 2012. The LEADS Review meeting participants were:

- Tim Carlson, Analyst, Office of Management and Budget
- Mac Kemp, Deputy Chief, Leon County EMS
- Shington Lamy (facilator) – Assistant to the County Administrator
- Don Lanham, Grants Program Coordinator
- Amanda Lewis, Leon County Sheriff's Office
- Ken Morris, Director, Office of Economic Development & Business Partnerships
- Jordan Steffens, Leon County Clerk of Court
- Maggie Theriot, Director, Office of Resource Stewardship
- Shanea Wilks, Financial Compliance Administrator, Office of Human Services & Community Partnerships

EDBP, Minority, Women, and Small Business Enterprise Division:

The LEADS Review meeting was conducted on January 27, 2012 at the Public Works Gathering Room. The LEADS Review meeting participants were:

- Felton Ard, Public Works, Engineering
- Felisa Barnes, Office of Financial Stewardship
- Keith Bowers, FAMU SBDC
- Christie Hale, Hale Contracting Inc.
- Don Tobin, Purchasing Division
- John Ward-, Facilities Management Division
- Frank Williams, Florida Developers Inc
- Iranetta Dennis, MWSBE Division
- April Murphy, MWSBE Division
- Ken Morris , Economic Development and Business Partnerships

LEADS Review – Summary of Feedback

EDBP, Economic Development Division:

Much of the feedback focused on operational activities beyond the scope of the County's Office of Economic Development and Business Partnerships. For examples, concerns were cited over the cost of utilities, the price of airfare, and recent layoffs of state employees. While all of these elements have an impact on the local economy, they do not offer a reflection of the County's Office of Economic Development and Business Partnerships. In addition, the County's role in economic development, relative to the City of the Tallahassee and the Economic Development Council, is not clearly understood among many business leaders.

EDBP, Grants Division:

The Leon County Grants Program has strong technical and institutional knowledge and an excellent reputation among grantors. To strengthen the program, a standard operating procedures (SOP) needs to be developed to more clearly direct the process of searching and applying for grants. A more aggressive team approach, as supported by Leon County Core Practices, could improve the opportunities to find grant funding to address some of the problems facing our community.

Since its creation in 1997, the Grants Program has been a 'one person' office. This causes issues relating to capacity and succession. The LEADS Review participants identified two primary methods to address these issues, staffing and technology. The staffing options discussed range from an additional FTE employee, to the use of interns, and to an organizational restructuring to closely align the Grants program with the Office of Management and Budget. The technology option calls for the development of research/grant management tools to enhance grants management and grant submissions (discussed in the Technology Strategy Section).

EDBP, Minority, Women, and Small Business Enterprise Division:

Consideration may be needed to increase the MWSBE program by one FTE. Currently, the division is operating two programs with two FTEs. In addition, County staff should review the Leon County MWSBE directory for small projects that do not require formal solicitation. Recommendations also included considering the eliminating the graduation component of the SBE program which is based on the number of projects or/and years a participant has been in the program. In order to increase opportunities for the SBE program a recommendation was made to increase all business categories for the set aside component to \$150,000. Additionally, consideration of adding a requirement that a business have no less than one year of experience for program certification was recommended. Additional feedback has been addressed through on going improvements through the advisory committee or through staff operating procedures.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

EDBP, Economic Development Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • The Qualified Targeted Industry Program has been extremely successful in recent years but it offers limited flexibility. • The County's willingness to partner with the universities, the City, and the private sector for important community initiatives. • Ongoing improvements to the County's permitting process will continue to enhance economic development efforts. • Coordination with Innovation Park and ability to promote it as a research and technology hub. • Support of Town and Gown activities. 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • The Qualified Targeted Industry Program has been extremely successful in recent years but it offers limited flexibility. • The Targeted Business Program has not been utilized as well as anticipated. • Perception that the County and the EDC are consistently in opposition of one another. • Perception that incentives are only available for new companies relocated to Leon County. • Lack of economic diversity and dependence on state government.
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • The Targeted Business Program needs to be modified to appeal to more small businesses and non-profits. • The extension of the infrastructure sales tax may provide an opportunity to enhance economic development incentives. • Increase the marketing of the County's economic incentives toward local businesses. • Develop a shelf-ready plan for the County's economic incentives. • Support Innovation Park's mission to be a national research, technology, and manufacturing marketplace. • Review local regulations that could be modified to enhance business development. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • The current political environment may threaten the extension of the infrastructure sales tax. • The County's available funds for the Qualified Targeted Industry Program are extremely scarce given the recent success of the program. • Further layoffs of state employees.

EDBP, Grants Division:

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • Focused specifically on grants • Institutional knowledge • Historical knowledge of prior grants applied for/received • Technical knowledge • Cross departmental/Intergovernmental • Personal relationship with grantors – good reputation • Coordination with all departments – central point of contact 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Limited time – managing/reporting • Communication with various departments (front end) • No clear process to determine what grants we are looking for • Prioritization • Project looking for funding or funding looking for project? • Unrealistic expectations (threat) • One person department • Need better tools to manage • No succession plan • No standard operating procedures • Balance – optimism vs. reality • No link to CIP • Lack of matching funds
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Database technology – inter and intra agency • Grant history • Grants committee • Grant reporting policy • Standard Operating Procedures – need to develop • Use of interns • Grant writing classes • Federal – capitalize on the shift from earmarks to grants • Add a FTE • Redefine strategic priorities • Realign office with the Office of Management and Budget • Work with community partners • External Standard Operating Procedures – how do we deal with outside agencies? • Opportunities to develop interdepartmental support – primary grant contact in each department • Clarification of mission 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Funds drying up – lack of CIP matching funds • Immediate loss of coordinator (no backup) • Fewer grant dollars/more competition • Lack of ability to prioritize time • Unrealistic expectations • Sustainability of grant funded projects • Lack of succession plan • Need for shared vision

EDBP, Minority, Women, and Small Business Enterprise Division:

<u>Strengths:</u>	<u>Weaknesses:</u>
<ul style="list-style-type: none">● Tracking performance and programs electronically<ul style="list-style-type: none">○ Contract compliance system is very helpful; prime contractors can identify subcontractors promptly.○ The SBE program is useful for upcoming businesses. Leon County can help train businesses and familiarize them with projects.○ Commend staff for creating awareness, being nice, polite, professional, problem solving, providing opportunities, and professional attitude. Staff does a great job at problem solving.○ If vendors missed an opportunity, it is not because they were not notified; it would be because they failed to meet the deadlines.○ All certified MWSBE vendors are emailed when bid solicitation opportunities become available in their area of expertise.○ The SBE program is an excellent program and it provides MWBEs opportunities.● More organized and strategic<ul style="list-style-type: none">○ Staff is well organized and strategic; the implementation is well thought out and there is a strong reporting system.○ The system has become more helpful for monthly reporting and is streamlined.○ The SBE program is a great “foot in the door” system. It can help vendors with start-ups, get them familiar with the contract compliance system, and it provides an ability to grow.● Does not utilize the point system for MWBE participation	<ul style="list-style-type: none">● Internal smaller jobs are not going through MWSBE Division to provide certified contractors with an opportunity.● Staff size● Ability to closely monitor project sites to ensure that the appropriate subcontractors are performing stated work.● Recommend MWBEs be required to be in business for one year prior to submitting an application.● Lack of bonding for subcontractors.● No formal training for software.● Communication regarding the contract date versus the actual start date.● Need consistent policy enforcement● Aspirational targets appear to be too high● Good Faith Statements need to be reliable, and Good Faith Effort Statement requirements need to be reviewed (appears more prime contractors submitting a Good Faith Effort Statement)● SBE set-aside project ceiling appears to be too low<ul style="list-style-type: none">○ Group agreed \$150,000 is a reasonable number.● Consider allowing Certified MWBEs to include themselves when submitting a bid proposal.● Disparity Study sets what appears to be unrealistic expectations.

<p><u>Opportunities:</u></p> <ul style="list-style-type: none">• Conduct more site visits to validate subcontractors• Training curriculum (with partners) and/or orientation• The MWBE directory does not identify the subcontractor capacity (i.e. the type of capacity the subcontractor can handle).• Subcontractors have issues with getting bonding, which prohibits them from participating on various projects, and are sometimes required to bond by the prime contractor.• The bar can be raised for MWBE requirements and a course offered to educate on bonding requirements.• The contract date entered into the system is the agreement date, not the notice to proceed date.• Help grow MWBEs through continued participation opportunities.• Better control of participation for internal projects of certified MWSBE vendors.	<p><u>Threats:</u></p> <ul style="list-style-type: none">• Economy<ul style="list-style-type: none">○ Reduction in the County’s CIP budget.○ Big businesses are competing for small jobs (SBE limits).• Less MBEs in business• Startup vendors need basic business skills. The program should offer a mandatory orientation.• Evaluate allowing contractors to include themselves as MWBEs when submitting a bid.• Need consistent policy enforcement• A lack of monitoring and lack of purchases for small jobs.• Most projects exceed the small business policy threshold limit which limits available opportunities.• SBE graduation• Disparity Study sets what appears to be unrealistic expectations
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Strategic Initiatives and Anticipated Timelines for Board Actions

OFFICE OF ECONOMIC DEVELOPMENT & BUSINESS PARTNERSHIPS (EXCEPT TOURISM) (ED)

Strategic Initiative – ED-A

Description	Strategic Priority Alignments	Lead Entity
Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee.	EC1, G3, G5	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Appointed joint County/City Citizen Advisory Committee (Committee) on the sales tax extension	11/2011
Request to schedule a workshop with the Board to prepare a workshop on the economic development component of the sales tax extension (per the Board's direction on April 26, 2011)	04/2012
Board workshop on the economic development opportunities associated with the sales tax extension	06/2012
Consideration of refined County projects list for consideration by the Committee	09/2012
Review of Committee's recommendation for utilization of sales tax extension funds	TBD
Consideration of setting referendum date for the sales tax extension	TBD

Strategic Initiative –ED- B

Description	Strategic Priority Alignments	Lead Entity
Evaluate start-up of small business lending guarantee program	EC2	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval to schedule a workshop to consider participating with the state and federal government in a small business loan guaranty program whereby the County and City would guarantee a portion of loans made by banks	01/2012
Board workshop on a small business lending guarantee program	02/2012
Ratification of Board actions taken at the workshop on a small business lending guarantee program	03/2012
Consideration of a budget discussion item on a small business lending guarantee program	07/2012

Strategic Initiative – ED-C

Description	Strategic Priority Alignments	Lead Entity
Identify local regulations that may be modified to enhance business development	EC2	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team	10/2011
Status report on the local regulations that may be modified to enhance business development	03/2013

Strategic Initiative – ED-D

Description	Strategic Priority Alignments	Lead Entity
Implement Leon County 2012 Job Creation Plan	EC2	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Ratification of the Board's actions taken at the September 13, 2011 economic development workshop and the appointment of the Economic Development Regulatory Review (EDRR) LEADS Team	10/2011
Approval of the Leon County 2012 Job Creation Plan	03/2012
Status report on the Leon County 2012 Job Creation Plan	11/2012

Strategic Initiative – ED-E

Description	Strategic Priority Alignments	Lead Entity
Implement strategies to support Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder's forum	EC2, EC3	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Staff is preparing a stakeholders' forum to serve as a catalyst in harvesting commercialization and technology transfer opportunities	08/2012
Hold workshop	12/2012

Strategic Initiative – ED-F

Description	Strategic Priority Alignments	Lead Entity
Evaluate competitive sports complex with the engagement of partners such as KCCI	EC4, Q1, Q4	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Request to schedule a joint meeting of the County and City Commissions following the Board’s receipt of market analysis for the sports complex. The proposed meeting will include discussions on the market analysis, the proposed performing arts center, and opportunities for a convention center.	05/2012
Consideration of market analysis performed by Real Estate Insync on the proposed sports complex	06/2012
Joint meeting of the County and City Commissions to discuss the market analysis for the sports complex, the proposed performing arts center, and opportunities for a convention center (Tentative)	07/2012 (Tentative)

Strategic Initiative – ED-G

Description	Strategic Priority Alignments	Lead Entity
Explore providing on Demand – Get Local videos	G1	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action - staff will further pursue adding video content to Comcast On-Demand highlighting the role of the County and EDC in economic development	01/2013

Strategic Initiative – ED-H

Description	Strategic Priority Alignments	Lead Entity
Institute Grants Team	G5	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action - staff will formalize a Grants Team from various County departments to help maximize funding opportunities	10/2012

Strategic Initiative – ED-I

Description	Strategic Priority Alignments	Lead Entity
Develop and institute an integrated grant application structure	G5	EDBP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of grants management software as part of Annual Budget	10/2012

Technology Strategies Recommended by MIS

EDBP, Economic Development Division:

Aside from the need to enhance the Office of Economic Development and Business Partnerships' webpage, no additional technology needs are needed at this time.

EDBP, Grants Division:

An improvement strategy recommended from internal focus group meetings centered on a collaborative grants management system. The Grants Coordinator shared that a cloud-based solution called ECIVIS provides for e-discovery of grant opportunities as well as tools for writing grants. The solution also has a management module that provides examples of grant applications which were awarded and critiques of those that were not awarded. The solution can allow for five users. The annual cost is \$15,000.

EDBP, Minority, Women, and Small Business Enterprise Division:

1. Enhancing the B2G2 Now software
 - a. Certification module add on
 - b. Contract compliance module which is part of the insurance module
 - i. There were graphics issues which may have been addressed by the MIS Web team.
2. Implement the vendor data base module which will allow for notifications for events.

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Efficiency of Work Area Operations				
Subscribe and use ECIVIS grants research and management package	Grants	G1, G2, G5	+\$	New
Improve Efficiency of Work Area Operations				
Utilize the AT&T Webinar service for training and communications	MWBSE	G1, G2, G5	-	Current
Implement electronic Faxing	MIS	G1, G2, G5	-	Current
Implement Instant Messaging	MIS	G1, G2, G5	-	Current

Pat Curtis

2/20/2012

Signature: MIS Director/ Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Modify the Targeted Business Program	EC2	6, 7	EDBP	-
Facilitate the evaluation of the extension of the infrastructure sales tax to enhance economic development	EC1, EC2, EC3	2, 6, 7	EDBP	-
Increase the marketing of the County's economic incentives toward local businesses	EC2	2, 7	EDBP	-
Develop a shelf-ready plan for the County's economic incentives	EC2	7	EDBP	-
Support Innovation Park's mission to be a national research, technology, and manufacturing marketplace	EC2, EC3	7	EDBP	-
Evaluate partnership opportunities to reuse the County's warehouse, at the Amtrak site, as an urban incubator for economic development purposes	EC2, EC3	7	EDBP	+\$
Review local regulations that could be modified to enhance business development	EC2	1, 2, 6, 7	DSEM	-
Subscribe and use ECIVIS grants research and management package	G1, G2, G5	7	Grants	+\$
Evaluate graduation component of the M/WBE program	EC2	7	MWSBE	-
Consider policy modification regarding the SBE set aside threshold	EC2	7	MWSBE	-
Consider policy modification regarding requiring a minimum of one year of experience for M/WBE certification	EC2	7	MWSBE	-
Improve Efficiency of Work Area Operations				
Utilize the AT&T Webinar service for training and communications	G1, G2, G5	8	MWSBE	-
Implement electronic faxing	G1, G2, G5	1	MIS	-
Implement Instant messaging	G1, G2, G5	1	MIS	-
Consider integration of staffing with	G5	7	MWSBE &	-

the Purchasing Division			Purchasing	
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* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County fund

Other Relevant Information

N/A

Strategic Plan - DRAFT

Leon County - Division of Emergency Medical Services (EMS)



Vision

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

Mission Statement

The mission of the Leon County EMS Division is to preserve life, improve health, and promote safety through clinically superior and compassionate pre-hospital care and life safety education for citizens and visitors of Leon County.

Core Services

1. Provide basic and advanced life support EMS to the citizens and visitors of Leon County
2. Provide medically necessary interfacility and critical care EMS to the citizens and visitors of Leon County
3. Provide medical coverage at special event venues
4. Provide injury and disease prevention and community risk reduction educational programs to citizens
5. Provide bystander care educational programs to citizens
6. Maintain the County's Heart Ready status through the further development of the public access to automated defibrillator (AED) program and by training citizens in cardio-pulmonary resuscitation (CPR) and AED use
7. Maintain a constant state of readiness to respond to emergencies and major disasters, both man-made and natural
8. Provide administrative oversight of the volunteer fire departments

Statutory Responsibilities

- Chapter 401, Florida Statutes. Emergency Medical Transportation Services Act
- Leon County Code of Law, Article III. Emergency Medical Transportation Services

Advisory Board

- Emergency Medical Services Advisory Council of Leon County

LEADS Review Process

The EMS Division Strategic Planning Team met on January 25, 2012 to review the team charter, conduct document reviews, establish the work area profile and identify key stakeholders. The information gained from this meeting was used to develop the LEADS review focus group meeting plans, informational documentation and stakeholder participant list. The EMS Division Strategic Planning Team consists of the following members:

- Chief Tom Quillin, Division Director
- Deputy Chief Chad Abrams, EMS Division Manager – Administration
- Deputy Chief Mac Kemp, EMS Division Manager – Operations
- Major Darryl Hall, Quality Improvement / Education Manager
- Captain Sally Davis, Public Education Supervisor
- Captain Scott Barry, Special Operations Supervisor
- Captain John Evans, Field Operations Supervisor
- Lieutenant Joshua Peebles, System Controller
- Sergeant Anthony Dejerinett, FTO, Paramedic
- Sergeant David Kelly, FTO, Paramedic
- Paramedic Daniel Skiver, County Station
- Paramedic Elithea Buckholz, Dynamic Deployment
- EMT Lance Dance, Dynamic Deployment, Logistics
- EMT Thomas Cone, Dispatcher

Due to the large number of stakeholders identified, two LEADS review focus group meetings were planned. The two groups represent a cross pollination of internal and external stakeholders, community partners and citizen groups. The focus group meetings took place on February 8 and February 9, 2012 with the following participants:

February 8:

- Toby Witt, Air Methods
- Lindsay Levreault, Air Methods
- Jon Berryman, Tallahassee Community College
- Ray C. Brown, Florida A&M University
- John Earst, Florida A&M University
- David L. Perry, Florida State University
- Homer Rice, Leon County Health Department
- Billy Fair, Leon County Sheriff's Office
- Cheryl L. Stewart, Tallahassee Police Department
- Wes Roberts, Tallahassee Fire Department
- Brian Hunter, Tallahassee Fire Department

- Jason Byrd, Tallahassee Fire Department
- Michael Urban, Leon County MIS
- Dr. Kim Landry, Leon County EMS Medical Director
- Tom Quillin, Leon County EMS Division
- Chad Abrams, Leon County EMS Division - Facilitator
- Mac Kemp, Leon County EMS Division
- Darryl Hall, Leon County EMS Division
- Sally Davis, Leon County EMS Division
- Scott Barry, Leon County EMS Division
- David Kelly, Leon County EMS Division
- Elitheia Buckholz, Leon County EMS Division

February 9:

- Stephanie Beckingham, Homeless Coalition
- Beth Maige, Capital Health Plan
- Bill Smith, Council of Neighborhood Associations
- John Pompey, Leon County Fleet Management
- Amy Cox, Leon County Human Resources
- Roshaunda Bradley, Leon County Office of Management and Budget
- Kay Pelt-Walker, Leon County Office of Management and Budget
- Dr. Kim Landry, Leon County EMS Medical Director
- Tom Quillin, Leon County EMS Division
- Chad Abrams, Leon County EMS Division - Facilitator
- Mac Kemp, Leon County EMS Division
- Darryl Hall, Leon County EMS Division
- Sally Davis, Leon County EMS Division
- Anthony Dejerinett, Leon County EMS Division
- Susan Kinni, Leon County EMS Division

In addition, the following organizations were invited to participate and were provided divisional profile information, but were unable to attend a session: Tallahassee Memorial Hospital, Capital Regional Medical Center, Capital Medical Society, Tallahassee Senior Center and Health South Rehabilitation Hospital.

The following agenda was used at the focus group meetings:

1. Welcome and Introductions
2. County's Strategic Planning Initiative
 - a. Board Priorities
 - b. Strategic Planning Process
 - c. Purpose of Focus Groups
3. EMS Division Overview
4. Focus Group LEADS Review
 - a. Core Values and Core Practices
 - b. SWOT Analysis
 - c. Recommendations
5. Other Comments
6. Recap

A high-level of group participation was appreciated at both focus group meetings that resulted in a great detail of information and idea sharing. The overall theme of both groups was positive and encouraging.

The information obtained from the focus group meetings was then analyzed by the division's leadership team at a staff meeting on February 13, 2012. The information was categorized within common theme elements as identified at both meetings. The team was then asked to consider additional service level improvements that could be further evaluated.

At the February 27, 2012 division leadership team staff meeting improvements to services, processes and behaviors were developed based on the information from the LEADS review focus groups, including the SWOT analysis.

LEADS Review – Summary of Feedback

The following summarize feedback from the LEADS Review participants regarding the division's services, processes and behaviors as related to the County's Core Practices:

- Paramedics are providing quality service that focuses on the needs and comfort of patients. However, the Homeless Coalition identified a potential need to provide additional awareness and sensitivity training related to the homeless population and that focuses on the community resources available
- Participants believed that the division needs to plan and prepare for how to provide services if the economic conditions continue to decline
- Accountability and communications between partnerships needs to be improved to assure that projects have the intended impact
- Improve relevance, accountability and transparency through the use of "on line" statistical information to demonstrate performance, value and results. Participants were impressed with the information provided to them as a part of the focus group and believe that this information needs wider dissemination
- Participants were unaware of all of the services being provided by the division, the training of staff and the overall capabilities of the division. They encouraged further dissemination of this information to the public
- Improve information sharing through the use of social media
- Increase awareness of and participation in the customer survey tool currently available on the division's web page
- Consider increasing staff capabilities through the development of a voluntary reserve paramedic corps
- Consider increasing connection with citizens through the development of an EMS Citizens Academy and Friends of EMS advocacy group
- Provide additional information that clarifies the perception of EMS costs, billing and the relationship of EMS to the Fire Services Fee
- Overall, the division is providing the "wow" in customer service through a "people focused" culture. This is evident by the various community partnerships and programs that are responding to the needs of the community.
- The EMS Division and its members have a highly professional perception among group members based on the appearance and professional attitude of members.
- Continue to collaborate with medical facilities in an effort to improve the overall outcomes of patient care
- Continue to connect with citizens through community education programs
- Need to capture more patient demographic data and insurance information to ensure prompt revenue recovery and improve overall customer service
- Continue to develop partnerships with various community agencies to assist in providing services in need and overall awareness of the service need

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ A professional, diversified, highly skilled, and well trained, staff that is compassionate, respectful and people focused ▪ Reliable and dependable in providing a high level of service and patient care ▪ Strong leadership and support from the Board of County Commissioners and County Administration ▪ Clinically strong services through high-quality, progressive, and engaged medical direction ▪ Highly responsive to community needs through strong partnerships, community service and public education. Engaging citizens throughout the process ▪ Financially responsible performance with a diversified revenue structure that does not rely only on property taxes ▪ Quality assurance, accountability and services are driven by qualitative and quantitative data, partnerships with the medical community and the resulting improvements in patient care ▪ National Recognition as a leader in EMS, including accreditation from the Commission on Accreditation of Ambulance Services ▪ High quality equipment and tools necessary for the provision of service 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Limiting factors associated with budgeting and declining revenue and the associated impact on the need for more staffing in all areas of the division due to increased demand for services and legislative impacts on administrative processes ▪ Number of ambulances available to respond to major incidents and surges in demand for service ▪ No universally recognized state or national benchmarks to compare performance to ▪ EMS' needs continue to grow, while internal county support services resources have not correspondingly increased. Internal county resources are, at times, insufficient to respond to EMS' needs, within expected timeframes ▪ Lack of upward mobility for staff due to a limited career ladder which inhibits succession planning related to retirement and increases employee turnover ▪ Community understanding of the services the EMS Division provides; overall limited media coverage ▪ Exhaust emissions control devices, required by federal regulations, cause vehicles to go into a power down mode. Devices in newer model ambulances are better, causing fewer mechanical problems; therefore, occurrences will decrease with the turnover of the fleet. Solutions rest with the industry and federal regulations.
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Affordable Care Act and the changing landscape of healthcare including the role of EMS as a primary healthcare provider ▪ Joint dispatch improving resource utilization and coordination between response partners and improve overall services provided to citizens ▪ Provide internal billing services in an effort to improve customer service and efficiency ▪ Social media to promote the division, as a media for public education and injury prevention ▪ Regional expansion of services including the provision of air medical transportation ▪ Legislative initiatives to improve temporary use permitting and AED availability in the community ▪ New technology that can improve accountability and efficiency ▪ EMS reserve corps and "Friends of EMS" for advocacy and donations ▪ Citizens EMS Academy to engage and inform citizens 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ The economy, budget constraints and decreasing revenue opportunities through changes to Medicare, Medicaid and insurance reimbursements and property taxes ▪ Affordable Care Act and the changing landscape of healthcare, the associated legislation and regulations, including HIPAA ▪ Unnecessary transports and resource utilization resulting from underinsured and uninsured patients using EMS as an entry point into the healthcare system ▪ An increase in chronic health problems and the aging of the population in the community resulting in a degradation of overall health and an increase in demand for service ▪ Legislative changes to employee health and retirement benefits impacting recruitment and retention ▪ Social Media ▪ New technology ▪ The increase in violent crimes and gang activities presenting a problem for personnel safety ▪ Limited regional mutual aid capabilities to provide assistance in the event of a major emergency or disaster event

Strategic Initiatives and Anticipated Timelines for Board Actions

EMERGENCY MEDICAL SERVICES (EM)

Strategic Initiative – EM-A

Description	Strategic Priority Alignments	Lead Entity
Consider policy to waive EMS fees for uninsured or underinsured veterans	EC5, Q3	EMS

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Adopt Proposed Policy	6/2012

Strategic Initiative – EM-B

Description	Strategic Priority Alignments	Lead Entity
Pursue funding for community paramedic telemedicine	Q2, Q3	EMS

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Performance & Community Relevance workshop	08/2011
Ratification of Board Actions Taken at Performance & Community Relevance Workshop	09/2011
Acceptance of FY11/12 First Quarter Grant Program Leveraging Status Report	04/2012
Acceptance of Grant	07/2012

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Telemedicine implementation through grant program	EMS	Q2, Q3, G1, G2, G5	+\$	Planned
Enhance and update EMS's web pages to provide updated information and highlight projects and publish statistics	EMS	Q2, Q3, G1, G2, G5	+\$	New
Leverage Social Media to inform	EMS	Q2, Q3, G1, G2, G5	+\$	New
Improve Efficiency of Work Area Operations				
Implement work order management solution for supervisory logs.	EMS & MIS	Q2, Q3, G1, G2, G5	+\$	New
Implement First Watch through grant program (<i>initial purchase is covered by the grant, but ongoing annual costs are estimated at \$22,000 if SaaS is used</i>)	EMS	Q2, Q3, G1, G2, G5	-	Current
Provide for an Effective Desktop Environment				
Update desktops in EMS and field staff.	MIS	G1, G2, G5	-	Current/ Planned



2/19/2012

Signature: MIS Director Date

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² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

- Current – Technology cost change already anticipated in approved FY12 budget
- Planned – Technology cost change already anticipated in approved out-year budget
- New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget
- N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Provide additional customer service training	G3	1,8	EMS HR	-
Provide additional awareness and sensitivity training related to the homeless community that focuses on the community resources available	G3	1,5,8	EMS	-
Improve communications with community partners to better engage citizens	G3	2	EMS	-
Improve accountability by promoting the customer survey tool	G1, G2, G3	2,4	EMS	-
Improve citizen understanding of EMS role through community events	G1, G2, G3	2	EMS	-
Improve customer parking options at EMS Headquarters	G1	1,8	EMS	-
Add additional ambulance through the fleet as part of the FY 2013 budget process	G1, G2, G5	7	EMS	+\$

* Core Practices:

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2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

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² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
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Other Relevant Information

The future of healthcare delivery in the United States and the unknown impact of the Affordable Care Act will provide for opportunities and threats not yet clearly understood. This includes the potential for the EMS Division to play a bigger role in providing primary healthcare services; the impact on payments from Medicare, Medicaid and private insurance companies; and the effect on electronic patient care records requirements. One thing that is clear, is that healthcare delivery is changing in the United States and through such progressive programs as Community Paramedics and the use of Telemedicine, the EMS Division may play a vital role in not only emergency healthcare, but in primary healthcare in the community. The LEADS Focus groups encouraged the continued engagement of the division in exploring the opportunities and threats associated with the Affordable Care Act.

Strategic Plan - DRAFT

Leon County - Department of Facilities Management



Vision

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

Mission Statement

The mission of the Leon County Department of Facilities Management is to serve the people of Leon County as a responsible steward of public real estate and building infrastructure necessary to support county operations in a timely, professional and cost-effective manner.

Core Services

Department of Facilities Management, Division of Facilities Management & Construction

1. Provide and maintain facilities for the Board, Property Appraiser, Supervisor of Elections, Tax Collector (main office) and Article V agencies (Courts, Clerk, State Attorney, Public Defender and Guardian Ad Litem). Additionally, provide construction support for the Sheriff (including the jail).
2. Provide construction services including planning, estimating and budgeting, site selection, architectural and engineering services, design, bidding and procurement, construction administration, project closeout and warranty management for County buildings.
3. Provide architectural, engineering, CAD, construction and energy management services. Maintain or provide for the maintenance of as-built plans. Generate floor plans for space planning, procurement, leasing, contracting, and other purposes.
4. Coordinate facility accessibility.
5. Maintain and repair County buildings.
6. Manage parking; maintain parking access gates, readers, striping and signage; manage parking waiting lists; administer employee parking contracts; and manage parking revenue.
7. Administer grounds keeping, custodial, mail equipment, parking equipment, pest control, generators, elevators, chillers, security, fire and integrated HVAC contracts.

8. Manage security access control systems, including obtaining access cards for employees, modifying and terminating access authorizations, coordinating the installation, maintenance and replacement of card readers, replacing keys and changing or adding hardware.
9. Maintain fire protection systems, including monitoring panels and automated sprinklers.
10. Design and remodel interior office space, such as wall and modular system removals and installations, cabinetry and shelving construction, installation of plumbing fixtures and ductwork.
11. Research energy conservation and sustainable building opportunities and take appropriate action.
12. Raise and lower the flags.
13. Transfer surplus property to the warehouse and surplus auctions.
14. Provide internal mail services for the Board within the Courthouse and Courthouse Annex.
15. Manage the central warehouse, including property deliveries and transfers, storage, and destruction.
16. Manage central records, including storage, security, retrieval, delivery, and destruction.

Department of Facilities Management, Division of Real Estate Management

1. Provide real estate due diligence services.
2. Manage negotiating, securing, leasing and disposing of real property owned or acquired by County.
3. Monitor leasing activities, administer contracts for county-owned properties, and construct lease agreements.
4. Acquire property rights for Public Works infrastructure improvement projects through various types of acquisition procedures.
5. Review all tax certificate liens on property with delinquent ad valorem taxes and work to acquire any properties identified to be beneficial for county use after all means of delinquent tax collection are exhausted.
6. Work with other county departments to acquire property for special projects beneficial to county residents such as affordable house, expansion of park lands and any other needs identified by County Administration.

Statutory Responsibilities

Department of Facilities Management, Division of Facilities Management & Construction

- Constitution of the State of Florida, Article V, Section 14 (Facilities for trial courts, Public Defender, State Attorney and Court functions of the Clerk).

Department of Facilities Management, Division of Real Estate Management

- Florida Statute, Chapter 125, Section 125.35; "County Authorized to Sell Real and Personal Property and to Lease Real Property"
- Florida Statute, Chapter 255, "Public Property and Publicly Owned Buildings"

Advisory Boards

Department of Facilities Management, Division of Facilities Management & Construction

- Leon County Sales Tax Committee
- Joint City/County Public Safety Committee
- Joint City/County Renaissance Center Property Committee
- Court Emergency Management Group
- Sustainable Operations Team
- Safety Committee

Department of Facilities Management, Division of Real Estate Management

- Economic Development Committee

LEADS Review Process

The Department of Facilities Management serves a broad array of BCC, Constitutional and Judicial offices located throughout county government, and also maintains ongoing relationships with a variety of material vendors, specialty service providers, architectural & engineering design professionals, real estate brokers, building contractors, building tenants, etc.

The Facilities Strategic Planning Team met on Wednesday, January 11, 2012, and identified a total of thirty-nine (39) separate internal service customers and external entities that it believed represented a cross section of Facilities customers and service partners. By Monday, January 19, 2012, this was refined into a LEADS Review participant group, consisting of twelve (12) parties, and an external survey group consisting of the remaining twenty-seven (27) parties. The proposed LEADS Review participant list was approved by management and the LEADS Review meeting was scheduled for Monday, January 30, 2012 from 9 am-12 noon at Facilities Management.

An overview of the services provided by Department of Facilities Management was submitted to all LEADS Review invitees and survey participants. This included a list of ten (10) questions seeking to identify the performance aspects of department personnel, including: services provided, things done well, improvement areas, additional services, re-tooling opportunities, possible collaborations, areas of reduction or elimination, core values, SWOT analysis and other suggestions for improving work efforts. Not all invitees were able to attend the LEADS Review meeting. However, nine (9) invitees did attend, and another invitee sent his alternate to participate, for a total of ten (10) participants (the 11th participant (sick) provided us a written response to the survey questions and the 12th participant had a prior commitment). The participants were: Sgt. Rob Reisinger, Bailiff's Unit; Felton Ard, Public Works; Andrew Wellman, Peter Brown Construction; Gypsy Bailey, Clerk of Courts; Debra Sears, Library; Holly Kirsch, Health Departments; Patrick Nelson, Nelsonic Inc. (custodial); Shaun Garmon, Facilities Management; Wendi Sellers, Purchasing and Paula Watkins, Court Administration. Likewise, not all people invited to participate in the written survey submitted a response. Of the twenty-seven (27) people who were emailed surveys, nineteen (19) responded by the identified cutoff date of Friday, February 3, 2012.

Upon completing the LEADS Review meeting, results were tabulated by individual questions and answers received. Written survey results were added on receipt.

On Tuesday, February 7, 2012, the Facilities Strategic Planning Team was re-convened to review and classify results. Suggested improvements were refined to the top five (5) items requested by customers.

LEADS Review – Summary of Feedback

Participants in the LEADS Review meeting were impressed by the broad spectrum of services provided by the Department of Facilities Management. Many did not know that Facilities served such a large and diverse number of offices. The Facilities staff was applauded by its customers for being responsive (actual citations from the LEADS Review participants included such statements as “quick, timely, prompt”), the staff is regarded as being highly skilled, knowledgeable and “lean” (which item was equated by the LEADS Review participants as being efficient). The general work result appears to be an extremely satisfied customer base.

Issues of concern identified by Facilities customers include: the inability of maintenance staff to accept new assignments or to self-generate additional work orders when already working inside the customer work areas (a request was made to equip the field maintenance staff with Mobile Technology interconnected with the work order system and EDMS databases); periodic lapses of communication, coordination and collaboration (the customers requested an on-line work order system that offers continual access to work order status); customer frustrations were expressed with charge-back system (customer advocacy was made to eliminate charge-backs); desire was expressed for more involvement by customers when planning and scheduling building renewal and replacement schedules (preference is for a scheduled Facilities Survey that includes the customer and is performed within each County building and office); and Facilities contractors expressed desire to be more involved – essentially to “Partner” with Facilities – in order promote more value-based solutions to the County (a round-table discussion then ensued regarding possible revitalization of the County procurement policies which might “incentivize” the resource of contractor’s innovation and ingenuity on future County contracts).

Additional comments recognized that Facilities Management is quite under-staffed, yet still offers a highly qualified workforce that is responsive to customer needs. The LEADS Review participants also commented that while Facilities staff also seems under-compensated, their specialized qualifications, varied skill sets and abilities required to perform assigned tasks are worth higher rates of pay elsewhere. Likewise, a major concern was a depletion of the institutional knowledge and skills as incumbent staff ages and retires. A managerial challenge will be to replace lost staff without sacrificing Facilities capabilities.

Regarding a consideration of the Department of Facilities Management relative to Core Values and Core Practices, the LEADS Review participants and survey respondents cited Facilities to be excelling in areas of Service (genuine concern and responsiveness to customer needs), Integrity, Accountability, Collaboration (working with customers to resolve problems), Stewardship and Performance; the department was also recognized as Delivering “Wow” by Employing Team Approach. Likewise, feedback was received regarding potential shortcomings in areas of Service (telephone demeanor), Respect (telephone demeanor), Collaboration (involving primarily customer phone communications and having ready availability of work status) and Vision; one response contradicted positive respondents by questioning Facilities Stewardship Practices by certain members of the staff (citing “if it ain’t broke don’t fix it”).

From the LEADS Review participants and written survey results, a total of thirty (30) total responses were available, representing 76.92 percent of the 39 separate internal service customers and external entities that staff believes represent a cross section of Facilities’ customers and service partners, and who were invited to participate. Customers and vendors, in general, appreciated being asked to participate in the LEADS Review exercise. However, a potential problem with the LEADS process as conducted by Facilities Management included a noticeably different tone of response as received from written survey participants vs. those participating in the in-person LEADS Review meeting. The written survey appeared to invite more venting of individual issues, while the meeting effort was more cordial and considered common issues.

Furthermore, one vendor contacted Facilities to say he did not feel it was appropriate for his company to respond to any survey of management practices at the County.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

The following SWOT analysis is for Facilities Management Division only; Real Estate Management was not addressed due to it just coming on board as a Division:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ▪ Friendly staff ▪ Sense of “family” ▪ Attention to service ▪ Use of personalized touch ▪ Employing team atmosphere ▪ Highly skilled/professional staff ▪ Responsiveness to customer needs ▪ Resourceful/high level of institutional knowledge ▪ Ability to develop solutions “outside of the box” 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Communication involving work orders and completion of work ▪ Good customer service skills (communication skills/phone demeanor)
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Sustaining the lean workforce by paying them for job related skills ▪ Develop a survey of customers that follows closed work orders 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Lean yet highly skilled workforce experiencing attrition.

Strategic Initiatives and Anticipated Timelines for Board Actions

DEPARTMENT OF FACILITIES MANAGEMENT (FA)

Strategic Initiative – FA-A

Description	Strategic Priority Alignments	Lead Entity
Complete construction of Leon County Cooperative Extension net-zero energy building	EN4	Facilities

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Project Complete	03/2012
Grand Opening and Ribbon Cutting	09/2012

Strategic Initiative – FA-B

Description	Strategic Priority Alignments	Lead Entity
Complete construction of the expanded Lake Jackson branch library and new community center	Q1, EC1, EC6	Facilities

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Agreement Awarding Bid	10/2011
Grand Opening and Ribbon Cutting for the Community Center (refer to the Library's Strategic Plan regarding the Library's grand opening)	Fall, 2012

Strategic Initiative – FA-C

Description	Strategic Priority Alignments	Lead Entity
Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson branch library and new community center, through a Sense of Place initiative	Q1, EC1	Facilities (with PLACE)

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Agreement Awarding Bid (Facilities)	10/2011
Staff held Huntington Oaks Plaza - Sense of PLACE Initiative – public workshop	04/2012
Board agenda item reporting on the Huntington Oaks Plaza area's Sense of Place Initiative	07/2012

Strategic Initiative – FA-D

Description	Strategic Priority Alignments	Lead Entity
Complete construction of Public Safety Complex	Q2, EC2	Facilities

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Acceptance of Status Report	03/2012
Approval as Part of Annual Budget - Operating Expenses	10/2012
Grand Opening and Ribbon Cutting	Summer 2013

Technology Strategies Recommended by MIS

A meeting between the MIS and Facilities Director was conducted on Friday, February 10, 2012, to discuss technology needs established during the Facilities Management Focus Group Session and Customer Surveys.

Technology Strategies Requested by Facilities Management:

- Provide Mobile Technology solutions (laptops/software) for use by Facilities Support staff
- Provide Facilities Management linkage to “Service Connect” on-line reporting system
- Assist Facilities with adding CIP project updates to their departmental website

A summary report was then issued by MIS on February 18, 2012, including the results summarized in the following table.

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Leverage social media to communicate with industry colleagues and project partners	Facilities/PIO	EC2, EN2, EN3, G1, G2	-	Current
Improve Facilities web pages to provide updated information and highlight projects	Facilities/MIS	EC1, EC2, Q2, Q1, G1, G2	-	Current
Leverage Citizens Connect with added functions related to Facilities	Facilities/MIS	Q1, G1, G2, G5	-	Current
Expand use of Project Dox for collaboration with Partners	Facilities	EC1, EC2, G1, G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Undergo a Facilities Survey	Facilities	G1, G2, G5	-	New
Provide for expanded and improved mobile field work as appropriate.	Facilities /MIS	G1, G2, G5	+\$	New



2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹ Lead Entity	² Anticipated Impact (-, -\$, +\$)
Improve responsiveness by implementing Mobile Technology for field staff	G1, G2, G3	1,3,4,5,6,7,8	Facilities/ MIS	-\$
Implement web portal for Facilities customers to report and receive work order status	G1, G2, G3	1,3,4,5,6,8	Facilities/ MIS	-\$
Re-evaluate charge backs to customers	G2, G5	1,5,6	Facilities	+\$
Perform annual Facilities Survey for facilities renewals & replacements, and CIP	G1, G2	1,3,4,5,6,7,8	Facilities	-
Partner with Facilities contractors to promote value and improve performance	G1, G2, G4, G5	1,2,4,5,6,7,8	Facilities	-\$

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Given the responses provided by the LEADS Review participants, and additional survey responses received from its customers and vendors, the two most highly ranked improvements desired (as ranked by level of response received) lies in the technology arena; Facilities is therefore dependent on specific technology strategies recommended by MIS to achieve the desired improvements.

Eliminating charge-backs has already been sanctioned by OMB, acted on by Facilities and has been shared with our customers via email. This change was effective February 17, 2012.

Annual surveys of Facilities renewals & replacements will be forthcoming in FY13.



Strategic Plan - DRAFT

Leon County Office of Financial Stewardship

Vision

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

Mission Statement

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

Core Services

Office of Management and Budget

1. Financial management
2. Fiscal planning
3. Research and analysis
4. Budget Development and Production
5. Management reviews
6. Performance management
7. Fiscal reporting and compliance

Risk Management

1. Administer insurance program
2. Administer safety program

Purchasing

1. Procurement Administration
2. Warehouse /Material and Supplies Management
3. Property Control Administration

Statutory Responsibilities

Office of Management and Budget

- Florida Statute, Chapter 125 "County Government"
- Florida Statute, Chapter 129 "County Annual Budget"
- Florida Statute, Chapter 200 "Determination of Millage"

Risk Management

- Title VI of the Civil Rights Act of 1964
- Title VII of the Civil Rights Act of 1964
- The Americans with Disabilities Act Title I
- Vietnam Era Veterans' Readjustment Assistance Act of 1974
- Florida Statute, Chapter 110.227 "Suspensions, Dismissals, Reductions in Pay, Demotions, Transfers, and Layoffs"
- Florida Statute, Chapter 112.313, Code of Ethics, Chapter 440 "Workers' Compensation"

Purchasing

- Florida Statute, Chapter 255 "Public Property and Publicly Owned Buildings"
- Florida Statute, Chapter 274 "Tangible Personal Property"
- Florida Statute, Chapter 287 "Public Procurement"
- Leon County Board of County Commissioners Purchasing and Minority Business Enterprise Policy (revised 6/13/06)
- Purchasing Card Policy (revised 6/13/06)

Advisory Boards

Office of Management and Budget

- Financial Investment Advisory Committee
- Investment Oversight Committee
- Blueprint 2000 Finance Committee

Risk Management

- Executive Board Member of the North Florida Safety Council
- Leon County Wellness Team
- Leon County Safety Team

Purchasing

- None

LEADS Review Process

Office of Management and Budget/Risk Management

OMB/Risk Management staff began the LEADS Review process by compiling a list of key internal and external stakeholders to invite to participate in the focus group. From there, staff brainstormed to develop a concise list of core services that OMB/Risk Management deliver day-to-day. The stakeholders were invited to the focus group meeting and e-mailed a packet that included Leon County's vision statement, core values, core practices, strategic priorities, a summary of OMB & Risk Management's programs and services, OMB staff assignments, and a strategic planning survey.

The focus group meeting was held on Friday, January 27, in the Tourism Development 2nd Floor conference room. Participants included: Facilities Management, Human Services and Community Partnerships, Solid Waste, Library, Clerk's Finance Division, Purchasing, Florida Benchmarking Group, Office of Resource Stewardship, MIS/GIS, Strategic Initiatives, Intervention and Detention Alternatives, Human Resources, Development Support and Environmental Services), Tourism Development, and OMB and Risk Management staff. Scott Ross, Director of Financial Stewardship, facilitated the group discussions and OMB analysts served as scribes.

The Facilitator began the meeting by setting the tone for the discussions, emphasizing that all opinions were valued and respected. After everyone introduced themselves, a brief overview of the materials and process was presented to the participants. The discussions began with the participants being asked and commenting alternately on the strengths, weaknesses, opportunities, threats, and primary missions of both OMB and Risk Management. The discussion ended with comments on questions regarding OMB/Risk Management's commitment to the County's Core Values and Core Practices.

Subsequent to the focus group meeting, OMB/Risk Management staff reviewed and compiled the participants' responses. Staff identified two categories of responses: 1) those within the purview of OMB/Risk; and 2) those outside of the purview of OMB/Risk Management. The responses within OMB/Risk Management's span of control were sub-categorized into items which OMB has already identified and are implementing and those items we should begin implementing. The major findings are provided below.

Purchasing

In accordance with the LEADS Review Handbook, the Purchasing Division developed a focus group of key stakeholders that included employees at different levels within several work areas and vendors who do business with the County. The focus group was approved by the Executive Team member, Scott Ross, and the LEADS Review Focus Group Meeting was scheduled for Thursday, January 26, 2012 at 8:30 AM in the Public Works Gathering Room. Prior to the meeting, an email was sent to the participants providing them with a Purchasing Division Program Narrative, a meeting outline, a copy of Leon County's Core Practices and a SWOT Worksheet.

The meeting was facilitated by Wendi Sellers, Contract Administrator. There were 22 people in attendance that included representatives from Purchasing, Facilities Management, Fleet, Public Works Engineering and Operations, Health and Human Services, Management Information Services, Tourism, Solid Waste Management, Minority, Women, and Small Business Enterprise Division, Financial Stewardship, Pro-Steel Buildings, Blue Chip Construction, Hale Contracting, and Peavy & Son Construction Company.

LEADS Review - Summary of Feedback

Office of Management and Budget

- OMB's staff strengths are its accessibility, flexibility, knowledge, expertise
- Could improve its communication with Departments after changes are made to budgets during the Board workshops
- Could take a more active role in improving the communication between different department areas in the CIP process
- Mandated cuts across the board threaten program service levels

Risk Management

- Staff is confident, knowledgeable, accessible, responsive and patient
- Should use more proactive measures in high risk areas, be more heavy handed, and offer better incentives to employees for being accident free

Purchasing

- Purchasing Division staff is knowledgeable and provides exemplary customer service
- Part of the P-Card reconciliation process is manual and cumbersome and should be revised to reduce the amount of time and paper required.
- Notify other key stakeholder divisions of purchases (i.e. Fleet for powered equipment and MIS for IT related purchases)
- Notify OMB of budget discrepancies on purchase orders
- Adjust Contract Management System to send fewer emails to Contractors
- Reduce the amount of forms required to respond to bids through a pre-qualification process
- Make bids available through the Purchasing website at no charge
- Increase small purchase threshold
- Provide an electronic catalog of items available through the Warehouse

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <p><u>OMB</u></p> <ul style="list-style-type: none"> • Knowledge and expertise of staff • Accessibility • Budget Training • Budget Amendment Process <p><u>Risk Management</u></p> <ul style="list-style-type: none"> • Accessible, knowledgeable, responsive • Confidence • Reduce liability • Ongoing training <p><u>Purchasing</u></p> <ul style="list-style-type: none"> • Desire to find innovative ideas to enhance purchasing procedures • Monitoring of budget information on purchase orders and budget exceptions report • Turn-Around Time to Internal and External Customers • P-Card Program • Training 	<p><u>Weaknesses:</u></p> <p><u>OMB</u></p> <ul style="list-style-type: none"> • Lack of Communication with Divisions • Year end procedures • Enforcing deadlines with payables and budget adjustments • Internal routing BARS • Incorporating performance measures in budget <p><u>Risk Management</u></p> <ul style="list-style-type: none"> • Potential for frequent changes in insurance providers <p><u>Purchasing</u></p> <ul style="list-style-type: none"> • Bid process is cumbersome • P-Card approval/reconciliation process is cumbersome • Communication with OMB regarding budget availability on purchase orders
<p><u>Opportunities:</u></p> <p><u>OMB</u></p> <ul style="list-style-type: none"> • Process Improvement • Educate CIP Project Managers • Formalize post matrix process <p><u>Risk Management</u></p> <ul style="list-style-type: none"> • Expanding function of site visits • Proactive measures in high risk areas • Increase incentives for safe behavior • More authoritative <p><u>Purchasing</u></p> <ul style="list-style-type: none"> • Electronic requisitions and purchase orders • Revise the P-Card reconciliation and approval process • Provide an electronic catalog of items available through the Warehouse • Electronic P-Card Training 	<p><u>Threats:</u></p> <p><u>OMB</u></p> <ul style="list-style-type: none"> • Analyst Turnover • Mandated across the board cuts • Perceived inequality of funding between departments • Funding to carry out strategic initiatives <p><u>Risk Management</u></p> <ul style="list-style-type: none"> • One-person shop • Less resources increase liability <p><u>Purchasing</u></p> <ul style="list-style-type: none"> • Technology limitations • Diminishing number of qualified MBE firms available to meet bid requirements • Economy • Statutes, rules, laws • Legislative changes

Strategic Initiatives and Anticipated Timelines for Board Actions

OFFICE OF FINANCIAL STEWARDSHIP (FS)

Strategic Initiative – FS-A

Description	Strategic Priority Alignments	Lead Entity
Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA	Q4, EC4, G5	Fin. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Present findings and recommendations to the Board	6/12

Strategic Initiative – FS-B

Description	Strategic Priority Alignments	Lead Entity
Institute financial self-service module, document management, and expanded web-based capabilities in Banner system	G2, EN4	Fin. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Address through the budget approval process	9/12

Strategic Initiative – FS-C

Description	Strategic Priority Alignments	Lead Entity
Revise program performance evaluation and benchmarking	G5	Fin. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Address through the budget approval process	9/12
Presentation of the Annual Financial and Performance Report	12/12

Technology Strategies Recommended by MIS

A Technology Review was conducted on February 9, 2012 with MIS Director Pat Curtis, OMB Director Scott Ross, and representatives from the other work areas – Felisa Barnes, Wendi Sellers, Karen Harrell, and Tim Carlson.

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Improve Purchasing web pages to provide updated information and access to bids and related documents for online access	Purchasing	EC2, G1, G2, G5	-	Planned
Research the efficacy of Developing a Vendor Management database (possibly purchase module from B2G2 Now)	Purchasing	EC2, G1, G2, G5	-	Current
Implement electronic faxing	MIS	EN4, G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Implement electronic requisitions through Banner	Purchasing	G1, G2, G5	-	Current
Assess and consider purchase and implementation of FormFusion	Purchasing MIS	G1, G2, G5	+\$	Planned
Implement Financial Self Service in Banner	Purchasing	G1, G2, G5	-	Current
Implement document management for bid files	Purchasing	G1, G2, G5	-	Current
Enhance the Budget Matrix process to allow for work flow and approvals and match the current organizational chart	OMB	G1, G2, G5	-	Planned
Convert Oracle Reports	OMB/MIS	G1, G2, G5	-	Planned

Pat Curtis

2/18/2012

Signature: MIS Director

Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan's Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Improve communication with departments regarding any budget adjustments during the budgeting process and throughout the fiscal year for better transparency	G5	5	OMB	-
Improve internal BAR routing process	G5	8	OMB	-
Educate CIP project managers	G2	8	OMB	-
Develop a CIP quarterly status report for better coordination, monitoring and accountability of CIP projects	G2	4,7	OMB	-
Assist the departments in developing performance measures that provide relevant outcomes and that are aligned with the County's vision, mission and strategic priorities	G2	4,7,8	OMB	-
Formalize the post internal services budget matrix request process for more effective service to County departments	G2	8	OMB	-
Strive to maintain consistency in insurance carriers	G2	8	Risk	-
Implement electronic requisitions and purchase orders	G1, G2, G5	8	Purchasing	-\$
Provide training to vendors, i.e. "How to do Business with Government"	G1, G2, EC6	1,3,8	Purchasing	-
Collaborate with MWSBE to modify process for B2GNow email notifications for better customer service	G1, G2	1,6	Purchasing	-
Provide a message on the Purchasing website for vendors to request bids at no charge (so they don't have to use Demand Star, which has a registration fee)	G1, G2	1,3,8	Purchasing	-
Revise the P-Card reconciliation and approval process by revising policy and procedures	G1, G5	7	Purchasing	-
Provide P-Card Training utilizing the Webinar program	G1, G2, G5	8	Purchasing	-
Provide Purchasing Training utilizing the Webinar program	G1, G2, G5	8	Purchasing	-
Notify other divisions of certain purchases (i.e. Fleet for powered equipment and MIS for IT related purchases)	G1, G2, G5	4,5,6	Purchasing	-
Notify OMB of budget discrepancies on purchase orders	G1, G2, G5	4,6,7	Purchasing	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Worth noting are several issues that came up during the focus group discussions that are outside of OMB’s purview, but could potentially impact the division or the County as a whole. They include the following:

- Further loss of property tax revenue as property values continue to decline without an adjustment of the millage rate. This will continue to affect the long-term budgeting for the County, and could impair service levels.
- The threat of unknown legislative mandates and their affect on County government
- Improve grant coordination
- Need for better tracking and billing of interlocal projects



Strategic Plan - DRAFT

Leon County - Division of Human Resources

Vision

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

Mission Statement

The mission of the Leon County Division of Human Resources is to provide professional, reliable and innovative programs and consultative services to attract, train and retain a high performing and diverse workforce, within a healthy and supportive work-life balanced environment, while insuring compliance with federal, state and local employment regulations.

Core Services

1. Provide program leadership, personnel policy administration and strategic support in the implementation of Leon LEADS by demonstrating the relevance of the County's Core Values and Core Practices in the delivery of Human Resources programs and services to managers, employees, community partners and the public.
2. Provide responsive and consistent operating services to County departments, employees and job applicants for recruitment and selection, advertising, new employee orientation, attendance and leave administration, benefits administration, pay/payroll processes, personnel actions, and records management while protecting employee data in human resource information systems.
3. Provide classification and compensation services by researching and conducting market reviews and job evaluations and recommending equitable and competitive salaries for County positions and maintain a classification pay plan that supports career mobility and enables the County to hire and retain qualified employees.
4. Offer a comprehensive array of benefits in coordination with strategic partners to meet the needs of County employees, retirees and family members including Medical Insurance, Dental Insurance, Vision Insurance, Life Insurance, Long Term Disability, Deferred Compensation, Retirement Match, Florida Retirement System, Flexible Spending Accounts, Attendance/Leave Benefits, and Voluntary Benefits in order to enhance an employee's quality of life and to recruit and retain top employees.

5. Offer an award winning Health and Well-Being Wellness Program recognized by the Wellness Council of America (WELCOA) that provides programs and activities to improve employee health in a supportive work-life balance environment.
6. Provide quality, cost effective training and development services designed to equip employees with the tools needed to respond effectively to customer needs as well as current and future demands for service and provide individual growth opportunities for employees through Tuition Assistance, Educational Incentive and Awards of Excellence Programs and to community youth through the Summer Youth Training Program.
7. Provide employee relations consultative services to managers and employees that foster a work environment which values cooperation, collaboration and diversity in resolving employer-employee problems at the lowest possible level while ensuring that employees are treated equitably in accordance with County Core Practices and Equal Employment Opportunity Guidelines.
8. Provide Halogen performance management services and maintain evaluation tool for the annual e-Appraisal and e-Assessment of employees and managers and administer the County Pay-for Performance Management System contingent upon funding availability.

Statutory Responsibilities

Title VII of the Civil Rights Act of 1964; Title I of the Americans with Disabilities Act; Veterans Reemployment Rights, Veterans Preference, Uniformed Services Employment and Reemployment Rights Act of 1994; Age Discrimination in Employment Act of 1967; Consumer Credit Protection Act of 1968; Fair Credit Reporting Act of 1969; Family and Medical Leave Act of 1993; Fair Labor Standards Act; Drug Free Workplace Act of 1988; Equal Pay Act of 1963; Immigration and Nationality Act; Internal Revenue Code and Regulations; Health Insurance Portability and Accountability Act of 1996; Consolidated Omnibus Budget Reconciliation Act of 1986; Lily Ledbetter Fair Pay Act of 2009; Florida Statute, Chapter 110.227 "Suspensions, Dismissals, Reductions in Pay, Demotions, Transfers, and Layoffs"; Florida Statute, Chapter 112.313; Code of Ethics; Florida Statute, Florida Retirement System; Leon County Personnel Policies and Procedures, and the Affordable Care Act of 2010 (National Health Care Reform).

Advisory Board

- Wellness Works! Team
- HR Policy Review and Development Team
- Board/Constitutional Office Employee Health Insurance Committee
- Awards of Excellence Committee
- Employee Grievance Review Committee
- Sick Leave Pool Review Committee

LEADS Review Process

In December 2011, Human Resources Team members conducted an Internal/External Customer Identification process by each staff member. This information was then compiled and used to determine the customers who would be requested to participate in surveys and focus groups. On January, 11, 2012, the Human Resources Strategic Planning Team reviewed and updated the Summary of Human Resources Programs and Services developed in March 2008. The revised summary of services would be provided to survey participants and LEADS review focus group participants. Participants would also receive copies of Leon County's Core Values and Core Practices. Ground Rules and focus group questions were also developed in preparation for surveys and focus group meetings.

On January 12, 2012 the LEADS review survey and focus group participants were approved by County Administration. A total of 54 surveys were distributed to designated representatives from Human Resources Teams and Committees, external customers, strategic benefits partners, job applicants, retirees and recent new hires. Human Resources received responses from a total of 22 survey participants representing a response rate of 41%.

In addition to the surveys, the Strategic Planning Team conducted two LEADS Review focus group meetings. The first focus group meeting was held on January 18, 2012 and participants included all twelve (12) Human Resources employees. The second focus group meeting was conducted on January 20, 2012 to further expand on responses received from the LEADS surveys and consisted of 15 participants representing Human Resources Teams and Committees, including Wellness Works Team, Awards of Excellence Committee, HR Policy Review Team, and the Grievance Committee. A recent new hire and the HR Strategic Planning Team also participated in the focus group.

The second focus group participants included the Director of Operations, Public Works; GIS Technical Services Manager, MIS/GIS; Principal Management and Budget Analyst, OMB; Risk Manager, Office of Financial Stewardship; EMS Field Operations Supervisor, EMS; Library Services Specialist, Libraries; Veteran Services Counselor, Veterans Services; Permit Technician, Development Support and Environmental Management; and Real Estate Manager, Department of Facilities Management. Lillian Bennett, Director of Human Resources facilitated the focus group sessions. Chansidy Daniels, Employee Relations Manager and Geri Forslund, Employee Development Coordinator conducted engaging Ice Breakers prior to conducting the SWOT Analysis. Other HR Strategic Planning Team members in attendance were Amy Cox, Human Resources Manager, Ernie Poirier, Human Resources Specialist and Linda Haynes, Compensation Administrator.

On January 31, 2012, the Strategic Planning Team met with MIS Director, Pat Curtis to review Human Resources Technology Needs. On February 7, 2012, Linda Haynes, Compensation Administrator prepared a consolidated report and SWOT analysis of all the survey and focus group responses by program area. The Strategic Planning Team reviewed survey and focus

group comments and determined the most critical SWOT responses and process improvements for each program area. On February 15, 2012, The Strategic Planning Team and Human Resources staff developed and finalized the Human Resources mission statement.

LEADS Review –Summary of Feedback

What Human Resources programs, services and activities are working well and should be continued?

- Open enrollment is very informative, well organized and provides an opportunity for employees to meet with vendors to review and update benefits.
- New Hire Sign on process is very smooth, helpful and informative.
- Employee Relations guidance and counseling services on employee issues is responsive and very helpful.
- Employee grievance process is well organized and impressive.
- The Wellness Works! Wellness program offers many opportunities to participate in health related activities.
- Tuition Assistance and Educational Incentive programs provide professional growth opportunities for employees.
- Human Resources is very responsive to employee and public request for service.
- There are no Human Resources programs and services that should be discontinued.

What opportunities exist for improvement in current Human Resources programs, services and activities?

- Human Resources attendance at County Department staff/ employee meetings on a routine basis to provide updates on changes in County policies and other matters impacting employees and to hear issue of concern from employees.
- Enhanced Leadership and Advanced Supervisory Training for managers on motivating employees and resolving employer-employee issues.
- Improved communications and marketing to employees of available Human Resources programs and services, such as promotion of the Awards of Excellence Program.
- Electronic notification to job applicants of the status of positions throughout the recruitment and selection process.
- Conduct background and drug screening processes earlier to determine if recommended applicants meet screening requirements prior to submitting offer letter to County Administration for approval.
- Provide quarterly updates to employees on FRS services and retirement planning tools and financial workshops.
- Review opportunities to improve employee benefits and compensation so that Leon County may be able to retain high-performing employees.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Employee Relations/ Performance Management services are heavily relied upon and utilized ▪ The Wellness Works! Wellness Fair and Lunch-n-Learns are good and informative ▪ Great job with small staff – deliver services well ▪ Knowledgeable of County policies and procedures ▪ As an insurance benefit provider, I believe the service provided by Human Resources is very professional, knowledgeable and fair 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Limited advancement opportunities for employees and no incentives to excel ▪ Technology needs to be expanded to provide education and training services to employees ▪ County Policies and Procedures need to be updated and communicated in terminology that employees at all levels can understand
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Establish a compensation philosophy that recognizes the fiscal challenges facing Leon County and identifies key elements that determines an employee’s pay and salary progression ▪ Conduct a department needs assessment and provide additional training and development opportunities for employees with increased webinars and on-line learning ▪ Improve accuracy of information and notices sent out to employees, job applicants and new hires ▪ Provide County Wellness policies that encourage employee participation and provide time off to participate in Wellness events. Also, collect data so the program can be measured and evaluated 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ The state of the economy and dwindling budgets will inhibit major improvements to employee benefits, County services and enhanced technology ▪ Loss of Institutional Knowledge over the next 3-5 years from employees retiring in key positions throughout Leon County ▪ Increasingly more complex federal and state employment regulations will further tax the small but dedicated HR staff which will create the need for additional resources, training and consulting services ▪ Ability to attract and retain highly skilled employees while having to compete with limited funding for other community services

Strategic Initiatives and Anticipated Timelines for Board Actions

HUMAN RESOURCES (HR)

Strategic Initiative – HR-A

Description	Strategic Priority Alignments	Lead Entity
Instill Core Practices through providing Customer Engagement training for all County employees	G1	HR

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No Further Board Action. Customer Engagement training program currently being developed.	05/2012

Strategic Initiative – HR-B

Description	Strategic Priority Alignments	Lead Entity
Instill Core Practices through revising employee orientation process	G1	HR

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No Further Board Action. Components of Customer Engagement training program and Leon LEADS to be incorporated into new employee orientation.	09/2012

Strategic Initiative – HR-C

Description	Strategic Priority Alignments	Lead Entity
Instill core practices through revising employee evaluation processes	G1	HR

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No Further Board Action. Employee evaluation tool currently being updated to incorporate principles of Leon LEADS	10/2012

Strategic Initiative – HR-D

Description	Strategic Priority Alignments	Lead Entity
Expand electronic HR business processes including applicant tracking, timesheets, e-Learning, employee self service	G2	HR

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No Further Board Action. Employee Self Service program is currently being enhanced to include electronic timesheets. E-Learning solutions being reviewed.	05/2012
Approval in Annual Budget Process for Applicant Tracking Software	10/2012

Technology Strategies Recommended by MIS

Technology Strategies Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Update the online job application system to use multiple browsers	MIS	EC2, G1, G2, G4, G5	-	Current
Enhance the online job application system to accept attachments of relevant documents	MIS	EC2, G1, G2, G4, G5	-	Current
Implement Sustainability Measures and/or Recover Costs				
Implement electronic timesheets	HR	EN4, G2, G5	-	Current
Implement FMLA processing Banner	HR		-	Current
Participate in broadcasting webinars via AT&T – especially for the Wellness Program and e-Learning activities	HR	EN4, G1, G2, G3,G5	-	Current
Improve Efficiency of Work Area Operations				
Develop e-mail notification process to alert applicants the status of a job selection process.	MIS	EN4, G2	-	Planned
Implement Banner document management process with BanXtnder	HR	G2	-	Planned
Retain and Attract a Highly Skilled, Diverse and Innovative Workforce				
Develop or subscribe to a compensation market and pay comparison by industry	HR		-	Current
Leverage social media , the Intranet, and webinars for training and promoting the Wellness program	HR		-	New
Develop e-Learning training and leverage the Intranet to market	HR		+\$	New
Secure talent management and succession planning software (Halogen has a module)	HR		+\$	New
Integrate Leon LEADS into Halogen e-	HR		-	Current

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Appraisal System				
Provide for an Effective Desktop Environment				
Upgrade HR systems under the desktop replacement plan	MIS	G2	-	Current



2/13/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Improve Exit Interview process to incorporate knowledge transfer and management	G2	8	HR Employee Relations	-
Conduct a needs assessment and design and develop training programs such as Leadership and Advanced Supervisory Training, Workplace harassment and workplace violence preventative training within a Leon LEADS framework	G4	1, 8	HR Training and Development	+\$
Propose hiring a third party wellness vendor to collect Health Risk Assessments (HRA) and Biometric Screening data and provide aggregate reports for improvements to the Wellness program, as part of Values Based Benefits	G4	4	HR Wellness	+\$
Wellness subcommittee to research and propose policy regarding company gardens at different County locations	G4	8	HR Wellness	-
Promote the 95210 national initiatives through the Health and Well-Being Program and at the annual Wellness Fair	G4	1	HR Wellness	-
Rebrand the Wellness Program from Wellness to Well-Being and develop County Wellness Policies	G4	8	HR Wellness	-
Attend Department staff and employee meetings on a routine basis to provide updates on changes in County policies and other matters impacting employees and to hear issues of concern from employees	G1	1	HR Program Leadership	-
Consider conducting the background and drug screening process earlier to determine if recommended applicants meet screening requirements prior to submitting offer letter to County Administration for approval	G2	8	HR Operations	-
Notify applicants of the status of position openings correctly and faster	G1	1, 2	HR Operations	-
Improve the frequency and accuracy of information and notices provided to employees, such as FRS services and updates	G4	1	HR Operations	-
Propose establishment of a compensation philosophy that recognizes the fiscal challenges facing Leon County and identifies	G4	7	HR Compensation and Benefits	-

key elements that determines an employee's pay and salary progression				
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* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

The Patient Protection and Affordable Care Act (PPACA) of 2010, (National Health Care Reform), may impact Leon County as additional regulations continue to require additional reporting and the provision of preventative health care services at no cost to employees. In 2014, health care exchanges are to be established which will allow employees to purchase health insurance at potential lower costs than what employers offer. Contingent upon the final regulations, these changes may require employers to continue to pay the employee the full costs of medical insurance even though the employee is no longer on the County’s health insurance plan. As regulations become final, a consultant review of long term implications and fiscal impact to Leon County may be required.

Strategic Plan - DRAFT

Leon County - Office of Human Services and Community Partnerships



Vision

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

Mission Statement

The mission of the Leon County Office of Human Services and Community Partnerships is to build a stronger, healthier community by providing a safety net of resources, services, and solutions for citizens in need, in partnership with our community.

Core Services

Housing Services

1. Home Rehabilitation, Home Replacement, Down Payment & Closing Costs Assistance, Foreclosure Prevention, Homestead Loss Prevention, Disaster Recovery, and Home Buyer & Homeowner Counseling.
2. Seek to continually improve our methodologies and efficiencies in serving citizens of Leon County with regard to our affordable housing programs.
3. Provide staff support and administer the activities of the Leon County Housing Finance Authority (HFA), the Affordable Housing Advisory Committee, and the Community Development Block Grant (CDBG) Citizen Task Force Committee.
4. Provide annual reports on Affordable Housing Programs and on Fair Housing Activities, as well receive and report fair housing complaints.
5. Design, implement and administer educational information on programs within the community.
6. Attend local Housing events and conferences to ensure Leon County is aware and in compliance with local, state and federal guidelines.
7. Administer Disaster Recovery Grant Funding for affordable renter and affordable ownership properties per funding availability.

Human Services

1. Child Protection Exams – The County pays the examination costs for children who are alleged to have been abused, abandoned, or neglected.
2. The Community Human Services Partnership (CHSP) - CHSP is a program which is funded, annually, through collaboration between Leon County, the City of Tallahassee, and the United Way of the Big Bend which allows for the effective distribution of community funds for human services.
3. Direct Emergency Assistance Program (DEAP) - DEAP provides emergency assistance for basic necessities such as rent, utilities/fuel, food and medication in an effort to prevent homelessness, malnutrition and disease for citizens meeting eligibility criteria.
4. Health Care Responsibility Act (HCRA) - This program funds out-of-county emergency hospital care for indigent Leon County patients.
5. Indigent Burial Program - This program provides for cremation or burial of qualified indigent and unclaimed deceased persons, at the County's expense, in the County's pauper cemetery.
6. Medicaid Match Program - As mandated by State law, the County pays 35% of the cost of hospitalization for Leon County Medicaid patients with hospital stays extending from the 13th through the 45th day. \$55 per month is also paid for each County nursing home resident.
7. Tubercular Care - The purpose of this program is to coordinate the admission and transportation of indigent tuberculosis patients to a state tuberculosis hospital.

Primary Healthcare

1. Provide access to healthcare services to low income uninsured Leon County residents through the provision of financial support and collaboration with CareNet partners.
2. Ensure contract compliance through the provision of administrative and fiduciary oversight of primary healthcare contracts.
3. Collaborate with CareNet partners to achieve program goals.
4. Provide staff support to the Community Health Coordinating Committee.

Veteran Services

1. Assist veterans and their dependents in filing claims for non-service connected pensions, service connected disabilities, and other benefits, entitled to them through the United States Department of Veteran Affairs, and other government agencies.
2. Assist veterans and their dependents in obtaining local medical treatment, transportation, necessary medicines, prosthetic items, adaptive equipment, and payment of medical bills.
3. Assist veterans and their dependents in filing for educational benefits at universities, junior colleges, vocational institutions, correspondence courses, and job training. Assist veterans in obtaining VA home loan information, obtaining military records, correcting military records, and upgrading discharges.
4. Manage the annual Leon County Military Grant Program and serve as the Leon County Veteran Liaison for all veteran issues in the local community.

5. Assist in planning the annual Leon County Veterans Day parade.

Volunteer Services

1. Library Volunteer Program – recruit, manage, orient, and interview community volunteers to assist library programs.
2. Countywide Internship Program – recruit, manage, orient, and interview university students to assist in Leon County departments.
3. Project LEAD-County Employee Volunteer Program – encourage county employees to engage in volunteer service to strengthen the county’s image in the community, provide valuable service to citizens, and diversify employee experience.
4. HandsOn Connect Volunteering Matching System – manage an online resource for citizens to connect with volunteer opportunities of government agencies and nonprofits at no charge to either the citizens or organization.
5. Florida Volunteer Administration Certificate Training Series – train and develop local volunteer coordinators to better engage with VolunteerLEON resources such as HandsOn Connect Technology, in addition to best practices on managing a volunteer program.
6. Volunteer Management and Technical Assistance – provide community outreach to organizations interested in starting their own volunteer program, or those struggling with their existing program.
7. Special Event/ Service Project Coordination – assist internal county departments in coordinating and planning special events that volunteer service.
8. Emergency Management ESF 15 – support Leon County Emergency Management in all activities related to volunteers and donations, including preparedness planning and day-of action.

Statutory Responsibilities

Housing Services

- Leon County Code, Chapter 8 Article V/Policy 96 11 Direct Implementation of State Housing Initiative Program (SHIP)
- Housing Plan, Florida Statute Chapter 420 Housing
- Leon County Code, Chapter 2, Section 2 71 & 2 120 Implementation
- Florida Statute Chapter 159 Bond Financing
- Florida Statute Chapter 760.20 Fair Housing Act

Human Services

- Chapter 39.304(5) FS - Child Protection Exams
- Leon County Code of Ordinances, Chapter 11, Section 2-604(a) and (b) - Community Human Services Partnership (CHSP)
- Chapter 154 FS - Health Care Responsibility Act
- Chapter 245.06 FS - Disposition of Unclaimed Bodies
- Chapter 406.50 FS and Leon County Policy 83 - Indigent Burial Program
- Chapter 409.915 FS - Medicaid Match Program

- Chapters 394 and 396 FS - Mental Health Program
- Chapter 392.51 FS - Tubercular Care

Primary Healthcare

- Florida Statutes, Title XI Chapter 154 - Public Health Facilities

Veteran Services

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Volunteer Services

- Florida Statute 252.38 – Emergency Support Function 15

Advisory Boards

Housing Services

- Housing Finance Authority
- Community Development Block Grant (CDBG) Citizen Advisory Task Force Committee
- Affordable Housing Advisory Committee (AHAC)

Human Services

- Community Human Services Partnership (CHSP)
- Joint Planning Board
- Human Services Grant Review Committee

Primary Healthcare

- Community Health Coordinating Committee

Veteran Services

- N/A

Volunteer Services

- N/A

LEADS Review Process

Housing Services

January 23, 2012 @ 1:00PM, facilitated by Lamarr Kemp, Housing Director

Community Partners:

- Housing Finance Authority Committee Member
- CDBG Citizen Advisory Task Force Committee Member
- Branch Banking & Trust
- Leon County Affordable Housing Advisory Committee
- Mind Over Money, Inc.

Staff:

- Director, Office of Human Services and Community Partnerships
- Director, Housing Division
- Housing Services Specialist, Housing Division
- Concurrence Management Planner, Leon County Department of Development Services and Environmental Management

Human Services

January 12, 2012 @ 1:00PM, facilitated by Shanea Wilks, Finance Compliance Administrator

Community Partners:

- Tallahassee Memorial Healthcare's Nursing Operations and Social Services Departments
- Medical Examiner's Office
- Ketchum, Wood & Burgert Pathology Associates
- Capital Area Community Action Agency
- Miccosukee Youth Education
- Visions of Manhood/Walker Food Teen Council

Staff:

- Director, Office of Human Services and Community Partnerships
- Human Services Analyst
- Finance Compliance Administrator

Primary Healthcare

January 31, 2012 @ 1:00PM, facilitated by Jeri Bush, Volunteer Services

Community Partners:

- Neighborhood Health Services
- FAMU College of Pharmacy and Pharmaceutical Sciences
- Big Bend Health Council
- Capital Area Healthy Start Coalition.
- Leon County Health Department

Staff:

- Director, Office of Human Services and Community Partnerships
- Healthcare Services Coordinator
- Human Services Analyst
- Primary Healthcare Program Intern
- Leon County Budget Office
- Community Health Coordinating Committee

Veteran Services

January 26, 2012 @ 11:00AM, facilitated by Mathieu Cavell, Volunteer Services

Community Partners:

- WORKFORCEplus
- VET Center
- Veterans Village
- American Red Cross
- Military Order of Purple Heart
- Tallahassee Community College
- Veteran Citizen
- Lively Technical Center

Staff:

- Veteran Services Director
- Veteran Services Counselor
- Veteran Services Intern

Volunteer Services

January 25, 2012 @ 10:00AM, facilitated by Mathieu Cavell, Volunteer Services

Community Partners:

- Capital Area Chapter of the American Red Cross
- Volunteer Florida
- Tallahassee Food Garden

Staff:

- Director, Office of Human Services and Community Partnerships
- Director, Leroy Collins Leon County Library
- Director, Veteran Services
- Office of Sustainability
- VolunteerLEON's Special Projects Intern
- Office Administration Volunteer
- Leon County Emergency Management

LEADS Review – Summary of Feedback

Housing Services

- Implement Mortgage Credit Certificate (MCC) program and loan servicing (TBA) to increase revenue for housing services programs and activities.
- Become a CDFI- Community Development Finance Institution (Federal Program) to increase revenue for housing services programs and activities.
- Ensure growth of the tax base with new homeownership opportunities in the unincorporated areas of Leon County.
- In accordance with the previously established Tallahassee-Leon County Comp Plan, work diligently with the Housing Finance Authority to raise funding for Housing Services' strategies to ensure availability of funding to serve our citizens in need of housing rehabilitation, housing replacement, foreclosure prevention, down payment assistance, and quality, safe, and sanitary affordable housing.

Human Services

- One major finding was the lack of the community's awareness that the programs exist.
- Implement community outreach partnerships with religious establishments and/or activities throughout Leon County to promote the Direct Emergency Assistance, Indigent Burial and Free Prescription Discount Cards Programs.
- Limited cooler/storage space the Medical Examiner's Office has at Tallahassee Memorial Healthcare.
- Establish an ordinance regarding the allowable amount to be charged by funeral homes regarding deceased body transportation.
- Explore options to expand the morgue.
- Training for funeral homes by law enforcement on deceased body removal and transportation.

Primary Healthcare

- Resources are needed to meet the increasing demand for services.
- Seek additional opportunities to partner to leverage current funding and resources.
- Need to develop a PR/marketing plan to make sure citizens are aware of the program and services and to "tell our story".
- Despite a good internal process, program goals should be more clearly defined as to what the main focus will be, i.e. primary care, infant mortality.
- Develop a stronger internship/volunteer program to help support staff was well received.

Veteran Services

- Increase outreach opportunities to reach the veterans in the community that do not know where to go for assistance.
- Focus on our veterans transitioning from active duty.
- Include a resource guide in welcome letter mailings in an effort to immediately connect veterans to support.
- Establish Ebenefits, benefit-related online tool and information for veterans and their families which give the ability to track their benefit claim through the approval process.
- Train veterans on how to better utilize MyHealthVet , the veterans online gateway to managing their health. The veteran can collect data from their health records to support their benefit claims. Other features include view medical appointments, check lab results, check past vaccinations and online prescription refills.

Volunteer Services

- Community partners continue to need volunteer management training, most especially in the arena of community gardens and sustainability.
- VolunteerLEON should not provide special events for middle school students, but should instead build capacity in host agencies.
- Leon County hires many talented college students interning with government. As a result, the internship program should be better advertised to internal work areas. In addition, support and training should be provided to all interested supervisors.
- As an emergency support function, VolunteerLEON cannot continue being the sole convener for Community Organizations Active in Disaster. Through partnerships with 211 Big Bend and the American Red Cross of the Big Bend, certainly region-wide responsibilities should be delegated to entities with region-wide awareness. VolunteerLEON will continue to support the Citizens' Information Line and the Volunteer Reception Center for Leon County, and also assist in regional disasters as instructed by the Emergency Management Director and the Board.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

Housing Services

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Continue utilizing interns & volunteers ▪ Technology use ▪ Currently have well developed and effective housing strategies delivered through housing programs designed to assist the most-needy and vulnerable citizens in our community ▪ The Housing Finance Authority has open bond issues providing affordable low-income tax credit rental properties 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Community misconceptions such as poor contractor work, length of waiting list, and status of in-process applications
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Implement Mortgage Credit Certificate (MCC) program and loan servicing (TBA) to increase revenue for housing services programs and activities ▪ Become a CDFI- Community Development Finance Institution (Federal Program) to increase revenue for housing services programs and activities 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ State and Federal sources of funding used to deliver housing service program benefits to citizens of Leon County have been drastically cut. ▪ Unregistered mobile home placements on properties are problematic because it creates a decrease in property tax collected while still supporting the additional population living in these units

Human Services

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ The Direct Emergency Assistance program is available to all Leon County residents, within city limits or unincorporated areas, and requires documentation of the emergency to receive assistance ▪ The Indigent Burial Program offers both burial and cremation services for families and requires the verification of indigent status ▪ Storage for the Medical Examiner and morgue is located at Tallahassee Memorial Healthcare, which allows for the morgue to have a 24-hour staff to receive bodies ▪ The Community Human Services Partnership (CHSP) provides a competitive process through which a citizen-driven group of volunteers are involved in the community-wide planning, coordination, and funding of human services delivery in Leon County 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ The Direct Emergency Assistance Program funds are diminished before the end of the fiscal year and residents in need are unable to be assisted. Additional funding is needed for the DEAP Program to assist more Leon County residents ▪ The Indigent Burial Program does not provide families with viewing and/or an option for funeral services ▪ Varied fees charges by funeral homes for the transportation of deceased bodies. Funeral homes are charging different fees to the County ▪ Morgue capacity
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Expand Community Outreach for the Direct Emergency Assistance, Indigent Burial and Prescription Discount Card programs by partnering with religious establishments to reach residents in need ▪ Establish an ordinance regarding the allowable amount to be charged by funeral homes ▪ Provide training to funeral homes by law enforcement on deceased body removal and transportation. ▪ Explore options to expand the morgue 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Local Social Service agencies budget cuts will necessitate an increase in Direct Emergency Assistance Programs ▪ Increase in Indigent Burial applications due to the economy ▪ The limited cooler/storage space for deceased bodies at the morgue located at Tallahassee Memorial Healthcare may require Leon County to build a morgue ▪ Increased demand upon the CHSP process due to diminished funding by federal and state programs to local human services

Primary Healthcare

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Program supported by the will of the Board ▪ CareNet program is a great initiative ▪ Funding provided ▪ Allows for citizen input 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Not enough PR/awareness of the program ▪ No “Champion” to lead the charge (public/political figure) ▪ City and County are not working collaboratively to fund program ▪ Not enough staffing
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Develop marketing plan to promote program and share successes ▪ Bring back MSTU to fund the program ▪ Use Community Health Coordinating Committee to empower/ help develop a strategic plan ▪ Create strong internship/volunteer program to provide more support (staffing) 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Economy ▪ Increasing Needs ▪ Politics drives the process/priority may change with new Commissioners ▪ Turf Issues among service providers

Veteran Services

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Strong relationships with community partners ▪ Counselors that are compassionate educated ▪ Semiannual training provided by Florida Department of Veteran Affairs to understand new benefit process and assist citizens as much as possible ▪ High approval rates in submitted claims 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Lack of funds for crisis management. ▪ Ability to outreach to all the Veterans within the community and support all the events of veteran service organizations. ▪ Veteran services does not have access to virtual Veteran Affairs / Modern Award Processing – Development to track claims
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ To educate and train veterans to use Ebenefits and MyHealthVet. ▪ Strengthen partnerships with institutions of higher learning to reach our college veterans. ▪ To utilize the VA work study program to increase manpower. 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Military drawdown and weak economy will increase veterans need for assistance. ▪ High unemployment rate in Leon County ▪ Duplication of Services ▪ Increased media coverage of veterans issues will raise community expectations of veterans services officers beyond what is realistically achievable

Volunteer Services

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Brand name recognition throughout the community and among peers ▪ Special event volunteer management throughout Leon County work areas. Civic engagement connects citizens to internal process ▪ Broad sense of shared purpose and collective action across neighborhoods and politics ▪ Well developed library volunteer program that utilizes over one hundred citizens every month to deliver mission critical services ▪ Department is well respected both locally and statewide. Experts in volunteer management, offering course Florida Volunteer Administration Certificate ▪ Strong relationships with Emergency Management Organizations locally and statewide 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Far more interest in government volunteer opportunities and internships than capacity currently allows ▪ Focus on telling our story both internally and to the community. Significant gap exists in the narrative we need to tell ▪ Special event awareness must be increased through internal process ▪ Declining nonprofit funds will lower area agencies' abilities to coordinate volunteers. As such, demand will increase on the library volunteer program and other agencies as opportunities decline. If volunteer coordination hours are reduced at local agencies, the need for training and support from the volunteer center will increase. ▪ Success breeds success: more interest for special project coordination than capacity to manage the growing numbers of requests
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Tallahassee Democrat targeted volunteerism as a reader interest topic. Opportunity to control the roll out with our expertise and define Leon County as an exemplary hub of voluntary assistance ▪ Dispel common myths of reasons not to utilize volunteers and interns as a viable resource to enhance and augment through targeted workshops in areas of County Government that would most benefit by embracing volunteer service as part of their work plans to meet critical objectives ▪ Continue to build on county office special event management like the America Recycles, Sustainability conference, Veterans Day Parade, and so forth. Perform more work for less staff hours utilizing volunteers and community partnerships. ▪ Partnerships to provide meaningful service opportunities based on service learning principles for middle and high school students required to complete service hours ▪ Ability to strengthen connection between citizens wishing to volunteer and opportunities to serve through enhanced 1-800 Volunteer Matching System 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ▪ Without a natural disaster for over five years, local residents have become complacent. Educating the community and non profits who require proper training to save lives and property has become difficult with limited federal money –disaster preparedness should be a cornerstone of service projects and presentations to be able to educate and motivate citizens to prepare themselves and their pets for potential evacuation. ▪ Students have a negative view as it relates to service being linked to punishment for youth offenders ▪ Middle and high school students need civic engagement hours, lack of agency capacity to work with scores of youth

Strategic Initiatives and Anticipated Timelines for Board Actions

OFFICE OF HUMAN SERVICES & COMMUNITY PARTNERSHIPS (HS)

Strategic Initiative – HS-A

Description	Strategic Priority Alignments	Lead Entity
Hold “Operation Thank You!” celebration for veterans and service members	EC5	HSCP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
County Commissioners passed a motion 7-0 to approve the proposed Operation Thank You event to honor the service of post-9/11 local armed forces members and veterans. The Board authorized and approved the associated Budget Amendment Request.	03/2012
No Further Board Action Required. Event scheduled for May 18, 2012.	05/2012

Strategic Initiative – HS-B

Description	Strategic Priority Alignments	Lead Entity
Develop job search kiosk for veterans	EC5, EC6	HSCP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
County Commissioners passed a motion 7-0 to authorize staff to proceed with the establishment of a Leon County Veterans Resource Center. The Board approved the Budget Amendment Request for the associated costs.	03/2012
Ceremonial ribbon cutting	06/2012

Strategic Initiative – HS-C

Description	Strategic Priority Alignments	Lead Entity
Consider policy to allocate a portion Direct Emergency Assistance funds to veterans	EC5, EC6, Q3	HSCP

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Consider funding during the budget process	09/2012
Agenda item to consider policy to allocate a portion of Direct Emergency Assistance funds to veterans	09/2012

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Leverage social media to communicate with customers	HSCP &PIO	EC2, EC5, EC6, EN4, Q3, G1, G2	-	Current
Enhance and update HSCP's web pages to provide updated information and highlight projects	HSCP	EC2, EC5, EC6, EN4, Q3, G1, G2	-	Current
Improve Efficiency of Work Area Operations				
Implement electronic document management for Veterans	Veterans & MIS	Q3, G1, G2, G5	-	Current
Implement electronic document management for Burials	Human Services & MIS	Q3, G1, G2, G5	-	Current
Develop a centralized HSCP database for case coordination	HSCP & MIS	Q3, G1, G2, G5	-	Current
Call tracking system and donation matching software	Volunteers	Q3, G1, G2, G5	-	Current
Implement electronic sign-in software	Volunteers & MIS	Q3, G1, G2, G5	+\$	New
Provide for an Effective Desktop Environment				
Complete updates of desktops in HSCP and include intern stations.	MIS	G1, G2, G5	-	Current



2/19/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Housing

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Evaluate Mortgage Credit Certificate (MCC) and Loan Servicing program (TBA), and Mortgage Revenue Bond issues to increase revenue for housing services programs and activities	EC2, EC3, Q5	6,8	Housing/HFA	-
Evaluate options for becoming a CDFI-Community Development Finance Institution (Federal Program) to increase revenue for housing services programs and activities	EC2, EC3, Q5	2, 4, 7, 8	Housing/HFA	-
Work with the Housing Finance Authority to raise funding for Housing Services' strategies to ensure availability of funding to serve our citizens in need of housing rehabilitation, housing replacement, foreclosure prevention, down payment assistance, and quality, safe, and sanitary affordable housing	EC2, EN2, Q5	2, 6, 8	Housing/HFA	-
Conduct Ribbon Cutting ceremonies at the completion of all newly constructed Replacement Housing projects.	EC6, Q2, Q6	1, 2, 3, 8	Housing	-
Conduct two annual Home Expos centered around home maintenance and finance/foreclosure issues	EC6, EN3, EN4, Q2, Q3, Q5, Q6, G2,	1, 2, 3, 8	Housing	-
Develop automated application process whereby residents can apply online for housing services	EC6, EN3, Q3, G2, G5	1,2,3,8	Housing	-
Increase community outreach efforts to ensure the community is educated on housing services	EN3, Q3, Q5, Q6, G2	1, 2, 3, 6, 8	Housing	-
Realign vacant position in Housing to Veterans Services, to better meet increased demands for services to Veterans, with existing resources	EC5, G5	1, 4,6, 7	Housing & Veterans Services	-

Human Services

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Research the feasibility of an ordinance for a flat transportation reimbursement rate for deceased body pick up	Q5, Q6	3,7	Human Services	-\$
Pursue increased funding for the Direct Emergency Assistance Program, to dedicate a portion of funding for a Veterans Assistance Program	EC2	1,2,6	Human Services	+\$
Coordinate community outreach for the Direct Emergency Assistance Program, Indigent Burial and Prescription Discount Card Programs to bring awareness to the Human Services Programs	EC2, Q5, Q6	2,7	Human Services	-

Primary Healthcare

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Develop PR/marketing plan, with and in support of CareNet partners, to include webpage development to promote program services, related resources and information, and report outcomes	EC6, Q2, Q3, G1, G2	1, 2, 3, 4	Primary Healthcare Program	-
More clearly define program focus as it relates to seeking grant funding	Q2, Q3, G5	4, 7, 8	Primary Healthcare Program	-
Empower Community Health Coordinating Committee to provide advisement to help achieve strategic plan goals	G1, G3	2, 5, 7	Primary Healthcare Program	-
Develop strong internship/volunteer program to support staff	G4	6, 7	Primary Healthcare Program	-

Veteran Services

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Construct a Veteran Resource Center within Veteran Services to provide a “One Stop” location for veterans to find tools to assist them in job search and educational/training opportunities	EC3, EC4	1,2,3,8	Veteran Services	+\$
Empower veterans by educating and training them to use Ebenefits and My HealthVET	EC3, EC4, Q3	2,3,6,8	Veteran Services	-
Coordinate with community partners to increase outreach opportunities targeting transitioning veterans	EC5	2,3,6,8	Veteran Services	-
Add veteran resource guides to the currently distributed welcome letters	EC5	1,2,3,6,8	Veteran Services	-

Volunteer Services

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Increase internal volunteer / intern workshops to build capacity	EC3, EC2, EC6, Q3, Q4, G1, G3	1,2,6,7,8	Volunteer Services	-
Continue to build volunteer programs and initiatives that view residents as assets and seek to engage the community as an equal partner by empowering, mobilizing, and building upon its assets, to facilitate sustainable positive change	EC3, EC5, EN1, EN2, EN3, EN4, Q4, Q5, G1, G5	1,2,3,4,5,6,7,8	Volunteer Services	-
Work with Leon County Schools and interested host agencies to provide meaningful opportunities for middle school students	EC2, EC3, EC6, Q3, G3	1,2,8	Volunteer Services	-
Leverage social media and expand community outreach to better tell the division's story and close the awareness gap	EC4,G1, G2, G3	1,2,3,4	Volunteer Services	-
Provide more frequent community training on best practices in volunteer management in an effort to address increasing demand and decreasing agency capacity	EC3, EC5, EC6, Q1, Q4, G2	2,3,7,8	Volunteer Services	-
Transition the Community Organizations Active in Disaster (COAD) to the Capital Area Chapter of the American Red Cross to better serve the Big Bend Area	EC6, Q2, Q5, Q6, G2, G3	2,7	Volunteer Services Community Partners	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Housing Services

N/A

Human Services

N/A

Primary Healthcare

- State legislative changes proposing to transfer the administration of the County Health Department from the State to county government.
- Reforms included in the Affordable Care Act, such as mandated coverage for preventative health services, will increase the demand for funding and services

Veteran Services

Volunteer Services

N/A



Strategic Plan - DRAFT

Leon County - Office of Intervention and Detention Alternatives

Vision

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

Mission Statement

The mission of the Leon County Office of Intervention and Detention Alternatives is to provide information to the courts, which support judicial custody release decisions, and provide alternatives to incarceration to persons accused of crimes and offenders, which hold them accountable, improve their ability to live lawfully and productively in the community, enhance the overall administration of justice, and support community safety and well being.

Core Services

Office of Intervention and Detention Alternatives, Probation Division:

1. Supervise and monitor offender compliance with court ordered conditions of sentence, including but not limited to drug and alcohol testing, participation in behavior modification programs, payment of restitution, fees or other court imposed costs
2. Provide feedback and recommendations to the courts and other criminal justice agents by attending court proceedings and producing written correspondence to address and minimize offender violations of probation conditions
3. Draft affidavits to notify the court of offenders who fail to comply with court ordered sentence conditions
4. Coordinate community service and county work programs which serve as prosecution and sentencing alternatives
5. Review current criminal history information on all offenders who visit the office and notify the Sheriff's Department Bailiff to execute immediate arrests of those with outstanding warrants
6. Assist victims, family members and community based support agencies by providing information and guidance in specific cases

Office of Intervention and Detention Alternatives, Supervised Pretrial Release Division:

1. Screen and interview defendants booked into jail to assess eligibility of release and, in those instances the defendant is not eligible, provide information for the court's consideration at First Appearance Hearing
2. Supervise and monitor defendants' compliance with court ordered conditions of pretrial release, including defendants utilizing electronic monitoring devices
3. Provide feedback and recommendations to the courts and other criminal justice agents by attending court proceedings and written correspondence to address and minimize offender violations of pretrial release conditions
4. Review current criminal history information on all offenders who visit the office and notify the Sheriff's Department to execute immediate arrests of those with outstanding warrants
5. Draft affidavits to notify the court of offenders who fail to comply with court ordered pretrial release conditions

Office of Intervention and Detention Alternatives, Drug and Alcohol Testing Division:

1. Perform court ordered and DOT compliant drug and alcohol testing
2. Provide feedback to criminal justice and employment agencies regarding test results

Statutory Responsibilities

Office of Intervention and Detention Alternatives, Probation Division:

- Misdemeanor Probation Services - Florida Statute, Chapter 948.15

Office of Intervention and Detention Alternatives, Supervised Pretrial Release Division:

- Pretrial Release and Detention - Florida Constitution, Section 14
- Uniform Bond Schedule and Pretrial Release Procedures –Administrative Order 2006-02
- Citizens Right-to-Know – Florida Statute, Chapter 907.043
- Florida Statute, Chapter 907.0413(a)(b)

Office of Intervention and Detention Alternatives, Drug and Alcohol Testing Division:

- U.S. Department Of Transportation, Drug & Alcohol Policy, Rule 49 CFR, Part 40.33
- Florida Department of Transportation Drug-Free Work Place and Testing Policy,
- Florida Statute, Chapter 440, Sections 440.102
- Florida Statute, Chapter 112, Section 112.0455

Advisory Boards

Office of Intervention and Detention Alternatives, Probation Division:

- Criminal Justice Coordinating Committee
- Public Safety Coordinating Council
- Domestic Violence Coordination Council
- Florida Association of Community Corrections

Office of Intervention and Detention Alternatives, Supervised Pretrial Release Division:

- Criminal Justice Coordinating Committee
- Public Safety Coordinating Council
- Association of Pretrial Professionals of Florida
- National Association of Pretrial Professionals
- Pretrial Justice Institute

Office of Intervention and Detention Alternatives, Drug and Alcohol Testing Division:

- Criminal Justice Coordinating Committee
- Public Safety Coordinating Council
- Drug and Alcohol Testing Industry Association (DATIA)

LEADS Review Process

The Intervention and Detention Alternatives (IDA) Strategic Planning Team met on January 18 to discuss and develop an approach to conducting the LEADS Review focus group meeting. After reviewing current performance measures, current statistical data relating to services, and the objectives of the LEADS Review meeting, as identified by the County Administrator, the team drafted questions, including some specifically formulated to produce a SWOT Analysis.

On Monday, January 23, the IDA Planning Team held a LEADS Review meeting. Participants included representatives from the State Attorney, Public Defender, Court Administration, Florida Department of Corrections, Clerk of Court and an external substance abuse counseling service provider, DISC Village. Wanda Hunter facilitated the discussion and Teresa Broxton served as scribe. Three judges, the administrative judge for circuit court, the administrative judge for county and one other county court judge who is a frequent user of the services of our office, also participated in the LEADS Review meeting process through individual meetings held on January 30 and 31.

Additional individual LEADS Review meetings were held with former offenders ordered a variety of conditions as a part of their court ordered supervised pretrial release and probation on January 24 and January 27, respectively.

Thereafter, the planning team discussed the findings and designated a lead representative to formalize the interim report.

LEADS Review – Summary of Feedback

1. What do you believe is the role/purpose of Probation/Pretrial and the Drug and Alcohol Testing Divisions?

- To prevent recidivism
- To manage the jail population
- Serve as internal control, a reliable provider (Drug and Alcohol Testing)
- Help monitor risk
- Serve as an objective witness for court
- Make recommendations as to bonds and dispositions
- Pretrial release services are important
- To keep people on track on probation and make sure they follow what the court orders (probation offender)
- To provide people who have been arrested a chance to be released from jail while they waiting to go to trial on their case
- To monitor people and make sure they are not getting into trouble and doing the things they are supposed to do (Pretrial defendant)
- Provide guidance and information about court process and requirements and expectations (pretrial defendant)

2. What services or activities are working well and should be continued?

- They are all working well, we need them all (judge)
- All services
- Status Hearings
- Vera Point Scale and Releases
- Liked the comfort level with his probation officer and was glad that she took the extra time to help assign community service hours. She took the time to see what community service agency would best meet his needs (probation offender)
- Reporting is necessary to ensure that person being monitored is still around. Having someone who listens and treats you like a person, “building a sense of trust” with a relationship (pretrial defendant)
- Court notices (pretrial defendant)

3. Are there services we currently provide that could be better provided through another means (ex. Contracting with a private provider)?

- No (judge)
- It is not broke, so don't fix it
- No (judge)
- Increasing the number of Vera Releases for more releases prior to first appearance (PD)
- No (offender)
- None, definitely not private (pretrial defendant)

4. What current services or activities should be added, expanded or improved (please explain your response)

- The monthly supervision fees for defendants are too high. Sometimes they cannot pay the fees and pay for the services for other conditions imposed by the courts which results in violation for failing to complete conditions all because of money
- Funding is an issue... “when I am making a release decision or a ruling on a case, it never enters my mind that what I am ordering will not be done or that it is not a good service, like alcohol monitoring, my concern is when I have someone before me who is indigent or with mental health conditions, how do I balance the county’s funding issues and the needs of this defendant.”
- “There is a perception that judges are just ordering conditions, knowing there is no money – but that is simply not true...we always take into the consideration the cost to the tax payers.” “There needs to be more funding to help these people.” (judge)
- Satisfied with all services...concerned with money and the conditions imposed...they all cost money (judge)
- There are some variations in how quickly Orders to Show Cause (OTSC) are brought to my attention. You need some consistency in how long before they (OTSC) are brought to the court or provide more information about the reason for bringing them at the time, so that the court can determine if they support this practice (judge)
- The Probation Termination Notices releases people from probation before the judge tells them their probation is ended. The language needs to be changed so that it is clear that termination is effective only after the Judge says so (judge)
- Suggested that the monthly report be reduced in size or abbreviated with an easier form; felt like all the information is redundant when having to complete it each month (probation offender)
- It would be helpful to have a social worker or counselor available to clients because client issues have an impact of the family (pretrial defendant)
- In the Drug and Alcohol Testing Program there is not a lot of space or privacy; females have to pass by males in restrooms with the door open (pretrial defendant)

5. Please offer examples and suggestions on how we can improve our communication.

- Advise of all options and fees associated with pretrial during jail interview
- Notify public defender of order to show cause in advance of filing with the court and defendant’s arrest
- Provide referral forms for outside services providers
- Provide a copy of the Authorization to Release Information to criminal justice agents who need it so they may obtain specific information on the defendant about the outcome of counseling or other services
- Feels communication is o.k. (judge)
- Communication is fine (judge)
- Excellent communication! Staff is very good about being prepared when they are in court or if she calls with a question (judge) – would like staff to let her know if she can improve anything in her communication to them

- When communicating with the judge, provide the reason given by the defendant for not completing conditions. State whether the defendant made an effort to seek employment. If the officer believes the real basis for the violation is monetary, I would like them to state that. In their communications to me, the officer should speak more specifically about why people did not take their UA, for example, did they abscond or just didn't have the money (judge)
- Probation Officers should notify defendants when they have active warrants prior to them reporting to the Probation/Supervised Pretrial Release Office (offender)

6. What services or activities should be discontinued? Why?

- None
- None (judges)
- Monthly office appointments; after a certain period of success maybe a defendant could report by phone or through a written monthly report if they are in compliance with their conditions. (probation offender)
- Weekly office appointments; reporting in person monthly should not be required if there are no changes in residency status, employment, etc. within 30 days (pretrial defendant)
- Weekly office appointments; attending weekly office appointments create financial hardship (pretrial defendant)

7. If yes, how would it benefit our customers or resources? (for example, would it save money, reduce stat or turnaround time)?

- N/A
- Lessen financial hardship on the defendant (pretrial defendant)

8. What technologies should we take advantage of to reduce costs and improve our customer service?

- Eliminate paper payment slips
- Streamline process for collection and disbursement of restitution payments
- Victim contact information should mirror juvenile process
- Add other GPS technologies (i.e. track defendants through their personal cell phones)...continue to receive complaints from defendants about the cost of electronic monitoring
- E-therapy for defendants – install a kiosk in the office so that defendants can communicate with service providers. It should be convenient for defendants to sign up for services before their release or during their initial appointments (should work like Access Florida's kiosk)
- I am not a lawyer...I don't know (judge)
- Officers should use I-Pads in court (judge)
- Combine GPS and SCRAM (judge)
- Participate electronically in First Appearance process
- Need a better way to get information from the courts on defendants who transition back to trial court (using the pretrial process) from drug court
- All forms the defendant needs in pretrial and probation should be available on the website

- Communicate with defendants electronically, virtual physical appointments via the internet or visit defendant at their home (pretrial defendant and probation offender)

9. With what other agencies should we work more closely and why?

- Homeless Coalition to identify services for the defendants
- Department of Motor Vehicles so that you can tell defendants why their drivers' licenses were suspended
- Workforce Development Center to help offenders find jobs
- Vocational Rehabilitation to help defendants develop job skills
- Whole Child Leon and 211 for services (judge)
- Veterans Administration
- DOC - to learn and utilize some of the techniques they use in their offender re-entry model
- Mental health and substance abuse resources
- State Attorney, Jail Work Camp, Batterers Intervention Program service providers...basically all agencies that provide court ordered services (judge)
- Pretrial staff should engage the State Attorney's Office before taking any action (judge)
- Pretrial staff should work more closely with the Public Defenders' Office so they will be able to share what is going on with the case (pretrial defendant)

10. Given the limitations of the court's orders, please offer suggestions that would assist in reducing the number of orders to show cause and violation of probation capiases/warrants?

- Find funding resources to offset costs and help defendants with the costs of court ordered services (e.g. grants) (judge)
- Not sure (judge)
- Utilizing "At Risk" forms for non-compliance with pretrial release or probation technical violation
- Utilizing Notice to Appear or recommending ROR on violation of Probation in lieu of warrants
- Judges should require probation and pretrial defendants between the ages of 16 to 25 to enroll in school or obtain a GED so they can get a job instead of the conditions they are ordering that simply keep the defendants busy (e.g. work camp, community service, etc.) (pretrial defendant)
- Can't really think of any (pretrial defendant)

11. What do you see as Pretrial's role in the First Appearance process?

- I think pretrial offers up negative information about the defendants that should really be provided by the State Attorney (PD)
- Pretrial should introduce themselves for the record (PD)
- I think the information Pretrial provides is helpful (State Attorney)
- Pretrial should make sure defendants are compliant with their conditions of release
- They are present in court and make themselves available for inquiry on the status of each defendant
- Provide information to the court (judge)

12. What do you see as Probation's role in the Violation of Probation (VOP) Hearing Process?

- Providing recommendations about bond
- Providing recommendations on disposition
- Providing testimony
- Providing records
- Be prepared to provide facts on the case (judge)
- To provide factual information to support findings of willful violation

13. Should the Drug and Alcohol Testing Program operate on weekends and holidays?

- Not sure; should review peak periods to make this determination
- Possibly; if services provided on weekends, should contract with only one service provider
- Yes, but I am concerned about funding and staff....as long as there are ways to cover weekend substance use (judge)
- No strong feeling one way or the other (judge)
- Yes; location of Drug and Alcohol Testing Program is convenient, although the hours could be more convenient for those working from 8AM to 5PM (pretrial defendant)
- Yes, mixed feelings...they could be open, but I don't want to have to test (pretrial defendant)

14. What do you see as threats to alternatives or programs like these?

- Legislature
- Board disenchantment
- Private providers
- Lack of funding (judge)
- Competition (judge)
- Legislature and funding (judge)

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ The current services are working well (e.g. status hearings, Vera Point Scale reviews, and releases) ▪ Good communication and working relations with other criminal justice agencies and providers ▪ Staff is knowledgeable and prepared ▪ Drug and Alcohol Testing Division is viewed as a reliable internal control component ▪ IDA generally meets the expectations of end user as identified by their understanding of our role ▪ IDA serves well a broad population and multiple agencies that have conflicting and competing needs and demands ▪ Actively engaged in monitoring legislation impacting the Office of Intervention and Detention Alternatives ▪ Maintains support and respect from judiciary and other criminal justice agencies 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Limited funds to address the needs of the indigent population specific to the court ordered conditions ▪ Limited outcome measures to gauge the effectiveness of collaborative efforts with community based agencies and the courts ▪ Lack of readily available information to assist defendants with needs beyond those identified in the court ordered conditions ▪ Lack of uniform approach with other criminal justice entities to address recidivism ▪ Lack of diversity in the utilization of social media for better information sharing
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ▪ Encourage regular feedback from criminal justice customers for continuous engagement ▪ Improve defendant access to information regarding services available from community partners ▪ Implement use of communication technologies to increase the defendants options for regular contact with probation and pretrial staff ▪ Identify and develop partnerships to strengthen defendants' employability to meet their financial requirements ▪ Develop statistically based outcome measures to assist in providing fact based recommendations to the courts for release and sentencing options 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Legislative driven initiatives that do not consider impact to local government ▪ Competing Board priorities with limited financial and human resources ▪ Lack of ability to compete with profit based entities that offer similar services

Strategic Initiatives and Anticipated Timelines for Board Actions

OFFICE OF INTERVENTION AND DETENTION ALTERNATIVES (ID)

Strategic Initiative – ID-A

Description	Strategic Priority Alignments	Lead Entity
Provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners	EC6, Q2	Int. Det. Alt.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No Further Board Action Required. Contract with private sector vendor for GPS Tracking and Electronic Monitoring Services effective October 1, 2011, and expires September 30, 2013.	10/2011

Technology Strategies Recommended by MIS

Technology Strategies: Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Install video conferencing for up to 20 seats.	MIS	EN4, G2, G5	+\$	New
Implement Sustainability Measures and/or Recover Costs				
Implement electronic faxing out of JIS	MIS	EN4, G2	-	Current
Improve Efficiency of Work Area Operations				
Rewrite case management systems for Probation and Pre-Trial into a single system to allow their staff to cross-work in both programs.	IDA	G2	+\$	New
Implement Banner's receipting module and develop interface to JIS for areas that collect fees.	IDA	G2	+\$	New
Provide for an Effective Desktop Environment				
Upgrade IDA systems to Windows 7	MIS	G2	-	Current

Pat Curtis

2/13/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan's Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Provide more explanation detailing the steps taken preceding the submission of an Order to Show Cause for technical violations to the Court	G1, G2	1,4	SPTR	-
Coordinate with Animal Control Division, co-located with SPTR, to maximize utilization of administrative resources, including front office coverage	G5	6, 7	SPTR	-
Adopt Technical Violation Notice Letter in lieu of Order to Show Cause or Violation of Probation Affidavit	G1, G2	7	SPTR, Probation	-
Revise Termination Notice document to clarify probation terminates upon the judge's final approval	G1, G2	8	Probation	-
Work with private services providers to identify ways to reduce costs to defendants/offenders for court ordered conditions	G1, G2, Q3	7	IDA	-
Obtain and maintain literature from community based agencies to assist defendants with human service needs	Q3, G2	7	IDA	-
Develop process to ensure clients sign up on site for 3 rd party services	Q3, G2	7	IDA	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

The Office of Intervention and Detention Alternatives operates in a unique framework being funded by the Board of County Commissioners, an independent constitutional office, while serving multiple independent constitutional offices. This dynamic requires diplomacy, good communication and a synchronized approach to insure the missions, objectives and responsibilities of all vested parties are met.



Strategic Plan - DRAFT

Leon County - Division of Libraries

Vision

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

Mission Statement

The mission of the LeRoy Collins Leon County Public Library System is to enrich the community by inspiring a love of reading, providing a dynamic resource for intellectual, creative and recreational pursuits, and enabling residents to live a life of learning.

Core Services

1. Provide library materials circulation services, including check-out, check-in, reserves, patron registration, and collection for overdue and damaged materials.
2. Provide reference and information assistance and readers' advisory service in person, by telephone, and online.
3. Provide programming for children and adults. These programs include BabyTime, Story Time, book groups, author presentations and the summer reading program.
4. Offer online services, including online catalog, requests and reserves, subscription online resources, patron account management, events calendar and information for library users.
5. Provide public access to personal computers, internet computers and typewriters and offer beginning computer classes to the public.
6. Offer voter registration and meeting rooms for public use.
7. Order, receive, catalog and process all library collection materials.
8. Maintain integrity of system catalog and participate in the national library catalog database.
9. Maintain the public interface to the library system's catalog.
10. Maintain system-wide courier service.

Statutory Responsibilities

Leon County Code, Appendix C-Special Acts, Chapter 10 "Library," Florida Statutes, Chapter 257 "Public Libraries and State Archives."

Florida Administrative Code, Chapter 1B-2 "State Aid to Libraries Grant Program."

Advisory Board

Library Advisory Board

LEADS Review Process

On Friday, January 20, the Strategic Planning Team met to prepare materials for the LEADS Review focus group. The team reviewed the results of an internal SWOT analysis done by library staff in March 2007. The team reviewed a draft document describing the work area, and made suggestions, additions and corrections. This document describes the library in terms of services offered at the branch libraries, the main library, and online. Again, this draft document was finalized via email back and forth among the team members. The group decided to give the focus group participants a copy of the library brochure as well as the description of library services. Participants would also receive copies of the county core practices and the FY 2012 budget. The team reviewed the SWOT analysis categories, and the other questions for the focus group.

The LEADS Review focus group meeting was held the morning of Tuesday, January 31, in the main library board room. All 13 invited participants attended. Key outside participants were: member of the Library Advisory Board; president of the Friends of the Library; Literacy program tutor; Bookmobile user; Northeast Branch volunteer. Staff participants were: Information Professional, Adult Services; Information Professional, Youth Services; Collection Management Manager; Library Services Specialist, Collection Management; Sr. Library Assistant, Northeast Branch; Library Services Coordinator, Ft. Braden Branch; Sr. Library Assistant, Main Library; Sr. Library Services Specialist, Main Library. Debra Sears, Extension Services Manager, facilitated the meeting and Cay Hohmeister, Library Director, was the scribe.

On Friday, Feb. 3, the Strategic Planning Team met to review the results of the focus group meeting. The team members had received, via email, a list of comments made during the SWOT analysis and in response to the other questions. The team developed an outline for the LEADS Review feedback. On Tuesday, Feb. 7, an internal management group met to review the LEADS Review feedback and review the Library mission statement. On Thursday, Feb. 9, the Strategic Planning Team met to review the feedback and to develop proposed improvements.

LEADS Review – Summary of Feedback

What changes should be made to the rules, policies or procedures of the library?

- Increase the age at which a child can be left alone in the library
- Increase fees for out-of-county cards
- Increase the limit for the number of holds each cardholder can have, especially for Bookmobile users
- Enable patrons to suspend their pending holds themselves (for example, when they go on vacation)
- Display the number of holds an item has so that patrons can decide if they want to proceed in placing a hold.
- Provide the capability to return downloadable audiobooks early so that others in the hold queue can check them out.

What should the library do to better reflect its commitment to the county's Core Practices?

- Library staff participating indicated that they strive to uphold the Core Practices in daily work, both behind the scenes and in working with the public. The Library users participating made it clear by their comments, based on their experiences at the libraries, that they believe that library staff members are committed to the Core Practices.
- To emphasize the importance of the Core Practices and Core Values, all customer service training will include the specific core practices. Managers and supervisors will incorporate the core values and practices in discussion in regular meetings, employee evaluations, and discipline. As library staff members plan, implement changes in practices and procedures, and develop programs, core practices and values will inform the planning process and decisions. Posters, staff bulletin boards and other means will be used as daily reminders for all staff. The Core Values will be added to the printed library comment card for library customers' evaluation.

For Library users and supporters only: How do you think we can improve efficiencies or reduce costs? How would these changes impact other library users?

- Use more volunteers
- Retirees as volunteers: they know a lot, they enjoy and seek social interaction
- Tap into other community organizations to help
- Friends book sale — prices too low
- Swap worn out editions for new donations
- Ask "do you want a receipt" at checkout; or e-mail receipt at checkout
- Get user e-mail addresses - put up a sign
- Train users to use online services
- Training videos/tours — YouTube
- Teen-produced videos about the library
- Charge for interlibrary loan

For Library staff only: In the same vein — to save money, improve services, etc. — is there work that you do that should not be done, or should somehow be changed?

- Stop the work involved in moving materials not circulating at one location to another.
- Problem of patrons not coming to pick up holds and interlibrary loan requests-- tell patron the cost, esp. for interlibrary loan.
- Improve book drops — esp. holidays. The books are on the floor; there are so many returns; and hard to pick up.
- Tedious to put red dots on new materials. Inconsistencies in red dots noted.
- Recognize importance of the integrity of the library catalog
- Trying to do the most important things with staffing we have
- Why is the courier supervised in Collection Management?

Do you have any other comments or suggestions for us today?

- None offered other than thanks for the focus group session and encouragement from library users and supporters to keep up the good work.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Library has popular support from the community, library users and the Board of County Commissioners ▪ Great staff ▪ Library reaches a wide range of the population; has branches everywhere, bookmobiles ▪ Up-to-date collections: e-collections; quality collection; new books and materials are already at the library or on order when library users hear or read about them; nonfiction collection especially math and physics (mention of STEM education emphasis); one participant said, “If I can’t find it here, I don’t need it” ▪ Programs: children’s programs are very important; teen programs, book clubs, Poetry Slam, celebration of Children’s Art Month ▪ Ease of use: it’s a single system and easy to use; reliable website available all the time; online calendar of events; public computers; welcoming to all, including ESOL (English for Speakers of Other Languages) students; well-run literacy program; literacy program is welcoming ▪ Buildings are full of light, welcoming and safe. Meeting rooms are important, easy parking, too 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Branches closed Sundays and Mondays ▪ Static book budget ▪ Staffing numbers and type of staff not the right fit ▪ Perceived irrelevance of the library in the digital age ▪ We don’t tell our entire story; library is a well-kept secret; need better PR and media exposure. ▪ Don’t reach younger people; no use of social media (Facebook, Twitter) ▪ Participants would like to pay overdue fines and fees online
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Offer classes for downloadable services ▪ Reach younger people through social media ▪ Survey different groups of users and nonusers ▪ Establish a Born to Read program or partner with local hospitals and pediatricians to encourage new parents to use the library ▪ Current socio-economic conditions encourage use of the library (but can be a threat as well) ▪ Work on better PR for the library 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Socio-economic conditions: library may be overwhelmed; can the county afford the budget needed; will people still use the library when the economy improves? ▪ Social or digital divide between computer haves and have-nots ▪ Future of publishing in transition or in doubt; no bookstore, rise of self-publishing, digital editions ▪ Prevalence of thinking exemplified in “Who needs the library when we have the internet?” ▪ Cuts by the BOCC to library budget and/or staff

Strategic Initiatives and Anticipated Timelines for Board Actions

LIBRARIES (LI)

Strategic Initiative – LI-A

Description	Strategic Priority Alignments	Lead Entity
Relocate library services into the expanded Lake Jackson branch library	Q1, EC1, EC6	Libraries

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Grand opening and ceremonial ribbon cutting	Summer 2012 (estimate)

Technology Strategies Recommended by MIS

Technology Strategies Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Implement online bill paying modules within existing SIRSI system	Library	EN4, G1, G2, G5	-	Current
Use social media for promotional needs of Library activities	Comm. & Media Relations	G1	-	N/A
Incorporate mobile apps for patrons that SIRSI make available	Library	G1, G2	+\$	New
Implement Sustainability Measures and/or Recover Costs				
Implement pay for printing for the patrons of the public PCs using a module that interfaces with the Envisionware system	Library	EN4, G5	-	Current
Improve Efficiency of Work Area Operations				
Upgrade the existing wireless communications Vocera system	MIS	G2	+\$	Planned
Convert microfilmed materials to PDFs for email distribution	Library	G2	+\$	New
Research and implement RFID technology for inventorying books and other media	Library	G2	+\$	New
Provide for an Effective Desktop Environment				
Upgrade the Main Library staff and public desktops	MIS	G2	-	Current
Continue to monitor and manage the network and Internet bandwidth	MIS	G2	-	Current



2/11/2012

Signature: MIS Director Date

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Current – Technology cost change already anticipated in approved FY12 budget

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New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Implement suggested improvements for patron library accounts: ability to suspend holds, email checkout receipts.	Q1, G2, G5	1, 7, 8	Library	-
Implement online bill paying modules within existing SIRSI system.	EN4, G1, G2, G5, Q1	1, 3, 6, 8	Library & MIS	-
Incorporate mobile apps for patrons that SIRSI makes available.	G1, G2, Q1	1, 2, 8	Library & MIS	+\$
Develop Facebook and Twitter presence for the library, with event announcements, book and media reviews, promotion of library and other county services.	G1, Q1, Q6	1, 2, 4, 6	Library MIS Community & Media Relations	-
Improve and streamline processes for reviewing, evaluating and moving circulating items within the library system (not courier service).	Q1, G2, G5	4, 6, 7, 8	Library Budget & Collection Development	-
Improve usability of downloadable services, including mobile apps, and update and improve library website.	Q1, G2	1, 2, 3, 4, 6, 7, 8	Library Budget & Collection Development; Public & Extension Services	+\$
Review process of determining which materials are considered “new” for display and announcements.	Q1, G5	4, 5, 6, 7	Library Collection Management; Public & Extension Services	-
Develop instruction classes and online training videos and instruction in using online library services.	Q1, G2	1, 2, 5, 6	Library Public & Extension Services	-
Emphasize technology and customer-service training for all library staff members, using webinars and online training tools available from library organizations and vendors.	Q1, G2, G4	1, 3, 4, 5, 8	Library	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
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Other Relevant Information

In 2009, the Board authorized an expansion and improvement plan for the library system as part of a larger local economic stimulus project. This plan affected four of the five library branches and established a sixth branch. Starting in spring 2010, the Dr. B.L. Perry, Jr., Branch and the Northeast Branch were expanded; the Woodville Community Center was expanded in order to establish a new branch library; the new 12,000 sq. ft. Eastside Branch Library replaced the small storefront Parkway Branch; and construction has started on the renovation of a shopping plaza and new 12,000 sq. ft. space for the Lake Jackson Branch.

The expansion of the library system has involved all library staff members in various aspects of planning, carrying out the work involved, and working with other county agencies. The physical changes to the libraries, whether the 3,000 square-foot expansion for the Dr. B.L. Perry, Jr., Branch or the beautiful new Eastside Branch, have meant changes in staffing, processing additional materials, work flow in the branches, and changes in the way we offer services in those new spaces. Library users have adapted quickly and happily to the changes. The Library’s overall goal is to make sure that library services in all of our library spaces support the vision of the library.



Strategic Plan - DRAFT

Leon County – Division of MIS

Vision

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

Mission Statement

The mission of the Leon County MIS Division is to provide reliable and effective technology and telecommunications solutions and services to county agencies to enable them to fulfill their missions in serving the citizens of Leon County.

Core Services

Management Information Services (MIS)

1. Provide technology infrastructure and support for the Board, other County Constitutional Officers, and Article V agencies (Courts, State Attorney, Public Defender, Clerk, and Guardian Ad Litem)
2. Provide and maintain county network connectivity for all buildings and offices of the Board, Constitutional Officers, Article V agencies and the 2nd Judicial Circuit (Gadsden, Wakulla, Jefferson, Franklin, and Liberty counties)
3. Provide and maintain Internet access for employees within county facilities, for the public within the library system, and wireless access within the Courthouse and at the main and branch libraries, park facilities, and for designated community centers
4. Provide for mobile office services to Building Inspection, Public Works Operations, Animal Control, Emergency Medical Services (EMS), Facilities, and other field workers
5. Maintain network file systems and storage, and provide system security such as firewalls and SPAM and virus protection
6. Provide telephone and voice mail services for the Board and the Supervisor of Elections, the Public Defender and State Attorney offices, Guardian Ad Litem, the Health Department, and any other County entities as interested
7. Provide e-mail services for the Board, Constitutional Officers, and Article V agencies.
8. Support and provide connectivity for smart phones or mobile computing devices

9. Operate the central data center and a disaster recovery site, support and maintain over 200 servers, provide backup and restoration management, disaster recovery and business continuity services using a virtualized infrastructure environment where feasible
10. Support, maintain, and replace laptops, tablets, printers, personal computers, and desktop software (Microsoft Office Suite) for the Board, Constitutional Officers, Article V agencies, and the public systems within the library facilities. Provide appropriate security for these systems
11. Develop, maintain and enhance the inter-agency Criminal Justice Information System (JIS) for the justice community. The JIS supports the Courts, State Attorney, Public Defender, Sheriff's Office, Probation and Supervised Pretrial Release
12. Develop, maintain, and enhance the Jail Management Information System for the Sheriff's Office
13. Develop and maintain case management and work release management software applications for Probation, Supervised Pretrial Release, and the Sheriff's Office
14. Maintain the pawnshop network system. MIS developed this system, which is currently being used by more than 20 Florida counties
15. Provide technical support to the Supervisor of Elections at all voting locations for all elections
16. Provide technical solutions for the Courts, such as technology in the courtrooms and teleconferencing for first appearance
17. Develop and maintain web services that provide relevant and transparent information (including an Intranet for the Board; websites for the Board, Property Appraiser, Sheriff, Tax Collector, Supervisor of Elections, State Attorney, Public Defender, Blueprint 2000, and the Tourist Development Council) and online web applications (such as Board meetings, workshops, agendas, calendars; job applications; customer problem reporting; permitting; Purchasing via DemandStar; Summer Youth applications; Library Services, Capital Area Flood Warning Network; Volunteer Services; Parks Reservations; and Have a Hurricane Plan)
18. Support, maintain, and upgrade work order and other management systems, including Banner (Finance, Purchasing, Human Resources, and Payroll), Hansen (Public Works), Animal Control, Faster (Fleet), Paradigm (Landfill), Hansen (Facilities Management and MIS), Halogen E-Appraisal (Human Resources), Permits and Enforcement Tracking Software (PETS) (Growth and Environmental Management), E-Pro and Telestaff (EMS) and SIRSI (Library). Continue strategy of minimizing the number of single work order management systems by migrating into the enterprise Hansen system as feasible
19. Develop specialized applications for Human Resources (compensation, employee benefits, and the Florida Retirement System) and OMB (budget modeling support)
20. Implement electronic document management for Public Works, Animal Control, Development Support & Environmental Management, Veterans Services, Human Resources, and the County Attorney's Office, and other divisions or offices as they become ready
21. Support the Community & Media Relations Office in effective and efficient methods of communication to the public and internal customers
22. Plan for and coordinate the delivery of data services in new construction and renovations for computer and communications infrastructure and equipment

23. Coordinate employee desktop software training
24. Provide inventory and asset management of computer and communication assets
25. Provide information management solutions through in-house, consultant, or cloud based solutions as strategically feasible and appropriate

Tallahassee-Leon County GIS

1. Develop and manage high-accuracy planimetric and topographic basemap data
2. Create, compile, access and distribute derived and thematic GIS data
3. Manage the overall quality and integrity of departmental GIS data
4. Provide access to GIS analytical tools
5. Integrate GIS technology, service and support into the business processes of government
6. Identify additional sources of GIS data to support government activities and services

Statutory Responsibilities

Management Information Services (MIS)

- Florida State Constitution under Article V (Judiciary), Section 14 (Funding) requires provision of communications services, existing radio systems, and existing multi-agency criminal justice information systems for the Trial Courts (Court Administration and the Clerk of the Court), the State Attorney, and the Public Defender within the Second Judicial Circuit.

Tallahassee-Leon County GIS

Florida Statute 7 – County Boundaries

- Section 7.37 – Leon County

Florida Statute 101 – Voting Methods & Procedures

- 101.001 - Precincts and polling places; boundaries

Florida Statutes 163 – Intergovernmental Programs

- Section 163.2511-163.3248 - Growth Policy; County and Municipal Planning; Land Development Regulation
- Section 163.330-163.403 – Community Redevelopment
- Section 163.501-163.526 – Neighborhood Improvement Districts
- Section 163.565-163.572 – Regional Transportation Authorities

Florida States 166 - Municipalities

- Section 166.231 - Public service tax

Florida Statutes 192 - Taxation:

- General Provisions, Non-ad Valorem

Florida Statutes 193 - Assessments

- Section 193.023 - Property Appraiser's requirement established to provide or pay for orthorectified aerial imagery at FDOR specifications every three years.
- Section 195.002 - Property Appraiser and use of Aerial Imagery in Inspections

Florida Statute 202 – Communications Services Tax simplification Law

- Section 202.19 Local Communications Tax

Florida Statute 472 - Land Surveying and Mapping

- Section 472.027 - Minimum technical standards for surveying and mapping

City of Tallahassee Environmental Ordinance
Leon County Environmental Management Act
Local Comprehensive Plan
Interlocal Agreement for a Geographic information System, May 16, 1990
Senate Bill 360

Advisory Boards

Management Information Services (MIS)

- The Criminal Justice Coordinating Council is the executive steering committee for the Justice Information System. Internally, the Justice Information Systems Agreement of 2001, re-ratified in January 2007, by the Criminal Justice Coordinating Council, governs the responsibilities and expectations of the multi-agency criminal justice system called JIS
- Hansen Steering Committee (comprised of managers or designees from the departments using Hansen – Public Works, MIS, Facilities, Animal Control)

Tallahassee-Leon County GIS (TLC GIS)

- GIS Executive Committee (comprised of a Commissioner from the City and County and the Property Appraiser)
- GIS Steering Committee (comprised of the MIS Director, the City's ISS Director, and the Assistant Property Appraiser)
- Permit Enforcement & Tracking System (PETS) Steering Committee (comprised of the MIS Director, the City's ISS Director, the Assistant Property Appraiser and the Directors of City and County Growth Management Departments)
- GIS Development Team (staff from City, County, and Property Appraiser's Office)
- PETS Development Team (staff from City, County, and Property Appraiser's Office)
- Addressing Steering Committee (TLCGIS Coordinator, EMS Chief, and representatives from the Leon County School Board, Property Appraiser's Office, City and County Growth Managements and the Planning Dept.)

LEADS Review Process

Management Information Services (MIS) conducted a comprehensive focus group meeting which included MIS/GIS staff and internal and external customers on January 31, 2012. Customers and staff who were invited to the focus group were asked to complete a survey, too. The meeting was facilitated by MIS Director Pat Curtis and attendees were:

- Maggie Theriot, Office of Resource Stewardship
 - Tim Carlson – Office of Financial Stewardship - OMB
 - Amy Cox – Human Resources
 - Cristina Paredes, Office of Economic Development & Business Partnerships
 - Kay Hogan - Office of Economic Development & Business Partnerships – Tourism Development
 - Chad Abrams – Office of Public Services – EMS
 - Dot Penton, Office of Public Services – Animal Control
 - Ryan Culpepper – Department of DSEM – Development Services
 - Tiffany Lovett – Office of Human Services & Community Partnerships
 - Jon D. Brown – Community & Media Relations
 - Chris Muehleemann – Department of Public Works - Engineering
 - Nelson Andrews – Office of Intervention and Detention Alternatives
 - David Reid – Clerk’s Office – Finance
 - Mindy Hurst – State Attorney’s Office
 - Joe Whitley – State Attorney’s Office
 - Lee Hartsfield – TLCGIS Coordinator
 - Scott Weisman – TLCGIS
 - Elizabeth Ostrus - TLCGIS
 - Jacob Coble – TLCGIS
 - Hermon Davis – MIS Applications & Database Manager
 - Susan Redmond – MIS, Work Order Management
 - Bill Simpson – MIS, Web
 - Mike Urban – MIS, Web
 - Michelle Taylor – MIS ITT Manager
 - Alan Russell – MIS, Systems
 - Jimmy Grantham – MIS, Technical Service Center
 - James Shaw – MIS, TSC
 - Pamela Stalnaker – MIS, Virtual Desktops
- ** Completed survey only – Public Defender’s Office, Court Administration, and Library Services

The focus group was provided a brief overview of the LEADS program and the process which the County staff was undergoing. The Core Values were reviewed. A brief overview of MIS programs and services was provided which included MIS’ organizational structure, area functions, the MIS customer base, benchmark statistics, and interesting facts about MIS. Results of the survey were reviewed. A SWOT analysis was conducted with strong participation by all in the focus group.

Additional meetings were held within MIS by the Applications group and the ITT group. Their feedback and SWOT analysis have been blended as an overall response below.

Tallahassee-Leon County GIS completed two focus group efforts during the week of February 3, 2012. The first focus group was internal in composition which included the TLC GIS core staff. The second focus group was external in composition and included a cross-section of customers that TLC GIS supports. In preparation for the meetings, TLC GIS also sent out a survey to a broader group of external group of customers at both the management and GIS user levels.

Internal Focus Group – 2/1/12

Attendees:

Lee Hartsfield – Facilitator
Pat Curtis – Co-facilitator
Ned Cake
Tim Canavan
Jacob Coble
Marcus Curtis
Greg Mauldin
Tricia McClenahan
Jason McEachern
Elizabeth Ostrus
Arifa Ozair
Steve Stauffer
Fran Ward
Scott Weisman
Avis Wiggins

External Focus Group 2/2/12

Attendees:

Lee Hartsfield – Facilitator
Pat Curtis – Co-facilitator
Tom Brantley – Facilities Management
Ned Cake – TLC GIS
Ryan Culpepper - DSEM
Mike Furlong – Emergency Management
Mac Kemp - EMS
Roger Kesling – Leon County School Board
Shington Lamy – County Administration
Sterling Mullett – Sheriff’s Office
Elizabeth Ostrus – TLC GIS
Bob Parmalee – Property Appraiser
Jim Pilcher – Public Works
Fran Ward – TLC GIS
Barbara Wills - Leon County School Board

The survey was sent out to the full list of invitees and their respective managers, including the City of Tallahassee, Supervisor of Elections and the TLC GIS Development Team.

LEADS Review – Summary of Feedback

Management Information Services (MIS) LEADS Review Feedback

MIS was identified to have a dedicated, responsive, knowledgeable, resourceful, and collaborative staff. The computing, network, and telecommunications infrastructures were characterized to be robust and reliable. However, with competing priorities and the increased appetite/requirements of County departments for technology solutions, MIS is overwhelmed, disorganized, and sometimes ineffective without a formal, structured project management process and governance process. It was also recognized that more effective tools and processes are needed for improved external and internal communications.

Tallahassee-Leon County GIS (TLC GIS) LEADS Review Feedback

The TLC GIS staff and the GIS data were identified as the primary strengths. The TLC GIS staff is qualified, dedicated, experienced, Innovative, collaborative, cost conscious, approachable and responsive. They provide excellent customer service, value-added service and they relate to customers in a business-sense and they are highly capable of integrating GIS into the business processes of government. The GIS data is recognized to be high quality, accurate, timely, very detailed, and well-organized. However, with the growing number of GIS projects and customers' growing needs, improvement in project management and communication are needed. Likewise, more careful listening skills need to be developed in working with the community of users in identifying where the GIS data is lacking in content and detail. In addition, it was recognized that improving access and discovery to the GIS data is desired. The external focus group voiced their willingness to become part of a periodic GIS Stakeholders' meeting to review and identify additional GIS data needs.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

Management Information Services (MIS)

<p>Strengths:</p> <ul style="list-style-type: none"> ▪ Foundation - Supportive Executive management ▪ Customer Service Using Hansen for MIS for call tracking Responsiveness Providing “floaters” to check in with users ▪ Staffing Knowledgeable Expertise Innovative Not following the herd Persistent Efficient Strong Oracle DBA Expertise Diverse knowledge Willing to help Proactive Resourceful Using interns from TCC and FSU ▪ Infrastructure/Systems Reliable infrastructure MIS/GIS collaboration to reduce costs MIS/GIS cross utilization of Systems staff 	<p>Weaknesses:</p> <ul style="list-style-type: none"> ▪ Staffing SQL Database knowledge is very weak No Entry level positions More staff needed to meet needs Lack of Telecommuting policy Staff attendance of conferences for networking has been drastically cut back ▪ Infrastructure/Systems Inadequate security - Need to enforce policy with user agencies on add/delete/change access form Licensing management and version control Legacy operating systems need to be upgraded Best practice framework for service management needs to be implemented (i.e. ITIL) Documentation of systems, processes, and services need to be strengthened ▪ Customer Service Better communication when ready to go live with an initiative for customers and inside MIS Define service management framework Communicate Plans for computer upgrade plans for work areas MIS is sometimes “absolute” – it needs to work through issues before declaring a “mandate” ▪ Work Processes Change management procedures are needed Project Management training, expertise, and resources are needed ▪ Work Load Budget strategy across the Board for technology initiatives strains current MIS resources MIS unable to say No Lack of prioritization of work efforts Lowering staff morale and burnout due to stress and intense workload Unable to use annual leave
<p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Technology Cloud Computing Mobile Computing Further use of virtualized desktop environment To hesitate on software releases Continue ongoing server virtualization project Consolidation of hardware API development ▪ Service Improvements Develop an external expert on MS Office Leverage technology savvy users and create a Super User group Employ project management and change management procedures Introduce depreciation into the inventory process Improve Internal and external communications Strengthen internal communications between and within MIS groups/teams Develop teams to focus on deployment of projects Use the Intranet for communications 	<p>Threats:</p> <ul style="list-style-type: none"> ▪ Outages Power, accidents, disasters, disease Lack of telecommuting plan ▪ Infrastructure Power – need sustained and clean power Cyber terrorism ▪ Technology Software sales people Intense expansion of new technology Consumerism of technology ▪ Staffing Retaining expert staff as new technology companies come into the Tallahassee market Outsourcing Loss of institutional knowledge from retirements and outsourcing Loss of training Not enough depth in staff resources to provide adequate backup of services, causing individuals to always be on call. ▪ Budget - Budget cuts because of property tax devaluation ▪ Planning - Inadequate resources – staff, process, time for planning ▪ Workload Competing priorities Unfunded State mandates Heavy, overwhelming workload

The Most Critical Strengths, Weaknesses, Opportunities and Threats

Tallahassee Leon County GIS

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ▪ Customer Service Provides excellent customer service Provides value-added service Relate to customers in a business-sense and highly capable of integrating GIS into the business processes of government ▪ Staff Qualified and Dedicated, Experienced, Innovative, Collaborative, Cost conscious, approachable and responsive ▪ GIS Data Access, Quantity, High Quality & Value, Accurate, Timely, Very detailed, well organized, open and available to public, multi-agency datasets ▪ Service Provision Provides GIS as an essential technology Provides direct and seamless integration of GIS into the business processes Provides critical backup for emergency management during a disaster Use interns extensively for staff augmentation Supports a broad range on applications Leverage Grant opportunities, Strong Training Program 	<ul style="list-style-type: none"> ▪ Customer Service Public awareness Effective, timely and clear communication Balancing the no's, yes's and the not now's, external customer feedback Keeping customers informed ▪ Staff Resources stretched thin, Multi-agency collaboration static ▪ GIS Data Difficult to find or navigate data Non-intuitive naming conventions ▪ Service Provision Conflicting Priorities Managing Expectations, Change Management, Project Management & Planning ▪ Changing Technologies Taking advantage of latest innovations Lack of variety in data delivery options Agility to move to new versions ▪ Other Customer legacy hardware and software
<ul style="list-style-type: none"> ▪ Customer Service Build relevance to decision-makers & to business entities Building partnerships Customer Communication for enhancing attributes of existing data, Conduct Data Discovery Groups, Quarterly Stakeholder meetings ▪ Staff More open collaboration opportunities within the Interlocal community, Harvesting good ideas ▪ GIS Data Marketing (proactive) Easy to use data search, Common Portal for Public Data, Information access by location More real-time data, Expand data and attribute options ▪ Service Provision Marketing (proactive) Address Process Review, Update address management Streamlining multiple Work Order Management Systems PSC & Motorola/CAD Implementation Retiring or replacing legacy applications Grow beyond county boundaries (regional GIS) 	<ul style="list-style-type: none"> ▪ Customer Service- Closed communications with some Interlocal customers ▪ Staff Burnout, stress, frustration, diminishing employee benefits ▪ GIS data Other less accurate GIS data sources Public over-reliance on data Size of datasets ▪ Service Provision Service over data management ▪ Changing Technologies Industry Changeability, Rapid change in technology Disruptive Technology Fluidity of New Technology Legacy hardware and software ▪ Other Power, AC, Heat, Infrastructure, VM Environment, High Availability & Disaster Recovery Cyber security State decisions Unfunded mandates Diminishing employee benefits Statewide Imagery Project Non Ad valorem policy changes USPS addressing standards and processing

Technology Strategies Recommended by MIS

Technology Strategies Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Computing Infrastructure				
Move disaster recovery infrastructure to the new Public Safety Complex	MIS	EN1, EN2, Q2, G1, G2, G5	+\$	Planned
Move the TLCGIS Oracle Database and UNIX Server environment to a virtual environment in conjunction with a DR/HA server at the Public Safety Complex	MIS/GIS	EN1, EN2, Q2, G1, G2, G5	+\$	Planned
Implement a Reverse Proxy for TLCGIS	MIS/GIS	EN1, EN2, Q2, G1, G2, G5	+\$	New
Create a public-facing Internet infrastructure to support a GIS data portal	GIS	EN1, EN2, Q2, G1, G2, G5	-	Current
Install a new storage environment at the RSC for GIS/JIS for the DR/HA environment	MIS/GIS	EN1, EN2, Q2, G1, G2, G5	+\$	Planned
Implement a SQL database server farm	MIS	G2, G5	+\$	New
Implement Project Management Framework and Processes				
Implement a project management framework	MIS/GIS	G1, G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Expand mobility infrastructure for user departments to allow for mobile computing for field staff	MIS	EN1, EN2, Q2, G1, G2, G5	+\$	New
Develop standards for scanning devices to include color where appropriate	MIS	G2	-	Current
Implement electronic faxing	MIS	G2	+\$	Planned
Implement centralized/managed printing throughout the County	MIS	EN4, G1, G2, G5	-\$	Current
Provide for an Effective Desktop Environment				
Migrate desktop fleet to Windows 7 and Microsoft Office Suite 2010	MIS	G2	-	Current
Continue expansion of virtualized desktops as feasible	MIS	EN4, G2, G5	-	Planned
Special Projects				

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Expand Avaya Telephone services to other Constitutional Offices and build in redundancy for disaster recovery	MIS	G2, G5	+\$	New
Implement Citizen Connect Mobile Application	MIS	G1, G2, G3, G5	-	Current

Pat Curtis

2/24/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Implement a project management framework which includes software and training of staff. As part of the project management framework, a Customer Communication Plan which will include project planning templates, a customer decision tree for application development, a shared file location for staff, regularly scheduled meetings with customers, and data discovery workshops with stakeholders, in order to optimize customer service, communication and services delivery. Formal project management will manage project creep and customer expectations.	G1, G2, G5	1, 3, 4	MIS/GIS	+\$
Develop a change management framework to prioritize and document infrastructure, software, and policy support events and enhancement needs.	G1, G2, G5	1, 3, 4	MIS/GIS	-
Update MIS policy manuals to improve consistency and communications.	G1, G2, G5	3, 4, 7	MIS/GIS	-
Improve user training of applications and desktop solutions. Offer brown bag lunch and learn sessions, create webinars, hold user question sessions, create an online help blog, and provide access to online training tools.	G1, G2, G5	1, 3	MIS	+\$
Expand the use of the Intranet with a County-wide team for improved content and services such as e-forms and subscription notices.	G1, G2, G5	1, 3, 4, 6, 8	MIS	+\$
Improve service call reporting by creating customized reports and screens within Hansen that are relevant and easier to use.	G1, G2, G5	1, 3, 4, 7	MIS	+\$
Integrate inventory control within Hansen	G1, G2, G5	3, 4, 7	MIS	+\$
Improve status reporting and project prioritization with MIS/GIS management and staff through with cross section MIS/GIS meetings on a regular basis.	G1, G2, G5	3, 4, 6, 7	MIS/GIS	-
Increase opportunities for more staff to attend general conferences.	G1, G2, G5	3, 5, 8	MIS/GIS	+\$

Tallahassee Leon County GIS Improvements Only				
Implement a New TLC GIS Website, which will focus on easy access to data through a data portal and an easy to use front map, a gallery of maps with designations of simple to complex and hyperlinks to outside GIS data sources.	Q5, G1, G2, G3, G5	1, 2, 3, 7, 8	TLC GIS	-
Develop a TLC GIS ArchHydro Project, which will utilize a specialized GIS database and create powerful decision-making tools for water resource analysis and problem solving which will assist in assessing water quality, determining water availability, preventing flooding, understanding the natural environment, and managing water resources on a local or regional scale which will be developed with the assistance of professional stakeholders within the Interlocal community of users.	EN1, EN2, EN3, Q3,	1, 2, 3, 7, 8	TLC GIS & a Stakeholders Support Team	-
Develop a TLC GIS Facilities Types Project, designed to enhance the buildings' attribute database within GIS in order to better support the Non-ad Valorem assessments by improving the accuracy and completeness of building locations, measurements, types and uses while developing a process to maintain the database into the future.	EC1, G1, G2, G5	1, 3, 4, 7	TLC GIS	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

As County departments are expected to embrace technology solutions to become more efficient and effective in fulfilling their missions, MIS/GIS resources need to expand accordingly to provide adequate support for implementations, operations, and disaster recovery. Also, as nearly 40% of the senior management staff approaches retirement within the next five years, succession planning is needed. A suggested solution is to establish entry level positions which will allow new staff to be trained to move into the middle tier levels as the existing middle tier staff move into the retiring staff positions.



Strategic Plan - DRAFT

Leon County - PLACE/Planning Department

Vision

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

Mission Statement

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

Core Services

Planning, Management:

1. Provide coordination and oversight of all planning functions.
2. Ensure administration of the department budget; ensures expenditure levels conform to approved resources.
3. Monitor federal and state legislation impacting county and municipal government planning activities.
4. Provide timely and effective planning information for the orderly growth of the Leon County and Tallahassee community.

Planning, Support:

1. Provide efficient support service activities (GIS, research, mapping, graphics, computer assistance, and publication assistance) to the Planning Department and to City and County Governments.

Planning, Administrative Services:

1. Promote the efficient and effective administrative services support for the entire department; provides additional resources in understaffed areas; improves use of existing staff and fiscal resources; and promotes effective division, and external department coordination.

Planning, Land Use Administration:

1. Review rezonings, Planned Unit Developments (PUD), Developments of Regional Impact (DRI), and other large-scale developments;
2. Process and reviews abandonments and street reclassification requests.
3. Assist other divisions and departments with the creation and processing of land development regulations for special study areas.
4. Review County and City development plans.

Planning, Comprehensive Planning and Urban Design:

1. Promote the implementation of the Tallahassee-Leon County Comprehensive Plan including process evaluation, text and map amendments.
2. Provide coordination for long-range planning projects and issues.
3. Develop and implement long range plans to identify and protect natural resources, including canopy roads, wildlife and listed species habitat, unique vegetation communities, community open space and surface water resources through greenways and mitigation planning, land acquisition, environmental research and resource assessment, and coordination with other agencies.
4. Research and prepare reports and recommendations for special planning initiatives directed by the County Commission, City Commission, or State statutes.

Statutory Responsibilities

Planning, Management:

Planning Management oversees all facets of the Department's work and therefore works within the scope of both Comprehensive and Land Use Planning regulations including:

- State Statutes:
 - Chapter 125, Title 11,
 - Chapter 164 "Municipal Annexations & Contractions",
 - Chapter 163 "Comprehensive Planning",
 - Chapter 163 "Development Agreements",
 - Chapter 339 "Transportation Planning",
 - Chapter 427 "Land Acquisition"
- Leon County and City of Tallahassee Land Development Regulations:
 - Chapter 10, Article II "Local Planning Agency",
 - Article V "Comprehensive Planning",
 - Article VI "Concurrency Management",

- Article VII “ Environmental Management”

Planning, Land Use Administration:

The Land Use Division’s work is governed by a wide range of statutory and local regulatory documents, including both Comprehensive Planning Statutes and Local Land Development Regulations, including:

- State Statutes:
 - a. Chapter 163 “Comprehensive Planning”,
 - b. Chapter 163 “Development Agreements”,
 - c. Chapter 339 “Transportation Planning”,
 - d. Chapter 427 “Land Acquisition”

- Leon County and City of Tallahassee Land Development Regulations:
 - a. Chapter 10, Article II “ Local Planning Agency”,
 - b. Article V “Comprehensive Planning”,
 - c. Article VI “Concurrency Management”,
 - d. Article VII “ Environmental Management”

Planning, Comprehensive Planning and Urban Design:

The Comprehensive Planning and Urban Design Division’s work is governed primarily by documents regulating Comprehensive and large scale planning both statewide and locally, including:

- State Statutes:
 - a. Chapter 163 “Comprehensive Planning”,
 - b. Chapter 163 “Development Agreements”,
 - c. Chapter 339 “Transportation Planning”.

- Leon County and City of Tallahassee Land Development Regulations:
 - a. Chapter 10, Article II “ Local Planning Agency”,
 - b. Article V “Comprehensive Planning”,
 - c. Article VI “Concurrency Management”.

Advisory Boards

Land Use Division:

- Planning Commission,
- Local Planning Agency,
- Special Advisory Committees as needed.

Comprehensive Planning and Urban Design:

- Canopy Roads Citizens Advisory Board,
- Water Resources Committee,
- Urban Design Commission,
- Greenways Advisory Board,
- Local Mitigation Strategy Committee,
- Special Advisory Committee as needed.

LEADS Review Process

The Planning, Land Management and Community Enhancement (PLACE) Department developed an in-house strategic planning team to complete the LEADS process. Team members include:

- Roxanne Manning,
- Cherie Horne,
- Russell Snyder,
- Ed Young,
- Amonda Gayle Daniels-Emanuel,
- Brian Wiebler, and,
- Debra Thomas.

The first staff Internal LEADS Review meeting was held on January 20, 2012. The Committee met in the DesignWorks Studio and utilized the process described in “Step C” of the “Steps to Develop the Work Area’s Strategic Plan” document.

On January 26, 2012 staff hosted an External LEADS Review meeting that included external stakeholders and staff members. The group met in the DesignWorks Studio for over two hours. Participating stakeholders included:

- Ed Murray, co-founder of TALCOR Commercial Real Estate Services,
- Laurie Hartsfield, Executive Director of Tallahassee Knight Creative Communities Institute, and,
- Tom O'Steen, with Moore Bass Consulting,
- David McDevitt, County Development Services, invited because his department is an “internal customer”,

- Christic Henry and the chairs of the CONA land use and comprehensive planning committees were also invited, but could not attend.

Following the External LEADS Review meeting, we held another internal meeting to discuss the results of the previous meetings and identify focus areas and options.

LEADS Review – Summary of Feedback

Staff reviewed the results from both LEADS Review meetings and looked for common themes, topics or ideas to help group the individual comments into broader categories. All comments received fit into five general topic areas.

1. Continue to place a high priority on broad communication and citizen engagement,
2. Seek increased opportunities for connecting with citizens,
3. Develop potential of the “Design Works” urban design studio,
4. Develop policies to replace the existing transportation concurrency system,
5. Foster a positive environment for re-development and new development inside the Urban Service Area.

After identifying the general topic areas, staff developed descriptions for each topic and aligned them with the Leon County Core Practices.

- Delivering the “Wow” Factor in Customer Service
- Connecting With Citizens
- Demonstrating Highest Standards of Public Service
- Accepting Accountability
- Exhibiting Respect
- Employing Team Approach
- Exercising Responsible Stewardship
- Living our “People Focused, Performance Driven” Culture

The descriptive language for each of the topics is listed below, along with the most closely aligned Core Practices. The focus group comments that relate to each topic are also listed.

1. **The Planning Department should continue to place a high priority on broad communication and citizen engagement programs regarding the relevance of planning for the future.** (*Connecting With Citizens, Demonstrating Highest Standards of Public Service, Exhibiting Respect, Employing Team Approach, Living our “People Focused, Performance Driven” Culture*)
 - We need to provide general education about relationship between planning and quality of life/economic returns (staff)
 - We spend too much time “preaching to the choir.” (staff)

- We don't communicate our project priorities enough. We need to identify 3-5 top priority projects that everyone knows about. (staff)
 - It would be helpful to prioritize opportunities for general education about community planning, Planning shorts and Smart Board videos and act on those priorities. (staff)
 - We need to develop better general education tools for commissioners (short videos on website/WCOT) (staff)
 - How can we develop a stronger program for community involvement based on education on what the vision for the future is and what is desirable development that supports the vision? This would help generate support for good development proposals. Also expressed that citizens in our community have a high expectation for being noticed, opportunities for involvement, and opportunities to be heard. You can't reduce this service once you have begun providing it. (external)
 - How can we focus less on role of regulator and more on education and assistance? (external)
 - We need to address the lack of citizen knowledge about connections between community planning and quality of life/economic returns (staff)
 - We can help develop more openness to outside/community input. (external)
2. **Evaluate citizen outreach efforts and seek increased opportunity for connecting with citizens, demonstrating the quality and value of our service, and recognizing that citizens that have not yet contacted us are no less of a customer than those who have.** *(Delivering the "Wow" Factor in Customer Service, Connecting With Citizens, Demonstrating Highest Standards of Public Service, Accepting Accountability, Exhibiting Respect, Employing Team Approach, Living our "People Focused, Performance Driven" Culture)*
- Citizen outreach is mostly based on petitions or projects, basically reactive (staff)
 - Outreach for policy work that does not have a specific geography is weak (staff)
 - Expand notification, send all notices to local contacts for Neighborhood and Homeowner Associations within 1,000 feet of a project (staff)
 - We do have good outreach for geographic based projects (staff)
 - Customer service staffing structure can be improved (staff)
 - Reduced Comp Plan Cycle by 4 months while keeping citizen involvement (staff)
 - Land use rezoning process is well run (staff)
3. **Continue development of the "Design Works" urban design studio team capacity to engage in small area planning focused on nodes of human scale development that have a unique sense of place within the community. Find more ways to utilize public planning and infrastructure to foster private investment.** *(Delivering the "Wow" Factor*

in Customer Service, Exercising Responsible Stewardship, Living our “People Focused, Performance Driven” Culture)

- We have good Sense of Place outreach and projects (staff and external)
- Place making activities that foster private investment are good. (external)
- Prioritize “node planning” project as tool to refine view of appropriate locations for higher density/intensity, maximize roadway efficiency, and better engage citizens at the proactive planning stage. (staff)
- Refocus government role on protecting and enhancing public investments (external)
- Consider planning efforts for growth nodes (not more regulations, focus on planning for infrastructure and fostering private investment). (external)
- Adjust level of government involvement based on the needs of the area. (external)
- Full Development and staffing of the urban design studio (external and staff)

4. Develop policies to replace the existing transportation concurrency system with a “Mobility Fee” system focused on moving people. *(Exercising Responsible Stewardship, Living our “People Focused, Performance Driven” Culture)*

- Need to fix transportation concurrency system. (external)
- Mobility fee development (staff)
- Capitalize on changing perspectives regarding alternative modes of transportation. (external)

5. Through policies and actions the department should foster a positive environment for re-development and new development inside the Urban Service Area, with a focus on concentrating growth at pre-identified nodes. This approach is supported and balanced by continuing to not support increased development outside of the Urban Service Area. *(Accepting Accountability, Exercising Responsible Stewardship, Living our “People Focused, Performance Driven” Culture)*

- Policies and regulations are too prescriptive, need to move toward more performance based system. (external)
- Clients just want to know what they can do on a given property. If a client was “burnt” in the past by unexpected regulations, they may avoid future projects in Leon County if it is not clear that things have changed. (external)
- Political leadership is supportive of development community. (external and staff)
- Planning Department staff was arrogant and condescending. This has gotten much better and current staff has a better attitude. Shift in thinking from holding development back to now helping foster development. (external)

- Still operating under old philosophy of Comprehensive Plan that was developed in response to rampant growth of the 80's and 90's (mentioned in context of staff being helpful now, but still bound to enforce these older policies). (external and staff)
- After 20 years of amendments the Comprehensive Plan contains conflicting policies and guidance. (external)
- Minimize "prescriptiveness" of LDRs. (external)
- City and County need message that we are "open for business". (external)
- Refocus government role on protecting and enhancing public investments (external)

The only LEADS Review comment that did not fit within the five major topic areas was a self-criticism by staff: "Not enough emphasis placed on following through with implementation of plans and policies. Once the plan is done we move on. Need to do less and do it better (staff)." This comment should be considered as an overarching concept that applies to each of the major topics identified below and the Strategic Plan for the Department that will be developed based on this information. When everything is a priority, nothing is a priority. Staff views this Strategic Planning process as an opportunity to set clear priorities.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

The following comments were provided during our Internal and External Focus groups meetings. We have grouped the comments into Strengths, Weaknesses, Opportunities and Threats.

<p><u>Strengths</u></p> <p>1/20/2012 Staff LEADS Review:</p> <ul style="list-style-type: none"> • Good public notification and outreach for geographically based projects, • Reduced Comp Plan Cycle by 4 months while keeping citizen involvement intact, • Land use division's rezoning process is well run, • Sense of Place outreach and projects are working very well. <p>1/26/2012 External LEADS Review:</p> <ul style="list-style-type: none"> • Political leadership is supportive of development community • Planning Department staff was arrogant and condescending. This has gotten much better and staff has a better attitude. Shift in thinking from holding development back to now helping foster development. • Place making activities that foster private investment are good. • More openness to outside/community input. 	<p><u>Weaknesses</u></p> <p>1/20/2012 Staff LEADS Review:</p> <ul style="list-style-type: none"> • The Planning Department and local government does not effectively educate citizens about relationship between good planning and quality of life/economic returns, • Due to staff and time limitations, most public outreach is reactive to applications, • Outreach for policy work that does not have a specific location or geography is not strong enough due to diffuse location of interested parties and expense of notification, • Staff spends too much time "preaching to the choir", we need to accurately focus our presentations to match the audience, • Local government does not place enough emphasis on implementation of plans and policies. Once the plan is done we move on. Local governments should not adopt or approve plans that are not financially feasible and that will not be implemented. • Ideally, staff needs to focus on issues, do fewer projects but do a better and more thorough job on each project, "When everything is a priority, nothing is a priority." We suspect that this feeling may be endemic to local governments, • Customer service staffing structure can be improved - (DONE - new customer service structure completed in early March 2012), • Staff does not communicate our project priorities enough (should have 3-5 top priority projects that everyone knows about). <p>1/26/2012 External LEADS Review:</p> <ul style="list-style-type: none"> • Local government is still operating under old Comprehensive Plan that was developed in response to rampant growth of the 80's and 90's. Committee mentioned this in context of staff being helpful now, but sometimes hindered by existence and enforcement of these older policies, • After 20 years of amendments the Comprehensive Plan contains conflicting policies and guidance, it is internally inconsistent. • Policies and regulations are too prescriptive, need to move toward more performance based system, • Clients just want to know what they can do on a given property. If a client was "burnt" in the past by unexpected regulations, they may avoid future projects in Leon County if it is not clear that things have changed. • The City and County need to fix transportation concurrency system.
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<p><u>Opportunities:</u> 1/20/2012 Staff LEADS Review</p> <ul style="list-style-type: none">• The Planning department needs to make public and elected official education a priority. Emphasize fiscal, social and financial benefits of good community planning. Tools include Planning shorts and Smart Board videos, Build a constituency for good planning,• Develop general education tools for commissioners (short videos on website/WCOT), talking points memos, etc,• Expand notification by sending all notices to local contacts for Neighborhood and Homeowner Associations within 1,000 feet of a project,• Prioritize “node planning” project as tool to refine view of appropriate locations for higher density/intensity, maximize roadway efficiency, and better engage citizens at the proactive planning stage,• Mobility fee development should a priority,• Complete development and staffing of the Urban Design Studio. <p>1/26/2012 External LEADS Review</p> <ul style="list-style-type: none">• Refocus government role on protecting and enhancing public investments,• Consider planning efforts for growth nodes (not more regulations, focus on planning for infrastructure and fostering private investment),• Adjust level of government involvement based on the needs of the area,• Minimize “prescriptiveness” in comp plan and zoning code where possible,• Emphasize changing elected officials and public perspectives regarding alternative modes of transportation,• Planning staff should focus less on role of regulator and more on education and technical assistance,• Need to send message that we are “open for business”,• Planning staff can provide community involvement with education on the Commission’s vision for the future, Show examples of desirable development and good planning practices that support the vision, help generate support for good development proposals.• Citizens in our community have a high expectation for being noticed, opportunities for involvement, and opportunities to be heard. You can’t reduce this service once you have begun providing it.	<p><u>Threats:</u> 1/20/2012 Staff LEADS Review</p> <ul style="list-style-type: none">• Lack of citizen knowledge about connections between community planning and quality of life/economic returns.
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Strategic Initiatives and Anticipated Timelines for Board Actions

DEPARTMENT OF PLACE (EXCEPT BLUEPRINT 2000) (PL)

Strategic Initiative – PL-A

Description	Strategic Priority Alignments	Lead Entity
Identify revisions to future land uses which expand opportunities to promote and support economic activity	EC2	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Board on potential Comprehensive Plan amendments that support economic activity	02/2013
Direct Staff to initiate text amendment to Comprehensive Plan for 2012 - 13 round	02/2013
Adopt text amendment (if directed to initiate text amendment)	07/2013

Strategic Initiative – PL-B

Description	Strategic Priority Alignments	Lead Entity
Consider policy to encourage redevelopment of vacant commercial properties	EC2	PLACE/DSEM

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Board Workshop on potential policies that encourage redevelopment	10/2012
Direct Staff to initiate text amendment to Comprehensive Plan	10/2012
Adopt text amendment (if directed to initiate text amendment)	07/2013

Strategic Initiative –PL- C

Description	Strategic Priority Alignments	Lead Entity
Consider mobility fee to replace concurrency management system	EN1, EN2	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Board on proposed mobility fee program	11/2012
Direct Staff to initiate text amendment to Comprehensive Plan	11/2012
Adopt text amendment (if directed to initiate text amendment)	12/2013

Strategic Initiative – PL-D

Description	Strategic Priority Alignments	Lead Entity
Promote concentrated commercial development in Woodville	EN1, EN2, Q5	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Board on proposed that promote concentrated commercial development	11/2012
Direct Staff to initiate text amendment to Comprehensive Plan or appropriate policies	01/2013
Adopt text amendment (if directed to initiate text amendment)	07/2013

Strategic Initiative – PL-E

Description	Strategic Priority Alignments	Lead Entity
Update Greenways Master Plan	Q1, EC1, EC4	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Commission	08/2012
Approve update	09/2012

Strategic Initiative – PL-F

Description	Strategic Priority Alignments	Lead Entity
Consider constructing Cascades Park amphitheatre, in partnership with KCCI	Q4, EC1, EC4	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approve Amphitheater management plan	11/2012

Strategic Initiative – PL-G

Description	Strategic Priority Alignments	Lead Entity
Implement design studio	Q6, Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action - DesignWorks studio in place and functioning	04/2012

Strategic Initiative – PL-H

Description	Strategic Priority Alignments	Lead Entity
Implement visioning team	Q6, Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action – staff has received appropriate direction and will implement by May 30, 2012	05/2012

Strategic Initiative – PL-I

Description	Strategic Priority Alignments	Lead Entity
Develop performance level design standards for Activity Centers	Q6, Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Board Workshop on proposed design standards	05/2013
Board approval or adoption of design standards	05/2013

Strategic Initiative – PL-J

Description	Strategic Priority Alignments	Lead Entity
Revise Historic Preservation District Designation Ordinance	Q6	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Board on proposed ordinance	11/2012
Approve proposed revision to ordinance	01/2013

Strategic Initiative – PL-K

Description	Strategic Priority Alignments	Lead Entity
Develop design standards requiring interconnectivity for pedestrians and non-vehicular access	Q6, Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Presentation to Board on proposed standards	06/2013
Direct Staff to initiate Comprehensive Plan text amendment	06/2013
Adopt text amendment (if directed to initiate text amendment)	06/2013

Strategic Initiative – PL-L

Description	Strategic Priority Alignments	Lead Entity
Develop bike route system	Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Board Workshop on proposed bike route system	02/2013
Direct staff to implement bike route system	03/2013
Adopt text amendment (if directed to initiate text amendment)	12/2013

Strategic Initiative – PL-M

Description	Strategic Priority Alignments	Lead Entity
Establish Bicycle & Pedestrian Advisory Committee	Q7	PLACE

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
No further Board action – staff has received appropriate direction and will implement by August 30, 2012	08/2012

Technology Strategies Recommended by MIS

The Planning Department is supported by City ISS. However, we are participating in the paperless agenda program through the City and utilizing advanced software, such as Sketch Up, to do our projects.

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹ Lead Entity	² Anticipated Impact (-, -\$, +\$)
Help establish the interdepartmental visioning team to identify opportunities to enhance our sense of place. This will also put in place a team to take on specific projects (Gadsden Street parking lot, Tallahassee Mall, Fairgrounds, etc.).	G2, Q6, Q7, EN2, EC4	6, 7, 8	Comprehensive/ Land Use/ Mgmt/ Admin	-
Address the remaining issues relating to the Community Planning Act. <ul style="list-style-type: none"> ▪ Prepare a status report on the Community Planning Act (HB 7207). ▪ Prepare an agenda item seeking direction on transportation concurrency and comprehensive plan amendment process from the City and County Commissions. 	EN2, QL2	4, 7	Comprehensive	-
Continue to develop the Sense of Place program and implement the initiatives. <ul style="list-style-type: none"> ▪ Construct improvements to the 5th Avenue Plaza in Midtown to provide a public gathering place for events and vendors. ▪ Begin design and implementation for South Monroe. ▪ Work with Visioning Team to identify priorities for Sense of Place projects in unincorporated area, beginning April 2012 with the Leon County Lake Jackson branch library and community center site at Huntington Oaks Shopping Plaza 	EC1, QL4, QL5	1, 6, 7, 8	Comprehensive	-
Complete Rural Activity Center standards (as identified in LR Transportation Plan) study.	QL3, QL5, QL7	7		-
Continue to implement the Multimodal District, including development of the <i>Moving Tallahassee: Cars Optional</i> Plan MMTD/Community Code	EC1, EN2, EN3, QL2, QL7	7, 8	Comprehensive	-
Create a Bike Route Plan, first within the Multimodal District, then expanding to the	EN2, EN4, QL3,	1, 2, 6, 7, 8	Comprehensive	-

<p>entire County.</p> <ul style="list-style-type: none"> ▪ Work with Bike Groups and citizens to identify best routes for the bike route system and design unique identifiers for the routes 	QL5, QL7			
<p>Begin development of a proposed Mobility Fee based on nodal growth around activity centers to replace the current road based concurrency management system, which inadvertently encourages sprawl patterns.</p>	EN2, EN4	4, 7	Comprehensive	UNK
<p>Update the 2004 Greenways Master Plan by March 2013</p>	EN2, QL1	1, 7, 8	Comprehensive	–
<p>Develop outreach program to inform potential users about Design Studio.</p>	QL6, G2	1, 2, 6, 8	Comprehensive	–
<p>Improve urban design quality and simplify design review process by creating brochures that describe design requirements and review processes.</p>	QL6, G2	1, 2, 6, 7, 8	Comprehensive/ Land Use	–
<p>Develop Public Education Programs including:</p> <ul style="list-style-type: none"> • Meet with CONA on significant, proposed ordinance & policy changes that affect neighborhoods, begin Summer 2012, • Schedule annual workshop with CONA and related stakeholders. begin Summer 2012 • Incorporate public outreach and communication plans into the work plans of all major policy initiatives, begin Summer 2012 • Develop Planning Speakers Bureau with programs aimed at educating the public on planning issues and the value of planning, by January 2013, • Create and maintain a contact database of local organizations by type in order to more easily communicate important policy events or information, by October 2012, • Develop educational materials for policy makers relating to current planning 	G1, G2, G3	1, 2, 3, 5, 6, 7, 8	Land Use/ Mgmt Comprehensive/ Admin	–

issues. Begin September 2012.				
Enhance quality of information in staff reports through inclusion of photographs by June 2012.	G2	2, 4, 6, 8	Land Use	—
Reorganize department to create dedicated customer service function and urban design staff by April 2012.	G2, G5	1, 2, 4, 8	Land Use/ Comprehensive	—

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

N/A



Strategic Plan - DRAFT

Leon County – Department of Public Works

Vision

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

Mission Statement

The mission of the Leon County Department of Public Works is to provide safe, efficient, and sustainable roadways and transportation amenities, stormwater facilities, parks and recreation opportunities, and maintenance services throughout Leon County that enhance its livability, environment and economic vitality.

Core Services

Division of Engineering Services:

1. Design and Construction for Stormwater and Transportation Systems
2. Land Surveying
3. Development Review and Utility Coordination
4. Water Quality and Stormwater Management

Division of Fleet Management:

1. Preventative Maintenance Activities
2. Fuel Distribution and Monitoring
3. Equipment Repairs and Replacements
4. Implementation of Sustainable Fleet and Associated Practices

Division of Operations:

1. Mosquito Control
2. Right-of-Way Maintenance
3. Stormwater Maintenance
4. Transportation

Division of Parks & Recreation:

1. Active Recreation
2. Boat Landings & Campgrounds
3. Community Centers
4. Greenways
5. Passive Facilities

Statutory Responsibilities

Department of Public Works:

- F.S., Chapter 119 “Public Records Law” (applies to all Divisions)

Division of Engineering Services:

- Federal Statutes 1972 “Federal Water Pollution Control Act (NPDES: 40CFR, parts 9, 122, 123, 124)”
- Federal Statute 33 U.S.C. Section 1342(p)
- Florida Constitution Article 12(9)(c)(5)
- F.S., Chapter 177 “Land Boundaries”
- F.S., Chapter 206.47 “Distribution of Constitutional Fuel Tax Pursuant to State Constitution”
- F.S., Chapter 206.60 “County Tax on Motor Fuel”
- F.S., Chapter 316 “State Uniform Traffic Control”
- F.S., Chapter 336 “County Road System”
- F.S., Chapter 337 “Contracting, Acquisition and Disposal of Property
- F.S., Chapter 403.0885 “Establishment of federally approved state National Pollutant Discharge Elimination System (NPDES) Program”
- F.S., Chapter 472 “Land Surveying”
- Leon County Code of Laws, Chapters 10, 13, 14, 16, 18, 341,373,471
- Policy 2.2.6 of the Conservation Element of the Comprehensive Plan

Division of Fleet Management:

- Code of Federal Regulations (CFR) Chapter 40, Part 279 “Used Oil and Oil Filters”
- F.S., Chapter 316.2935 “Air Pollution Control Equipment; Tampering Prohibited; Penalty”
- F.S., Chapter 316.2937 “Motor Vehicle Emission Standards”
- F.S., Chapter 403.717 “Environmental Control – Waste Tire and Lead-Acid Battery Requirements”
- F.S., Chapter 403.751 and 403.760 “Environmental Control – Resource Recovery and Management”
- Florida Department of State Rules 62-710 “Used Oil Management” and 62-711 “Waste Tire Rule”

Division of Operations:

- Federal Non-Point Discharge Elimination System (NPDES) regulation set forth in Section 40 CFR 122.26
- F.S., Chapter 125.01(1)(m) “Streets and Roads”
- F.S., Chapter 316 “State Uniform Traffic Control”
- F.S., Chapter 334.03 “Transportation Administration – Definitions”
- F.S., Chapter 336 “County Road System”
- F.S., Chapter 388 “Mosquito Control”
- Florida Administrative Code, Chapter 5E-13
- Florida Administrative Code, Chapter 62, Rule 62-40.432(2)(c)
- Leon County Code of Laws, Chapters 10 and 16
- Leon County Comprehensive Plan, Sections II, III, IV, V, and IX
- Policy 3.3.2 of the Comprehensive Plan, “Implementation of Urban Forest Management Goals” & “Canopy Roads Management Plan-Development and Implementation

Division of Parks & Recreation:

- F.S., Chapters 206.606 “Distribution of Certain Proceeds” (*as related to Boat Improvement Funds*)
- F.S., Chapter 260 “Florida Greenways and Trails Act”
- F.S., Chapter 327.47 “Vessel Safety – Competitive Grant Programs” (*as related to boat ramps, piers, docks, etc.*)
- Leon County Code of Laws, Chapter 13 “Parks and Recreation”
- Leon County Code of Laws, Chapter 92-12
- Leon County Comprehensive Plan, Section V
- Multiple Land Management Plans (Miccosukee Canopy Road Greenway Management Plan, J. R. Alford Greenway Management Plan, Fred George Basin Greenway Management Plan, St. Marks Headwaters Management Plan, Okeeheepkee Prairie Management Plan, Gil Waters Preserve Management Plan, and Jackson View Management Plan)

Advisory Boards

Department of Public Works:

- Development Review Committee
- Florida Department of Transportation

Division of Engineering Services:

- Capital Region Transportation Planning Agency (CRTPA) Technical Advisory Committee
- Bicycle/Pedestrian Advisory Committees
- Blueprint 2000 Technical Coordinating Committee
- Community Traffic Safety Team
- Water Resources Committee
- Science Advisory Committee
- Canopy Roads Advisory Committee

- Individual Public Participation (P²) Committees

Division of Fleet Management:

- Compressed Natural Gas (CNG) Advisory Board for Lively Tech.
- Lively Technical Partners for Excellence

Division of Operations:

- Canopy Roads Advisory Committee
- Tree and Wildlife Committee
- Science Advisory Committee

Division of Parks & Recreation:

- Miccosukee Canopy Road Greenway Citizens Advisory Committee
- J. R. Alford Greenway Citizens Advisory Committee
- Friends of the Miccosukee Greenway

LEADS Review Process

The Department of Public Works held the following LEADS Review meetings:

Division of Engineering Services

Thursday, January 26, 2012

1:30 pm – 4:00 pm

Participants:

Facilitator-	Kathy Burke
Scribe -	Laura Al-Kassar
Internal –	Deborah Warren- Eng. Admin
	Charles Wu- Eng. Design
	Andrew Riley- Eng Construction Inspection
	Kenny Williams- Operations
	Jimmy Hall- Operations
	Wendi Sellers - Purchasing
	Tony Park – PW- partial
External -	John Sliger- Registe Sliger
	Mike Scibelli- Atkins
	Eddie Bass- Moore Bass
	David Ward- Allens Excavating
	Bob Myerick- Sandco
	Kevin Geoff- Talquin
	Anthony- Talquin
	Pat Dawkins- Southern Lights
	City of Tallahassee W/S- No show
	Pine Meadows HOA- declined

Division of Fleet Management

Tuesday, January 31, 2012

1:00 pm – 4:30 pm

Participants:

Facilitator-	Shawn Abbot, Solid Waste
Scribe -	Rene Barrett, Fleet
Internal -	Chad Abrams, EMC
	Scott Brockmeir, DSEM
	Hermon Davis, MIS
	Tom Darragh, Fleet
	Jerry Estes, DSEM
	DJ Newsome, Solid Waste
	John Pompey, Fleet
	Glen Pourciau, Operations
	Steve Robbins, Facilities
	Charles Wu, Engineering
External -	Cathy Lewis, Leon County Department of Health

Division of Operations

Monday, January 30, 2012

9:00 am – noon

Participants:

Facilitator-	Leigh Davis
Scribe -	Brenda Smith, Operations
Internal –	Dale Walker, Director of Operations
	Jim Hazlip, Assistant Director of Operations
	Glen Pourciau, Stormwater Superintendent
	Tom Jackson, Right-of-Way Superintendent
	Ron Alvarado, Crew Chief
	Bobby Lewis, Heavy Equipment Operator
	John Feagin, Sign Repair Technician
	Eddie Phillips, Sr., Mosquito Control Technician
	Judith McMurtry, Administrative Associate III
	Kenny Douglas, Work Control Coordinator
	Chris Muehlemann, P. E., Engineering Services
	D.J. Newsome, Solid Waste Supervisor
	Dean Richards, Parks Supervisor
External -	Nancy Johnson, Killlearn Lakes HOA
	Gregory Durant, Killlearn Lakes HOA
	Sarah Gainey, Citizen
	Lee Lasseter, Peavy and Son Construction
	Steve Pichard, AAA Tree Service

Division of Parks & Recreation

Tuesday, January 31, 2012

1:00 pm – 5:00 pm

Participants:

Facilitator-	Leigh Davis
Scribe -	Maxine Donovan
Internal –	Josh McSwain, Parks Supervisor Dean Richards, Jr., Parks Supervisor Bruce Huffmaster, Greenway and Environmental Lands Supervisor Rick Lucero – Park Attendant Frank Hagood, Park Facilities Technician Gail Miller, Community Center Attendant Randy Franklin, Greenway Attendant Nawfal Ezzagaghi – DSEM Brian Hickey, Tourist Development Council/Sports Council Susan Davis, Senior Services Program
External -	Mike Wallace, Pop Warner Kip West, Little League Charles Higman, Fish and Wildlife Commission John Sajat, Citizen Sarah Johnson, Citizen David Chapman, Citizen Eleanor Warmack, Executive Director of FL Rec. & Park Assoc. Robin Birdsong, Dept. of Environmental Protect, OGT

LEADS Review – Summary of Feedback

The major input that arose from the LEADS Review participants, with respect to the work area's services, processes and behaviors regarding the County's Core Practices are really captured in the SWOT tables below. Furthermore, each Division in Public Works carefully considered the SWOT analysis and recommendations that arose from the LEADS Review participants as the proposed improvements were developed.

Two very strong recurring themes, across divisions, were the need for better communication with citizens and being understaffed for the breadth of services being provided.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

Department of Public Works

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Quality and institutional knowledge of staff ▪ Diverse abilities ▪ Doing a lot with a little ▪ Emergency response coordination and planning ▪ Timeliness/responsiveness ▪ Problem-solving culture ▪ Environmental awareness & stewardship ▪ Training and certifications 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Understaffed and limited resources ▪ Aging workforce (succession planning) ▪ Limited promotional opportunities ▪ Increasing service demand with decreasing resources ▪ Lack of marketing/public relations/citizen education campaign ▪ Can't say "no" culture
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Educating citizens on services ▪ Better use of technology/social media ▪ Cross training/succession planning ▪ Blueprint dollars/sales tax extension ▪ Greener Fleet to reduce carbon footprint ▪ Public Works Citizens Academy ▪ Maximize staff autonomy for decision making ▪ Implement a volunteer corps for parks ▪ Utilizing PW project as economic engines ▪ Review of mandated vs. non-mandated services to determine appropriate budget allocation 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Lack of funding/resources ▪ Increased regulations exceeding dept's ability to comply ▪ Poor economy ▪ Mistrust/Lack of Trust in Government ▪ Privatization/consolidation ▪ Constructing assets w/out maintenance dollars and/or plan

Division of Engineering Services

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Quality of staff ▪ Level of communication between staff and external customers ▪ Permit applications are easy to fill out ▪ Staff knowledge and history of issues- longevity- corporate knowledge is extensive ▪ Financial stewardship- staff tries to find economical solutions ▪ Diverse in abilities ▪ Staff works on many types of projects ▪ Access to staff anytime ▪ Timeliness of response/action ▪ Willingness to work together to solve problems ▪ Pre-bid meetings give the opportunity for questions ▪ Keeps current on regulations ▪ Flexible and fair ▪ Good customer Service for all 	<ul style="list-style-type: none"> ▪ Staff is working on many projects and their attention can be very diluted ▪ Pre-bid meetings- don't have a meeting just to have one; only hold if there are special issues to be discussed ▪ Communication between internal engineering staff- only one person knows about an issue and if that person is not there, the requestor has to wait for an answer ▪ Need a defined and streamlined process for project closeout; sometimes there are multiple final inspections ▪ Better response time to citizens on small issues (resource limited) ▪ No prequalification process for subcontractors ▪ More field flexibility during construction for utility placement ▪ Need earlier notification for planning and budgeting for utility relocations needed as part of our CIP's ▪ Responsiveness- need more than one point of contact for a project ▪ Lack of staff resources ▪ Need a technical person that can communicate with the citizens in a non- technical manner (i.e., communicate more simply without engineering jargon) ▪ Right-of-Way acquisitions and the time it takes to acquire the right of way ▪ Pay request process- better but still needs improvement ▪ Little involvement of maintenance staff until after the project is complete- it is too late to change anything- need to be involved early on in the design process ▪ Need to do more up front engineering to find the potential project stoppers early on before a lot of money is spent of a project the majority of the citizens do not want ▪ Keeping purchasing up to date on any contract revisions, NTP's, time, etc., any change in contract terms ▪ Complaints received are not always valid

Opportunities	Threats
<ul style="list-style-type: none">▪ Cross training of staff so they can serve multiple roles▪ Interdepartmental communication and internal division communication- if one person is gone, sometimes answers are hard to come by and delays can occur▪ Communicate with citizens on how we are spending their money▪ Integration of projects from design to construction to operation▪ Better understanding between entities external and internal▪ Have an engineer whose main function is construction support/management▪ Designate a staff member whose primary responsibility is utility coordination▪ Designate someone to be the one point of contact for external customers (Officer of the day). This needs to be someone comfortable with dealing with the public and can be rotated. Make one person less efficient to free up the remaining staff to be more efficient.▪ Partial use of consultants to do small parts of a project to keep a project moving▪ Maximize the field staff's authority to make as many decisions in the field and on the spot as possible▪ Look at unit price bids and the way they are structured. Do not put a quantity of 1 unit as a placeholder because the contractor will jack up this price.▪ Hold public meetings early in the design process and manage public expectations of the results from the start▪ Try to improve the user friendliness and integrate multiple uses/users in projects▪ Don't be afraid of third party reviews of projects▪ Let the contractors use the value engineering procedures that FDOT has to be able to potentially save the county money	<ul style="list-style-type: none">▪ Reduction of funding▪ Infrastructure lack of maintenance will reduce County's value of its assets▪ Resistance to change- due to long tenure of employees▪ Limitation of staff resources which sometimes creates a situation where issues escalate when they didn't need to if addressed when received▪ Lack of respect from external and internal entities regarding the internal knowledge of the county of longtime staff▪ Lack of confidence in general by citizens of county staff in general▪ Brain drain of staff- protect the group dynamics and quality of service▪ Succession planning for staff- need▪ Have an exit plan for staff

Division of Fleet Management

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Quantity vs. Quality esp. with small. staff/quality of vehicles/equipment ▪ Modern fleet/top equipment ▪ Environmental/recycling practices ▪ Response of broken equipment ▪ Dependable, courteous staff ▪ Experienced director ▪ Service reliability ▪ Technology current ▪ Efficiency not just repair ▪ Global repair & service ▪ Partnership with local vendors ▪ Certified mechanics (prefer asc) ▪ Need input from department and/or customers on new equipment needs 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Aging workforce/limited ▪ Small workforce (under-staffed) ▪ Unable to attend training due to workload ▪ Upgrade digital fuel pumps to fuel delivery system ▪ Lack or number of pool vehicles ▪ Update mileage policy pertaining to personal vehicle use ▪ Roadside maintenance/no substitute equipment for replacement for break-down ▪ Hybrid recalls ▪ Outsourcing ▪ Cooperative repair with city
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Create link for web/software application for Vehicle services/repair history (check off sheet) ▪ Reduce carbon-foot print by purchasing greener-type vehicles ▪ Make site visits for equipment ▪ Upgrade digital fuel pumps ▪ Inspection report on equipment prior to buy-back ▪ Solutions for dealer recalls, repair and roadside assistance/maintenance ▪ Offer training on current software ▪ Satellite facility mechanic at EMS (new) 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Privatization ▪ Environmental regulations ▪ Economy ▪ Budget cuts ▪ Aging workforce/small ▪ Equipment changes in technology ▪ Cost of resources ▪ Facility size ▪ Policy/politically correct

Division of Operations

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Staff afforded the opportunity for Continuing Education ▪ Skilled personnel ▪ Employees are properly certified ▪ Utilization of technology with MIS/GIS ▪ Strong leadership ▪ Institutional knowledge ▪ Well developed emergency plans ▪ Inter-departmental teamwork ▪ County Culture that is concerned about citizens and employees ▪ Community involvement 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Limited promotional opportunities ▪ Lack of public education regarding services ▪ Breadth of services (too many given the limited fiscal resources available) ▪ Limited resources (both human and fiscal)
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Educating the citizenry via social media ▪ Grant opportunities could possibly be better explored and utilized ▪ Urban infill ▪ Capitalize on community interests (citizens' academy, Public Works Fair, ride-alongs, etc.) ▪ Encourage and accept citizen and employee input 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Culture of government mistrust and over dependency ▪ Politics ▪ "Squeaky wheels" impact policy decisions and over-extended service delivery ▪ State and Federal mandates ▪ Sagging economy ▪ Perception of public policies and/or getting mixed messages from staff on how policies are implemented and interpreted

Division of Parks & Recreation

<p>Strengths</p> <ul style="list-style-type: none"> ▪ So much with so little ▪ Problem-Solving Personnel ▪ Acreage & Natural Resources ▪ Facilities ▪ Athletic Programming Model (run by sports providers) ▪ Relationships and Affiliate Organizations 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ So much with so little/Under staffed ▪ Marketing/Public Relations ▪ Under utilization of technology and social media ▪ Lack of an updated “vision” ▪ Mixed messages on consolidation ▪ Lack of in-house law enforcement/Park Ranger Program ▪ Resistance in charging fees ▪ Inability to provide for internal promotional opportunities within the Division
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Social media/technology ▪ Blueprint dollars/sales tax extension ▪ Marketing ▪ Northeast Park ▪ Competitive Sports Complex – Feasibility Study ▪ Lake Talquin ▪ OPS Labor ▪ Collaboration with DEP, FWC, Friends of the Greenway (and potential creation of a Friends of the Parks organization) ▪ Educational/Greenway Opportunities ▪ Economic Engine ▪ User Feedback/“Suggestion boxes” 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Consolidation ▪ Lack of coordination between agencies (City and County) ▪ Vulnerability of volunteer organizations (both in financial accountability and change in leadership) ▪ User non-compliance ▪ Inappropriate mission creep ▪ Obtaining/Securing assets without a maintenance and development plan ▪ On-going/Sustained lack of resources and underfunding ▪ Short-sighted planning ▪ Space and field limitations ▪ Inflexible policy decisions

Strategic Initiatives and Anticipated Timelines for Board Actions

DEPARTMENT OF PUBLIC WORKS (PW)

Strategic Initiative – PW-A

Description	Strategic Priority Alignments	Lead Entity
Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension	EN1, Q5	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Ratification of Board Actions Taken at the Workshop on Infrastructure Sales Tax Extension and Consideration of the Water and Sewer Master Plans	4/2011
<i>*Additional actions pending results of the Sales Tax Committee Recommendations</i>	

Strategic Initiative – PW-B

Description	Strategic Priority Alignments	Lead Entity
Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report	EN1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Request to Schedule a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	7/2012
Conduct a Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	9/2012
Ratification of Board Actions Taken at the Workshop regarding Onsite Sewage Treatment and Disposal and Management Options Report	9/2012

Strategic Initiative – PW-C

Description	Strategic Priority Alignments	Lead Entity
Evaluate and construct glass aggregate concrete sidewalk	EN4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
	*TBD
<i>*The Board tabled the issue during its 5/8/12 Board meeting.</i>	

Strategic Initiative – PW-D

Description	Strategic Priority Alignments	Lead Entity
Explore the extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette	Q1, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Strategic Initiatives for FY 2012 and FY 2013	2/2012
<i>*Additional actions pending results of the Sales Tax Committee Recommendations</i>	

Strategic Initiative –PW- E

Description	Strategic Priority Alignments	Lead Entity
Develop Miccosukee Greenway Management Plan	Q1, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Established the Citizens Advisory Committee	8/2010
Acceptance of a Status Report on the Work of the Miccosukee Canopy Road Greenway Citizens Advisory Committee and the Draft Land Management Plan	2/2012
Approval of Final Miccosukee Canopy Road Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection’s Office of Greenways and Trails	8/2012

Strategic Initiative – PW-F

Description	Strategic Priority Alignments	Lead Entity
Develop Alford Greenway Management Plan	Q1, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Established the Citizens Advisory Committee	8/2010
Acceptance of a Status Report on the Work of the J.R. Alford Greenway Citizens Advisory Committee and the Draft Land Management Plan	8/2012
Approval of Final J.R. Alford Greenway Land Management Plan for Submittal to the Florida Department of Environmental Protection’s Office of Greenways and Trails	12/2012

Strategic Initiative – PW-G

Description	Strategic Priority Alignments	Lead Entity
Complete construction of Miccosukee ball fields	Q1, Q5, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval as Part of the Annual Budget	10/2012
Approval of Agreement Awarding Bid for Field Construction and Renovations	4/2013
Ceremonial Ribbon Cutting	4/2014

Strategic Initiative – PW-H

Description	Strategic Priority Alignments	Lead Entity
Continue to plan acquisition and development of a North East Park	Q1, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Consideration of Purchase of Celebration Baptist Church Property	1/2012
Acceptance of a Status Report Regarding the Acquisition of the Celebration Baptist Church Property for Development of a North East Park	5/2012
Land Acquisition (second of three payments) - Approval as Part of the Annual Budget	10/2012
Land Acquisition (third of three payments) - Approval as Part of the Annual Budget	10/2013

Strategic Initiative –PW- I

Description	Strategic Priority Alignments	Lead Entity
Develop Apalachee Facility master plan	Q1, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval as Part of the Annual Budget	10/2012
Approval of Proposed Master Plan for the Apalachee Regional Park Facility	9/2013

Strategic Initiative – PW-J

Description	Strategic Priority Alignments	Lead Entity
Continue to develop parks and greenways consistent with management plans including Okeeheepkee Prairie Park, Fred George Park and St. Marks Headwater Greenway	Q1, Q5, EC1, EC4	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Sitting as part of the IA, the Board will be asked to consider allocating Blueprint funds for construction of trailheads, trails and other amenities at the Fred George Greenway and St. Marks Headwater Greenway	6/2012
Approval as Part of the Annual Budget	10/2012
Approval of Agreement Awarding Bid for Boardwalk and Parking Facilities Construction at the Okeeheepkee Prairie Park (for construction to begin in 2013)	12/2012
Approval of Agreement Awarding Bid for Construction and Improvements at the Fred George Greenway	TBD
Approval of Agreement Awarding Bid for Construction and Improvements at the St. Marks Headwater Greenway	TBD

Strategic Initiative –PW- K

Description	Strategic Priority Alignments	Lead Entity
Pursue Public Works’ American Public Works Association (APWA) accreditation	G4, G1	PW

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
<i>*No Board action required in this two year strategic plan period. Public Works will be going through the self-assessment process.</i>	

Technology Strategies Recommended by MIS

Division of Engineering Services:

A Technology Review was conducted on February 10, 2012 with MIS Director Pat Curtis, Engineering Director Kathy Burke, Chris Mueheman, Teresa Heiker, Charles Wu, Andrew Riley, and Debbie Warren.

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Leverage social media to communicate with industry colleagues and project partners	Engineering & PIO	EC2, EN2, EN3, G1, G2	-	Current
Enhance and update Engineering Services’ web pages to provide updated information and highlight projects	Engineering	EC1, EC2, Q2, Q1, G1, G2	-	Current
Expand use of Project Dox for collaboration with Partners	Engineering	EC1, EC2, G1, G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Provide for expanded and improved mobile field work as appropriate.	Engineering & MIS	G1, G2, G5	+\$	New
Special Projects				
NPDES Inventory and Inspections – in conjunction with Operations	Engineering & Operations	G1, G2, G5	+\$	New



2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Division of Fleet Management:

A Technology Review was conducted on February 13, 2012 with MIS Director Pat Curtis, and Fleet Director John Pompey.

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Efficiency of Work Area Operations				
Upgrade Faster to current release for perpetual inventory	MIS	G1, G2, G5	-	Current
Add fuel applet to Faster	MIS	G1, G2, G5	-	New
Integrate FuelMaster and Faster	MIS	G1, G2, G5	-	New
Integrate VeederRoot and FuelMaster	Fleet	G1, G2, G5	-	Current
Integrate Faster and Banner	MIS	G1, G2, G5	-	Planned
Provide for an Effective Desktop Environment				
Update desktops to support Fleet applications	MIS	G1, G2, G5	-	Current



2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Division of Operations:

A Technology Review was conducted on February 6, 2012 with MIS Director Pat Curtis and Public Works Operations managers Dale Walker, Glen Pourciau, Tom Jackson, and Jim Hazlip.

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Improve PubWks Operations web pages to provide updated information and highlight projects and events	PW OPS	EC1, EN3, Q7, G1, G2,G5	-	Current
Leverage social media to communicate project activities and events	PW OPS	EC1, EN3, G2, G3, G5	-	Current
Improve Efficiency of Work Area Operations				
Expand Hansen mobile applications for patch crews	PW OPS/MIS	EC1, G2	+\$	New
Provide for mobile field inspections/inventory of NPDES elements	PW OPS and Engineering	EC1, G2	+\$	New
Provide for an Effective Desktop Environment				
Upgrade desktop systems as necessary	MIS	G2	-	Current



2/14/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost
- \$: Anticipated decreased technology cost
- +\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Division of Parks and Recreation:

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Leverage social media to communicate project activities and events and to announce field status	Parks & Rec/PIO	Q1, G1, G2, G5	-	Current
Improve Parks & Rec web pages to provide updated information and highlight projects and events and allow for online registrations for activities and resources	Parks & Rec/MIS	Q1, G1, G2, G5	-	Current
Leverage Citizens Connect with added functions related to Parks & Rec	Parks & Rec	Q1, G1, G2, G5	-	Current
Implement electronic faxing	MIS	EN4, G2, G5	-	Current
Set up Qforms on signage for the Miccosukee and Alford Greenways	MIS/Parks & Rec	Q1, G1, G2	-	New
Improve Efficiency of Work Area Operations				
Redeploy Hansen within Parks & Rec after a new review of processes	Parks & Rec/MIS	G1, G2, G5	-	Current
Provide for expanded and improved mobile field work as appropriate.	Parks & Rec/MIS	G1, G2, G5	+\$	New
Provide for an Effective Desktop Environment				
Upgrade desktop systems as necessary	MIS	G2	-	Current

Pat Curtis

2/18/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan's Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
DIVISION OF ENGINEERING				
Formalize project closeout procedures for CIP projects	G2	4	PW/ENG	-
Designate an “officer of the day” for handling citizen inquiries. This designee would rotate between staff best able to interact with citizens.	G1	1,2	PW/ENG	-
Formalize procedure on autonomy granted to staff for citizen service and when requests need to be escalated for decisions	G5	8	PW/ENG	-
Develop an education training/mentoring plan for junior staff to acquire the skill sets necessary to move into senior positions as that staff retires	G4	6,7	PW/ENG	+\$
Revise the project implementation process to include coordination with the public early in their process. This may lengthen project delivery schedule, but may ultimately save money by reducing redesigns and the resulting product is a more collaborative project the neighborhoods will support.	G3	2,5	PW/ENG	-
Realign the duties of the Chief of Coordination to include a primary focus of enhanced Utility Coordination. Delegation of development review to younger staff will provide cross training opportunities.	G2	6	PW/ENG	-
Propose a policy on how, when, how often Engineering provides an estimate for a 2/3 project to require demonstrated neighborhood support for this effort.	G5	7	PW/ENG	-\$

DIVISION OF FLEET MANAGEMENT				
Pursue utilization of surplus equipment to serve as back-up equipment when the primary unit is out of service for maintenance or repair.	G5	1,7	PW/Fleet	+\$
Pursue replacement of the Blairstone Road site's fuel pumps, which are eight years old and require constant maintenance, with reliable mechanical units	G2	3	PW/Fleet	+\$
Pursue a more sustainable Fleet by evaluating CNG, electric, hybrid or other alternatives available when a vehicle needs to be replaced	G2,G5	3,7	PW/Fleet	+\$
DIVISION OF OPERATIONS				
Comprehensively update and maintain all of the Division's web pages, with an emphasis on keeping citizens more informed about services, programs, projects and other activities provided by the Division	G1, G2, G3	1,2,8	PW/OPS	-
Pursue an increase of one five-man Landscape Area Maintenance Crew to maintain additional landscape acres resulting from the completion of Mahan Drive, and Capital Circle NW and SW.	Q1, Q6, G5	3	PW/OPS	+\$
Pursue an expansion of wireless work stations for crews to use to process service requests and work orders	Q2, Q7, G2	3,4	PW/OPS	+\$
Implement annual Customer Service Training for all employees within the Division of Operations, in coordination with Human Resources	G1, G2, G3	1,8	PW/OPS	+\$
Implement a customer service survey process to measure customer satisfaction and obtain recommendations and feedback	G1, G2, G3	1,2	PW/OPS	-
Increase benchmarking to ensure activities and services are being properly measured against industry standards	EC1, Q3,Q4, G1, G2, G5	4,7	PW/OPS	-
Pursue an increase of two FTE's (Service Workers) to perform maintenance of traffic (MOT) duties, which would allow for sufficient MOT staffing on larger projects or when crew members are on leave.	Q2, G1, G2	6	PW/OPS	+\$

DIVISION OF PARKS & RECREATION				
Pursue an increase of one FTE (Park Attendant) to regularly maintain and clean new parks that have been brought online, and Okeeheepkee Park that will open in FY13, in order to restore a better level of service.	Q1, Q4, G2	3	PW/P&R	+\$
Pursue an increase of one FTE (an Irrigation Technician/Crew Chief) to better perform preventative maintenance and diagnostics on multiple irrigation systems throughout our park facilities (including community centers), services which are currently contracted out. (The model would be similar to the one being successfully utilized in the Division of Operations Right of Way Program).	EN1, EN3, Q1,G2	7	PW/P&R	+\$
Evaluate existing volunteer activities and opportunities to determine how to enhance and capitalize on those resources, for example a potential increase in funding through grants, a better WOW factor to patrons of the parks and greenways, and a potential reduction in vandalism and user non-compliance	Q1, G2, G3	1,2	PW/P&R	-
Evaluate a potential rental fee structure for the utilization of fields for entities and organizations outside of the County-endorsed sports providers	G5	7	PW/P&R	-
Implement better County recognition (“branding”) with all sports providers	Q1, Q4, G3	2	PW/P&R	-
Leverage social media to communicate project activities and events and to announce field status	Q1, G1, G2, G5	2	PW/P&R (with assistance from MIS and PIO)	-
Invest and capitalize on “marketing opportunities” by participating in events such as wellness fairs, festivals (i.e. Springtime Tallahassee), DEP workshops and classes, the North Florida Fair, and Downtown get-downs	EN3, Q1, Q3	2	PW/P&R	+\$ (minimal)
Invest staff time to reach out to non-profit and other community organizations to educate citizens of the available facilities and amenities to promote healthy living and community events	EN3, Q1, Q3	2,8	PW/P&R	-

Consider widening of Apalachee Park Trail, to draw more and a broader array of events	EC2, EC4, Q1, Q4	2, 7	PW/P&R	+\$
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* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Over the course of the last several years, the community has invested significantly in capital infrastructure projects through the County’s Public Works Department, Blueprint 2000, partnerships/grants with Florida Communities Trust, etc. Certainly, this investment has paid off in terms of economic development and quality of life for our citizens.

The disconnect, however, is a consistent funding source for personnel, materials, and equipment needed to operate and maintain these facilities once constructed and/or purchased. In the immediate future it will become necessary for County leadership to face the challenge of funding for maintenance for infrastructure including roadways, sidewalks, landscaping, stormwater facilities, parks, buildings, etc. Funding such as the sales tax extension and/or the expansion of the gas tax are two such sources that provide the opportunity to meet this maintenance need.



Strategic Plan - DRAFT

Leon County – Office of Resource Stewardship

Vision

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

Mission Statement

The mission of the Leon County Office of Resource Stewardship is to provide leadership and coordination of services through the Office of Sustainability, the Division of Solid Waste, and the Cooperative Extension program, in order to identify opportunities for synergy and added efficiencies between each work group to effectively promote stewardship of the community's natural, societal, and economic resources.

Core Services

Office of Sustainability:

- Coordinate the development and implementation of energy and water conservation measures in county operations by: establishing use and reporting of metrics across county operations for tracking energy and water use; supporting development and implementation of policies and procedures for increased efficiencies in resource use; and communicating and promoting adoption of best practices across county programs
- Provide leadership in development of county policy and program administration for sustainability initiatives as well as ongoing advocacy for existing efforts.
- Provide leadership in civic engagement by building new partnerships and participating in existing ones focused on enhancing community-wide economic, environmental, and social resilience. Work with government entities, civic organizations, nonprofit organizations, educational institutions, and private sector firms to promote adoption of sustainable practices and programs.
- Communicate with the general public about county and community sustainability efforts.
- Monitor and analyze trends, emerging technologies, and best practices.

Division of Solid Waste – Solid Waste Management Facility:

- Manage a cost effective, convenient, and environmentally safe Solid Waste Management Facility.
- Recycle yard waste and waste tires.
- Provide environmental monitoring of air, groundwater, and surface water.
- Conduct community education campaigns on proper waste management, waste prevention, waste minimization, reuse and recycling.
- Provide free mulch to residents and businesses.
- Maintain all-weather, safe access to all areas of the Solid Waste Management Facility.
- Maintain and provide erosion control of closed and inactive landfills.
- Provide stormwater treatment
- Provide litter control within the facility and along portions of Apalachee Parkway.
- Dispose of asbestos.
- Maintain closed cells of the landfill per Florida Department of Environmental Protection permit requirements.
- Install necessary lining material to prevent landfill waste from damaging the surrounding environment.
- Provide public weighments at the facility scalehouse.

Division of Solid Waste – Recycling & Education Services:

- Promote recycling and waste reduction through public education programs including brochures, television, website, and radio.
- Participate in special events such as Earth Day, America Recycles Day, and Super Clean Sweep.
- Operate and maintain the Rural Waste Service Centers' recycling programs.
- Organize and oversee cardboard and Styrofoam recycling efforts.
- Organize and provide education services to County facilities, schools, and other organizations.
- Partner with City and State agencies and not-for-profit organizations to promote waste reduction and recycling.
- Market processed recyclables.
- Coordinate recycling program and collection within County facilities.
- Provide year round sales of compost bins and rain barrels at the Recycling Center.
- Operate and maintain recycling collection for unincorporated Leon County Schools.

Division of Solid Waste – Hazardous Waste Management:

- Accept hazardous waste from households and Conditionally Exempt Small Quantity Generators (CESQG).
- Respond to requests for information and for assistance with hazardous waste disposal.
- Recycle, treat or ship hazardous waste collected at the Hazardous Waste Center.
- Operate "Swap Shop" to recycle items and materials for use by County residents.
- Operate hazardous waste collection stations at Rural Waste Service Centers.
- Conduct remote hazardous waste collections at the Public Works Operations Center.
- Provide hazardous waste disposal for the "Cash for Trash" program of the City of Tallahassee.
- Consolidate and/or lab pack hazardous materials by type to reduce disposal cost.
- Provide hazardous waste safety training for Solid Waste Division staff.
- Provide hazardous materials management education services.
- Oversee electronics recycling efforts.

Division of Solid Waste – Transfer Station:

- Provide a management facility for residential and commercial Class I solid waste for all Leon County.
- Conduct screening of delivered waste for prohibited materials.
- Provide transportation and disposal of accepted waste to a regional landfill, by agreement with Waste Management, Inc.
- Host tours and educational opportunities to civic and school groups to promote recycling and waste minimization.
- Provide a facility for Continuity of Operations Plan (COOP) in case of disaster.
- Provide public weighments at the facility scalehouse.
- Provide litter control on Gum Road and portions of Capital Circle NW.

Division of Solid Waste – Rural Waste Service Centers:

- Provide solid waste drop-off services for residents in unincorporated Leon County.
- Provide drop-off for garbage, appliances, tires, yard trash, recyclables, electronics, automotive batteries, fluorescent tubes and used motor oil.
- Serve as used cooking oil collection points for City of Tallahassee's biodiesel initiative.
- Conduct safe hauling and transportation of collected waste to the appropriate solid waste management facility.
- Provide waste screening of incoming loads for prohibited materials.
- Provide community information kiosks.

Cooperative Extension:

Agriculture, Horticulture, Forestry and Natural Resources

- Provide management plans and educational programs which help rural landowners be better stewards of their land. Conduct individual consultations and group learning opportunities for agricultural producers, providing current research and information to promote the development of a local food system, maintain federal and state regulatory compliance, and enhance food safety.
- Provide farmers, ranchers, and horticulture producers with the research-based knowledge they need to improve production, sustainability and profitability in Leon County
- Train and manage Master Gardener and Master Wildlife volunteers to teach citizens to adopt landscape best management practices that reduce non point source pollution of stormwater from fertilizers, pesticides, and other landscape practices. Provide citizens with scientific understanding of local watersheds, ecosystems, tree safety and health, hurricane preparedness and sustainability.
- Serve as training and testing center for pesticide applicators, ensuring applicators comply with laws regulating pest control and safeguarding the environment. Provide Continuing Education Units and Certification Seminars for landscape professionals, arborists and urban foresters.
- Provide leadership and technical expertise to county and state agencies obtaining federal grant funds. Teach educational activities that keep Leon County's Stormwater Division in compliance with the National Pollutant Discharge Elimination System (NPDES) permit requirements. Provide expertise in land management of greenways and parks. Demonstrate sustainability practices and teach energy, water and natural resource conservation.
- Teach Leon County citizens the significance of sustainability; the value of lifestyle choices, and its impact on the environment; and the challenge to share the responsibility for protecting limited natural resources through science based education resulting in the adoption of practices that reduce the impact on natural resources and the environment
- Teach homeowners Florida Friendly landscaping practices that help protect our water resources and make our local environment more sustainable. Teach homeowners how to grow vegetable and fruit crops that contribute to sustainable landscapes.
- Teach and certify landscape maintenance personnel in Best Management Practices as require by local ordinances and state law.

Family & Consumer Sciences

- Administer the USDA Expanded Food and Nutrition Education Program (EFNEP), by supervising, training and evaluating four full time EFNEP paraprofessionals who provide in depth food and nutrition education programs for limited resource families throughout the county.
- Administer the USDA Family Nutrition Program, delivering food safety, nutrition, and physical activity education to limited resource youth and senior citizens.
- Provide research based wellness education programs in the areas of nutrition, physical activity and food safety resulting in Leon County citizens adopting healthy lifestyle practices that reduce the risk of chronic diseases and obesity.
- Provide research based educational opportunities in the areas of financial management, personal and family well-being, and sustainable living resulting in healthy and economically secure Leon county citizens.

4-H and Other Youth Programs

- Provide evidence-based educational opportunities for youth to increase knowledge and life skills in citizenship, healthy living and science through experiential learning in 4-H community clubs, workshops, and residential and day camps.
- Plan, implement, and evaluate 4-H/Tropicana public speaking contest for Leon County 4th, 5th and 6th grade students resulting in increased planning, writing and communication skills.
- To increase the quality and quantity of 4-H life skill development opportunities by recruiting, screening and training volunteers to serve as club leaders as program support facilitators.

Statutory Responsibilities

Office of Sustainability:

- Leon County Resolution R07-15 supporting participation in the international Council for Local Environmental Initiatives (ICLEI);
- Leon County Resolution R08-64 supporting participation in the local government Green Jobs Pledge;
- HB 7135, affecting F.S 255, 286.28

Division of Solid Waste – Solid Waste Management Facility:

- Chapter 403.700, Florida Statutes – Resource Recovery and Management Act
- Chapter 403.706(1), Florida Statutes - Requires counties to provide for the operation of solid waste disposal facilities to meet the needs of all incorporated and unincorporated areas of the county
- Chapter 62-701, Florida Administrative Code - Regulates permitting and operation of solid waste management facilities, including landfills.
- Article V, Section 18-136, Leon County Code of Ordinances - Authorizes the County to own, operate and maintain solid waste disposal systems; and to levy a charge or assessment on the users of such systems
- Leon County Comprehensive Plan, Solid Waste Element
- Chapter 62-701.600, Florida Administrative Code - Governs landfill closure and long-term care

Division of Solid Waste – Recycling & Education Services:

- Chapter 403.706 Florida Statutes – Requires Counties to have a recycling program
- HB 7243, 75% recycling goal

Division of Solid Waste – Hazardous Waste Management:

- Federal The Resource Conservation and Recovery Act ;
- Code of Federal Regulations Title 40 Chapter 1 Part 61 Subpart M, National Emission Standard for Asbestos;
- Code of Federal Regulations Title 40 Chapter 1 Parts 258, 259, 260, 261, 264, 268, 273, 279, Protection of Environment
- Florida Statutes Chapter 376, Pollution Discharge Prevention And Removal;
- Florida Statutes Chapter 403, Environmental Control;
- Florida Administrative Code (FAC) Chapter 62-701, Solid Waste Management Facilities;
- FAC Chapter 62-730, The Hazardous Waste Rule;
- FAC Chapter 62-731, County And Regional Hazardous Waste Management Programs;
- FAC Chapter 62-710, Used Oil Program;
- FAC Chapter 62-257, The Asbestos Program;
- FAC Chapter 62-737, The Management Of Spent Mercury Containing Lamps And Devices Destined For Recycling

Division of Solid Waste – Transfer Station:

- Chapter 403.706(1), Florida Statutes - Requires counties to provide for the operation of solid waste disposal facilities to meet the needs of all incorporated and unincorporated areas of the county
- Chapter 62-701, Florida Administrative Code - Regulates permitting and operation of solid waste management facilities, including transfer stations
- Article V, Section 18-136, Leon County Code of Ordinances - Authorizes the County to own, operate and maintain solid waste transferring systems; and to levy a charge or assessment on the users of such systems
- Leon County Comprehensive Plan, Solid Waste Element

Division of Solid Waste – Rural Waste Service Centers:

- Leon County Comprehensive Plan, Solid Waste Element
- Chapter 403.702(2)(c)(i) Florida Statutes – Requires counties to plan and provide efficient, environmentally acceptable solid waste management
- Article V, Section 18-136, Leon County Code of Ordinances (Solid Waste Ordinance) – Authorizes the county to operate and maintain solid waste collection, removing, transferring, sorting, reclaiming, and disposal systems
- Chapter 62-701 Florida Administrative Code – Regulates solid waste management facilities.

Cooperative Extension:

- Florida Statue, Chapter 1004 Public Postsecondary Education; 1004.37 County or area extension programs; cooperation between counties and University of Florida and Florida Agricultural and Mechanical University.
- Federal Smith-Lever Act
- Federal Morrill Act

Advisory Boards

Office of Sustainability:

- Sustainable Operations Team
- Extension Advisory Committee for Climate Change and Sustainable Living Education
- Tallahassee Food Network
- Capital Area Sustainability Consortium
- The Sharing TREE

Division of Solid Waste – Solid Waste Management Facility:

- City of Tallahassee – Environmental Advisory Board

Division of Solid Waste – Recycling & Education Services:

- Keep Tallahassee Leon County Beautiful
- Sustainable Tallahassee – Recycling Committee

Division of Solid Waste – Hazardous Waste Management:

- N/A

Division of Solid Waste – Transfer Station:

- Joint City-County Financial Review Committee

Division of Solid Waste – Rural Waste Service Centers:

- N/A

Cooperative Extension:

- Overall Extension Advisory Committee;
- Extension Horticulture /Forestry/Natural Resources Advisory Committee;
- Extension Family and Consumer Sciences Advisory Committee;
- Extension 4-H Youth Advisory Committee
- Extension Agriculture Advisory Committee
- Extension Advisory Committee for Climate Change and Sustainable Living Education

LEADS Review Process

It was determined that Resource Stewardship would be best served by three separate LEADS reviews in order to allow for ample discussion and input. The three areas were 1) Community Outreach/Education, which encompassed all outreach conducted by Sustainability, Cooperative Extension and Solid Waste; 2) Sustainability Initiatives, which encompassed all sustainability related efforts performed by Sustainability, Cooperative Extension and Solid Waste; 3) Solid Waste Service Provision, which focused specifically on services provided through Solid Waste. Each LEADS review began with a description of the County's strategic planning process and the related role of the LEADS review. This introduction was followed by an overview of Resource Stewardship and the related programs and services which prepared the groups to provide input towards the SWOT analysis and participate in group discussion.

Community Outreach/Education

Date: January 25, 2012

Location: Cooperative Extension

Facilitator: Stefanie Duda		
Division	Employee Rep	Attended
Solid Waste – Recycling	Carole Gentry	Yes
Community & Media Relations	Jon Brown	No
Solid Waste – Hazardous Waste	Richard Lobinske	Yes
Cooperative Extension	Kendra Zamojski	Yes
Cooperative Extension	David Marshall	Yes
Cooperative Extension	Stan Rosenthal	Yes
Cooperative Extension	Will Sheftall	Yes
Human Svcs & Community Partnerships	Lamarr Kemp	Yes
Sustainability	Kathryn Ziewitz	Yes
Resource Stewardship	Maggie Theriot	
Stakeholder Group	Representative	
Sustainable TLH/TCC	Rick Fraizer	No
Leon County Schools	Bill Berlow	No
Cooperative Extension – Advisory	Bob Douglas	Yes
Cooperative Extension – Advisory	Boots Bryan	Yes
Cooperative Extension – Advisory	Keith Post	Yes
FAMU – professor	Sam Hand	Yes
DEP – Environmental Education	Greg Ira	Yes
Red Hills Farm Alliance	Louise Divine	Yes
United Healthcare	Diane Owens	No

Sustainability Initiatives

Date: January 26, 2012

Location: BL Perry Library

Facilitator: Maggie Theriot		
Division	Employee Rep	Attended
Facilities Management	John Ward	Yes
Solid Waste – Recycling	John Bozeman	Yes
Fleet Management	John Pompey	Yes
Planning Department	Zach Galloway	Yes
Cooperative Extension	Will Sheftall	Yes
Cooperative Extension	Stan Rosenthal	Yes
Leon Wellness team	Karen Harrell	Yes
Stakeholder Group	Representative	
Sustainable TLH	Stew Parsons	No
FSU – Sustainability	Elizabeth Swiman	No
Leon County Schools	Benny Bellflower	No
FL Dept of Health	Daniel Parker	Yes
TLH Food Network	Nathan Ballentine	No
Cooperative Extension – Advisory	John Sojat	Yes
Community Garden – Ft Braden	Linda Nichol森	Yes

Solid Waste Service Provision

Date: January 25, 2012

Location: Solid Waste Transfer Station

Facilitator: Norm Thomas		
Division	Employee Rep	Attended
Solid Waste – Contract Compliance	Preston Carter	Yes
Solid Waste – Recycling	Cyndy Brantley	Yes
Solid Waste – Hazardous Waste	Richard Lobinske	Yes
Solid Waste – Transfer Station	Calvin Holton	Yes
Solid Waste – Facility	DJ Newsome	Yes
Purchasing	Wendi Sellers	Yes
OMB	Felisa Barnes	No
Public Works – Operations	Jim Hazlip	No
Resource Stewardship	Maggie Theriot	
Stakeholder Group	Representative	
Marpan Recycling	Nancy Paul	Yes
Waste Management – Dist Mngr	Robert Mills	Yes
Sustainable TLH	Steve Urse	Yes
DEP Solid Waste & Audubon	Mary Jean Yon	No
Leon County Schools	Angela Breeza- Pierce	No
City – SW Route Supervisor	Rod Hightower	Yes
Master Gardener – Green Yarder	Dr. Fred Vroom	No
Citizen	Sharon Gray	Yes
Citizen	Betsy Voorhies	No

LEADS Review – Summary of Feedback

1. **Customer Service:** The feedback received from external stakeholders was valuable in assessing the effectiveness and quality of customer service provided through Resource Stewardship. Many examples were provided which highlighted employees going beyond their daily duties to make sure the customer’s concerns or needs were properly addressed. In fact, efforts to provide good service has resulted in several Leon County program areas becoming the community’s central point of contact even though there are other entities that provide a similar service. As a result, key employees are struggling with the ability to serve as an informal community leader while still accomplishing core program goals and objectives.

2. **Connecting With Citizens:** Throughout all three LEADS reviews, the topic of communicating and connecting with the community was the top area for concern and opportunity for enhancement. The nature of Resource Stewardship program areas makes connecting with citizens critical to the success of our mission. Discussion turned towards the effectiveness of outreach, current road blocks, target audiences, identifying a greater diversity of stakeholders, and strategic partnerships to develop in order to leverage existing community programs and resources. The primary road block identified in all three LEADS review sessions is the ability for Community & Media Relations to adequately support the minimal needs of Resource Stewardship and serve as a catalyst for more effective outreach.
3. **Accepting Accountability:** Tracking of metrics for the Sustainability program should be enhanced to better communicate program effectiveness. Efforts are underway but are in need of being completed.
4. **Employing Team Approach:** The term “team” was addressed both as internal to the Leon County organization as well as community partnerships. Internal to the County, LEADS participants overwhelmingly agreed there is willingness to partner and work as a team, and when opportunities arise that exchange is positive. However, the challenge is knowing the goals and objectives of other programs which is necessary to help identify opportunities to work together. As a result, a finding was that a formal effort should be made to stay apprised of activities within Resource Stewardship and outreach should occur with key work areas throughout the County (Parks & Rec, Facilities, Fleet Management, Libraries, GIS, Health Dept). External partnerships have resulted in positive outcomes for programs within Resource Stewardship and in other cases the potential value of a partnership has not reached its fullest potential. It seems partnerships with other government entities are the most promising but least utilized. As with internal teams, a finding was to institute mechanisms to remain apprised of the goals and objectives of area partners.
5. **Exercising Responsible Stewardship of the Community’s Resources:** The very premise of Resource Stewardship is to engage in the continuous effort to create and sustain a high quality of life. Key to success is the ability to effectively reach the community in a meaningful way. As discussed above regarding “Connecting With Citizens”, outreach is the primary finding and opportunity for enhancement.
6. **People Focused, Performance Driven:** Discussion occurred which addressed the challenges with reaching a more diverse audience including low income groups and the business community. Often the individuals who can most benefit from Resource Stewardship programs and initiatives are the hardest to reach.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Strong customer service ethic resulting in creative, quality customer service ▪ Competent, committed, dedicated, and willing staff ▪ Collaboration with community groups and other organizations ▪ Variety of programs and services available ▪ Commitment to community education ▪ Engaged and interested citizenry, also resulting in strong volunteer base 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Demand for services greater than staff supply ▪ Program marketing: 1) Lack of strategic planning, 2) Lack of appropriate resources and support from CMR, 3) Use of technology to expand outreach (ie: e-newsletter, website accessibility and appeal) 4) Prioritization of goals, objectives and initiatives in light of limited staff resources ▪ Reaching low-income groups adequately (Cooperative Extension and Sustainability) ▪ More effectively address all three aspects of sustainability including economic development and societal wellbeing (Cooperative Extension and Sustainability) ▪ Better metrics and benchmarking to track and communicate program effectiveness (Sustainability & Solid Waste) ▪ Lack of appropriate user fees (Solid Waste)
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Develop a strategic outreach plan to identify or address 1) key target audiences, 2) greater diversity of stakeholders, 3) strategic partnerships in order to leverage existing community programs and resources, 4) expanded topic areas of family, home, communities and natural resources, 5) maximize efficiency of staff efforts using technology such as webinar, e-newsletter, website, YouTube, social media etc ▪ Vigorously seek grant opportunities to provide for diversified funding streams ▪ Leverage demonstration activities (such as the rain water cistern) by creating educational opportunities and materials to reach key audiences ▪ Engage leadership in outreach education ▪ Increase program accountability through use and communication of metrics ▪ Train internal County staff about sustainability and existing program initiatives ▪ Implement mandatory collection and PAYT (Solid Waste) ▪ Creation of topic specific networks such as reuse among non-profit organizations ▪ Initiate college internship stipend program 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Public Apathy and/or information overload ▪ Expansion of program goals and objectives with limited resources ▪ Balancing core mission with special projects ▪ Inverse relationship of those in need of education and services ▪ Public perception that differs from operations reality ▪ Anti-science, anti-government movements ▪ Difficulty conveying complex truths in simple terms ▪ Economic uncertainty

Strategic Initiatives and Anticipated Timelines for Board Actions

OFFICE OF RESOURCE STEWARDSHIP (RS)

Strategic Initiative – RS-A

Description	Strategic Priority Alignments	Lead Entity
Pursue opportunities to fully implement a commercial and residential PACE program	EN2, EN3, EN4	Res. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
First and only Public Hearing to consider adoption of ordinance (residential)	7/2010
Ceremonial program kick-off (residential)	7/2010
Authorization to institute litigation against FHFA	9/2010
Adopt Resolution in support of PACE	8/2011
First and only Public Hearing amending ordinance (commercial)	2/2012
Acceptance of Status Report (commercial)	8/2012
Approval of proposed program (commercial)	10/2012
Ceremonial program kick-off (commercial)	11/2012
Acceptance of litigation status report (residential)	1/2013

Strategic Initiative – RS-B

Description	Strategic Priority Alignments	Lead Entity
Consider policy for supporting new and existing community gardens on County property and throughout the County	EN3, Q5, EC6	Res. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Adopt proposed policy	6/2012
Ceremonial ground breaking (workplace garden)	8/2012

Strategic Initiative – RS-C

Description	Strategic Priority Alignments	Lead Entity
Develop energy reduction master plan	EN4, G5	Res. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Acceptance of master plan status report	2/2013
Acceptance of annual energy report	3/2013

Strategic Initiative –RS-D

Description	Strategic Priority Alignments	Lead Entity
Further develop clean - green fleet initiatives	EN4	Res. Stw.

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Adopt proposed policy	4/12
Acceptance of status report	6/13

Technology Strategies Recommended by MIS

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Use social media for promotional needs of the Office of Resource Stewardship	Resource Stewardship & Comm. & Media Relations	G1	+\$	New
Conduct a Sustainability Summit	Sustainability	G1	-	Current
Implement Sustainability Measures and/or Recover Costs				
Support implementation of centralized/managed printing	MIS	EN4, G1, G2, G5	-\$	New
Participate in broadcasting webinars via AT&T – especially for Coop and education efforts for Solid Waste and Sustainability	MIS	EN4, G1, G2, G5	-	Current
Improve Efficiency of Work Area Operations				
Develop an easy user’s guide and promotion for the use of phone conferencing with the Avaya system and disseminate	MIS	EN4, G2	-	Current
Provide for an Effective Desktop Environment				
Review need for Coop to move to Windows 8 because of State platform	MIS	G2	+\$	New
State requiring Coop to use WordPress	MIS	G2	+\$	New
Coop needs 9 extension agents to have laptops with docking stations instead of traditional desktops.	MIS	G2	-	Current

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Conduct a review of Coop on current desktops for the replacement plan	MIS	G2	-	Current
Continue to monitor and manage the network and Internet bandwidth for both Coop and Solid Waste	MIS	G2	-	Current
Special Projects				
Vendor supplied solar energy dashboards at Coop and Eastside Branch Library	Sustainability	EN4, G1, G5	-	Current



2/11/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS ; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan’s Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Develop a proposed sustainable purchasing policy	EN4, G5	7, 8	Sustainability	-
Modify the new employee orientation program to include County's commitment to sustainability	EN4, G2, G5	7, 8	Sustainability	-
Develop sustainable workplace procedures	EN3, EN4, G2, G5	7, 8	Sustainability	-\$
Develop lunch & learn series and target County employees	EN3, EN4, G2	7, 8	Sustainability	-
Create and disseminate an e-newsletter quarterly	EN3	2, 8	Sustainability	-
Expand use and function of the Leon County "Green Map"	EC1, EN3, Q7	2	Sustainability	-
Specify recycled content in road and sidewalk construction projects Develop proposed design specifications for recycled content in road and sidewalk construction projects, potentially as add/alternates in procurements. Notify the public of the use of recycled content in road and sidewalk construction projects, as applicable.	EC2, EN3	2, 7	Solid Waste	+\$
Require beneficial end use of yard debris and waste tires by the processing vendor Include the requirement for the beneficial end use of yard debris and waste tires in the future procurement of a processing vendor	EN4	7	Solid Waste	-
Expand Styrofoam recycling program through targeted outreach	EN4	7	Solid Waste	-
Accept sharps for disposal in conjunction with the Health Dept.	Q3, G5	6, 7	Solid Waste	+\$
Create incentives for commercial recycling including stipulations in the franchise agreement Propose the inclusion of commercial recycling	EN3, EN4,	7	Solid Waste	-

incentives in the future franchise agreement				
Implement textile recycling at the Rural Waste Service Centers (RWSCs)	EN3, EN4	7	Solid Waste	-
Propose charging Marpan Recycling for recovered screened materials when negotiating an extension to its contract	G5	N/A	Solid Waste	-\$
Develop a process for accepting Class III materials at Solid Waste Management Facility (SWMF) with transfer to Marpan Recycling	G2	7	Solid Waste	-\$
Re-establish regional solid waste roundtable (Hinckley Center will help facilitate)	G1, G2, G3	6, 8	Solid Waste	-
Generate an educational newsletter to be distributed via direct mail to waste management residential customers and electronically to area citizens and stakeholders	EN3, Q1, G1,	2, 8	Solid Waste	-
Develop meaningful benchmarking for solid waste and recycling services	G1	4, 8	Solid Waste	-
Continue improvements to solid waste facilities to increase energy efficiencies	EN4	8	Solid Waste	-\$
Continue special events to promote reuse and recycling	EN3	2	Solid Waste	-
Provide reuse opportunities at RWSCs and HHW collection center	EN3, EN4	7	Solid Waste	-
Host a solid waste stakeholders meeting to progress waste reduction efforts throughout the community	EN3, EN4, G1, G2, G3	2, 6, 7, 8	Solid Waste	+\$
Educate Leon County employees responsible for maintenance of property in best management practices for landscapes	EN1, EN3	6, 7, 8	Coop Ext	-\$
Expand the use of technology to educate Leon County citizens: YouTube, social media, website, etc.	Q1	2, 8	Coop Ext	+\$
Develop an education plan to encourage residents to recycle yard waste in place, in collaboration with	EN3	6, 7, 8	Coop Ext	-\$

Solid Waste				
Expand the scope of the sustainable demonstration center and bi-annual Cooperative Extension open house to include outreach related to solid waste and sustainability initiatives	EN3, EN4	2, 6, 8	Coop Ext	-
Expand and enhance food preservation classes and create an appropriate outreach plan	Q1, Q3	2	Coop Ext	-
Expand pilot educational programs (Sustainable Floridians and Permaculture) into formal class offerings	Q1, EN3	7	Coop Ext	-
Enhance the communication of program impacts through improved metrics and collaboration with Solid Waste and Sustainability	G2	4, 6, 8	Coop Ext	-
Enhanced focus of science, technology and math (STEM) in 4-H youth clubs, camps, workshops and field trips	Q1	7	Coop Ext	-
Provide direct support to the newly expanded Leon County Wellness program	Q3	6	Coop Ext	-
Develop new partnerships and leverage resources to reach limited resource families with nutrition information	Q1	2, 6, 7	Coop Ext	-
Develop direct marketing methods to reach targeted audiences to serve as 4-H club leaders	Q1	2, 7	Coop Ext	-
Explore new ways for reaching small farmers and rural landowners with science based agricultural education	Q1, Q3, EN3	2, 7	Coop Ext	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Cooperative Extension is a federal, state and county partnership. The federal and state partners contribute \$631,443 directly and \$589,790 in-kind annually to Leon County Extension.



Strategic Plan - DRAFT

Leon County - Division of Tourism Development

Vision

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

Mission Statement

The mission of the Leon County Division of Tourism is to spearhead and coordinate the tourism related marketing and management of the destination through the coordination of the hospitality industry, local governments and the business community to sustain and grow visitor spending and job creation in the Tallahassee region.

Core Services

1. Maximize dollars available to market the destination
2. Support programs and facilities that draw overnight visitors and maximize the return on investment
3. Increase shoulder season visitation
4. Increase awareness of the importance of the tourism industry to local residents

Statutory Responsibilities

- Florida Statutes Chapter 125.0104

Advisory Boards

- Leon County Tourist Development Council
- Tallahassee Sports Council (established as a Focus Group)

LEADS Review Process

The LEADS Review was actually done as part of the original 2009-2014 Tourism Strategic Plan development. A retreat was held at Goodwood Museum & Gardens on June 3, 2009 consisting of members of the Board of County Commissioners, County Administration, County Attorney, Tourist Development Council members, and 34 community stakeholders including representatives from attractions, arts organizations, the Economic Development Council of Tallahassee/Leon County, FSU, FAMU, restaurants, airport, commercial lodging and Division of Tourism Development staff.

LEADS Review - Summary of Feedback

The findings were taken and the end result was the 2009-2014 Strategic Plan for Visit Tallahassee that was approved by the Board in September 2009. The group discussed a tourism vision for Tallahassee and did a thorough SWOT analysis that is summarized below. The group then determined the definition of success which included such measures as: developing a brand awareness, building shoulder season business, changing local perception on the importance of tourism, growth in the Tourist Development Tax, increased visitor spending and job creation.

The Most Critical Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> ▪ Great sports facilities ▪ A variety of attractions including history and heritage ▪ Being the State Capital ▪ Physical beauty ▪ Two major colleges and TCC ▪ College football ▪ Our people ▪ Arts community ▪ Local festivals ▪ Small town feel with urban diversity 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> ▪ Lack of the number of flights and competitive prices at the Tallahassee Regional Airport ▪ Competing with beaches ▪ Perception by locals that we are not a destination ▪ Lack of meeting space ▪ The redirection of Tourist Development Tax funds to capital projects that should be used for tourism marketing ▪ Insufficient hotel space during prime season ▪ Lack of a competitive marketing budget ▪ Absence of a destination brand identity ▪ The need for more activities outside of football season ▪ Transportation infrastructure
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> ▪ Develop a brand awareness ▪ Develop more cooperative advertising vehicles with destination partners ▪ Maximize international market and cruises ▪ Develop a regional agreement to market the area from Savannah to the beaches 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> ▪ Potential lack of adequate marketing funds ▪ New Panama City airport ▪ The downturn in the economy ▪ Political bickering ▪ Funding of pet projects

Strategic Initiatives and Anticipated Timelines for Board Actions

TOURISM (TO)

Strategic Initiative –TO- A

Description	Strategic Priority Alignments	Lead Entity
Support VIVA FLORIDA 500	EC4	Tourism

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval as part of Annual Budget	10/12

Strategic Initiative –TO- B

Description	Strategic Priority Alignments	Lead Entity
Develop Capital Cuisine Restaurant Week	EC4	Tourism

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval as part of Annual Budget	10/11 and 10/12

Strategic Initiative –TO-C

Description	Strategic Priority Alignments	Lead Entity
Support Choose Tallahassee initiative	EC4	Tourism

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval of Funding Request (FY 2012)	1/12
Approval as part of Annual Budget	10/12

Strategic Initiative – TO-D

Description	Strategic Priority Alignments	Lead Entity
Consider programming Cascades Park amphitheatre	Q4, EC4	Tourism

Board of County Commissioners Action, Approval, Authorization (necessary to carryout)	Date (mo/yr)
Approval as part of Annual Budget	10/12
Approval of Funding Request (if necessary)	Uncertain

Technology Strategies Recommended by MIS

Recommended by MIS (and agreed to by the Work Area)

Technology Strategy	¹ Lead Entity	² Strategic Priority Alignments	³ Anticipated Impact (-, -\$, +\$)	⁴ Budget Planning
Improve Patron Convenience and Citizen Engagement				
Leverage social media to communicate with citizens and visitors to promote Tallahassee	Tourism & PIO	EC4, Q1, Q4, Q5, Q6, G1, G2	-	Current
Continue to enhance and update Tourism's web pages	Tourism & PIO	EC4, Q1, Q4, Q5, Q6, G1, G2	-	Current
Improve Efficiency of Work Area Operations				
Integrate iDSS and email systems	Tourism & MIS	EC4, G1, G2	+\$	New
Install an All-in-One Point of Sale solution for the Gift Shop	Tourism & MIS	G1, G2, G5	-	Current
Integrate the use of iPads for marketing processes	Tourism & MIS	EC4, G1, G2, G5	-	Current
Provide for an Effective Desktop Environment				
Complete updates of desktops in Tourism	MIS	G1, G2, G5	-	Current



2/20/2012

Signature: MIS Director Date

¹ – Lead Department, Division, or Office; must be MIS; or Comm. & Media Rel. (if Social Media); or within the Strategic Plan's Work Area

² – Strategic Priority Alignments

³ – Anticipated Impact:

- : No increased/decreased technology cost

-\$: Anticipated decreased technology cost

+\$: Potential increased technology cost

⁴ – Budget Planning

Current – Technology cost change already anticipated in approved FY12 budget

Planned – Technology cost change already anticipated in approved out-year budget

New – Technology cost change not currently anticipated in either the approved FY12 or out-year budget

N/A – No increased/decreased technology cost

Proposed Improvements to Services, Processes, or Behaviors (with Respect to Core Practices)

Proposed Improvement	Strategic Priority Alignments	Core Practices Alignments*	¹Lead Entity	²Anticipated Impact (-, -\$, +\$)
Enhance Visitor Information Center to provide a more warm and welcoming environment	EC4	1,2,8	Tourism	-
Work with community partners to development and install new and improved way-finding signage	EC4	1,2,3,6,7,8	Tourism	+\$
Develop and communicate marquee program encouraging partners to promote visiting fans, meeting delegates, etc.	EC4	1,2,5,6,8	Tourism	-
Improve the printing capabilities of the special events calendar to be more user friendly	EC4	1,2,3,4,8	Tourism	-
Transition to a totally online grants process	EC4, G1, G2	1,2,3,4,8	Tourism	-
Develop and implement a VIVA Florida 500 citizens education program	EC4	1,2,6,8	Tourism	-

* Core Practices:

1. Delivering the “wow” factor in customer service.
2. Connecting with citizens.
3. Demonstrating the highest standards of public service.
4. Accepting accountability.
5. Exhibiting respect.
6. Employing team approach.
7. Exercising responsible stewardship of the community’s resources.
8. Living our “People Focused, Performance Driven” culture.

¹ Lead Department, Division, or Office; must be within the Strategic Plan’s Work Area

² Anticipated Impact:

- : Potential change is anticipated to be absorbed within currently allocated funding
- \$: Potential change is anticipated to reduce the expenditure of County funds
- +\$: Potential change is anticipated to increase the expenditure of County funds

Other Relevant Information

Several issues are developing which may impact Tourism Development, including the Performing Arts Center, the Arts Exchange project become a reality, programming for the Meridian Marker Amphitheater, the potential sports complex, and proposed convention & events center.

LEADS Review Handbook

As part of the strategic planning process, work areas will conduct a facilitated LEADS Review meeting. The information gained from the LEADS Review, and other sources, will be considered in preparing the work area's Strategic Plan, and may result in additional proposed Strategic Initiatives.

PLANNING AND LOGISTICS - Prior to conducting the LEADS Review meeting, the work area needs to consider: who will serve as the facilitator; the appropriate mix of key stakeholders and employees that will be invited to participate in the LEADS Review; and the time and location. Each of these factors is briefly discussed below:

- (1) **Facilitator** – The work area will designate a County employee, from within the work area, to serve as the facilitator. The facilitator should have good team meeting skills, and be competent to exercise personal discipline to avoid inappropriate participation in the focus group's discussion.
- (2) **LEADS REVIEW Focus Group** - The number of participants should be manageable, yet ensure the best possible result in the overall analysis.

Participants should include all Division Directors for the work area, various levels of Division employees, and representative key stakeholders.

At least one work area Division Director is required to attend each LEADS Review meeting.

- (3) **Time and Location** – The LEADS Review meeting may take two to three hours, or more, to complete. The actual time will vary depending upon a number of factors, such as the number of participants, their participation level, and the work area's span of services and work processes. The location where the LEADS Review meeting is held should allow participants to have uninterrupted time to complete the analysis.

APPROVAL OF PLANS FOR LEADS REVIEW MEETING WITH A FOCUS GROUP – Plans for the LEADS Review meeting must be approved in advance by the Strategic Planning Team's Sponsor (the applicable Executive Team member).

It is recommended that the Team's Sponsor confer with the County Administrator or Deputy County Administrator, with respect to who will be invited to participate in the LEADS Review meeting and who will serve as the facilitator.

OUTLINE OF THE LEADS REVIEW MEETING –

1. **INTRODUCTION** - Kick off the LEADS Review meeting with an introduction and overview of the events that will take place during the meeting.
2. **GROUND RULES** - Establish the ground rules for the meeting. These should be written on chart paper, posted for participants' ongoing reference, and guide the group's behavior. At a minimum, ground rules should address Communication Courtesies (such as listen carefully, be open to new ideas, everyone participates, no one dominates, seek out differences of opinion, it is okay to disagree, and how to deal with interruptions (such as phone calls or text messages)).
3. **BACKGROUND** – Provide the participants a written summary of the work area's programs, services, main work processes, recent performance metrics, and a copy of the County's Core Practices (Attachment #1). Then briefly discuss the background materials. Employees other than the facilitator may help describe the work area's main services, main work processes, and the Core Practices.
4. **SWOT ANALYSIS** - "SWOT" stands for strengths (S), weaknesses (W), opportunities (O), and threats (T). The SWOT exercise will be used to generate information to assist the work area improve its services, and to develop proposed Strategic Initiatives that will move the work area forward in achieving the Board's Strategic Priorities.

A worksheet has been prepared, which provides additional guidance for the SWOT Analysis process (Attachment #2).

- a. Start by identifying the work area's strengths, which represent internal capabilities and resources.
- b. The next step is to identify the work area's weaknesses, which represent internal liabilities. The lack of a strength or resource can be considered a weakness. The work area's strengths and weaknesses give an idea of internal capabilities, resources and liabilities.
- c. The next step is to identify the work area's external opportunities for growth and improvement.
- d. Then identify the work area's threats, which represent external events, environmental factors, or changes that could affect the work area negatively.

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.
 - 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.
5. **SEEK RECOMMENDATIONS** –The facilitator will then seek input regarding how to improve the work area’s services and main work processes, and how the work area may “better live” the County’s Core Practices.
- a) The facilitator should raise the following example questions, and may ask other relevant questions.
 - b) If appropriate, the facilitator may dig deeper by posing questions concerning individual service areas and major work process.
 - c) When asking for suggestions as to how to better reflect the work area’s commitment to the County’s Core Practices, it is encouraged that that facilitator separately discuss, and seek input, with respect to each Core Practice.
 - d) In advance of the meeting, the work area may provide participants a copy of the questions that will be asked.
 - e) It is recommended that the facilitator record responses on flip chart paper.

Example questions are provided on the following page.

Example Questions - From your perspective:

- *Which services do you suggest the division add, why, what would be the impact to customers and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *Which services do you suggest the division no longer provide, why, what would be the impact to the division's customers and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *What additional changes do you suggest the division make in the services that it provides, why, what would be the impact to the division's customers and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *What do you suggest the division do to improve efficiencies or reduce costs, what would be the impact to the division's customers and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *To save money, reduce time turnaround, or to improve services, is there work that you perform, as a County employee, that you suggest should not be done – or somehow changed? Please discuss your recommendation and what the impact would be. (Note: This question is focused on County employees.)*
- *Are there services the division currently provides that you suggest could be better provided through another means (for example, by partnering with another entity, or by contracting out), what would be the impact to the division's customers and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *What changes do you suggest should be made to the rules, regulations, policies or procedures that the division follows, what would be the impact to the division's customers, the local economy, the environment, or residents' quality of life, and what other impacts do you perceive (for example, would it save money, or reduce time turnaround)?*
- *What procedures do suggest the division improve upon, what improvements do you suggest, and what would be the impact (for example, would it save money, or reduce time turnaround)?*
- *What entities do you suggest the division could collaborate with more, and what would be the impact (for example, would it save money, or reduce time turnaround)?*
- *What technologies do you suggest the division take advantage of to reduce costs, to improve customer services, or otherwise be of benefit? Please discuss the anticipated impact.*
- *What do you suggest the division do to better reflect its commitment to the County's Core Practices? (Note: It is encouraged that that facilitator separately discuss, and seek input, with respect to each Core Practice.)*
- *What do you suggest are barriers you face as division employees – or that the division as a whole faces - in fulfilling the Core Practices?*
- *Review the SWOT Analysis. How can the division better take advantage of its strengths? How can the division improve upon its weaknesses? How can the division be poised to take advantage of opportunities? How can the division be poised to mitigate the impact of threats?*
- *What additional suggestions do you have to improve the work area's services?*

Leon County's Core Practices

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

- **Delivering the “Wow” factor in Customer Service.** Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.
- **Connecting with Citizens.** Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger cause.
- **Demonstrating Highest Standards of Public Service.** Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.
- **Accepting Accountability.** Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.
- **Exhibiting Respect.** Employees exercise respect for citizens, community partners and each other.
- **Employing Team Approach.** Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.
- **Exercising Responsible Stewardship of the Community’s Resources.** Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.
- **Living our “People Focused, Performance Driven” Culture.** Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

Worksheet: Strengths, Weaknesses, Opportunities and Threats Facing the Leon County Community (List in No Particular Order)

Strengths – Think of the Leon County community and consider its tangible and intangible strengths. These are things that are good now, maintain them, build on them and use as leverage. What are its advantages and unique assets? What makes it more successful when compared to other communities? What do we do well? Is there anything Leon County does better than most, or anyone else? What do others see as our strengths?

Weaknesses – These are those attributes of the community that are harmful to Leon County’s long term success. These are things that are bad now. Remedy, change or stop them. What are our community weaknesses? What are its disadvantages? What can we improve? What assets or resources do we have fewer of than others? What would others see as our weaknesses?

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Opportunities – Opportunities may become a future strength; they are things that you want to capitalize on and benefit from in the future. Take into consideration external factors including demographics, economics, political, legal, sociological, environmental, cultural, and technological. What future opportunities are open to us? What trends could we take advantage of? How can we turn our strengths into opportunities?

Threats – Threats are generally considered to be changes in the external environment that could become detrimental if not addressed, and can become your future weaknesses. Again, you are looking at demographics, economics, political and legal realities, sociological, environmental, technological and cultural. Consider what might be standing in the way of opportunities and how these issues may be overcome. What trends could harm us? What threats do our weaknesses expose us to?

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Developing Mission Statements and Goal Statements

All Divisions, Departments and Offices will develop either a Mission Statement or a Goal Statement, which support the County's Vision. All County Divisions, Departments, and Offices help shape the County's future, and share the same vision for the County (i.e., the County-wide Vision Statement).

Those Departments, Offices and Divisions that are direct reports to the Director of Public Works and Community Development, the Deputy County Administrator, or the County Administrator will prepare **Mission Statements. Mission Statements will be included in the Work Area's Strategic Plan.**

Those Divisions that report through a Department to the Director of Public Works and Community Development, or through an Office to the Deputy County Administrator, will prepare **Goal Statements.** Goal Statements support the mission of the upper level Office or Department, as well as the County's Vision. **Goal Statements will not be included in the Work Area's Strategic Plan; they will be included in the appropriate budget documents.** The format and process for developing a Mission Statement or a Goal Statement is the same. Both 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.

To simplify this guidance document, the Department, Division, or Office preparing such statements will be referred to as "Entity."

Mission Statements and Goal Statements are broad, short and succinct statements which communicate the Entity's purpose, and should touch upon the following key points: (1) Who the Entity is. (Who we are); (2) What customer needs the Entity is trying to satisfy. (What we do); (3) Who the Entity's customers are. (For whom we do it); and (4) Why the Entity does what it does. (Why we do it; the ultimate end). These statements answer the question, "What good, for whom?" They are statements of *why* the Entity does what it does, not the means by which it does it (it does not address "how"). Additionally, the statements:

- Support one or more of the Board's Strategic Priorities (Attachment #1), and demonstrate a commitment to serving the public good. This connection with the Board's Strategic Priorities should be clear in the "what we do" and in the "why we do it" components of the statement.
- Be inclusive (everyone in the Entity should be able to nod and say "what I am doing contributes to the mission or to the goal").
- Use proactive verbs to describe what the Entity does to serve its customers – focusing on satisfying customer needs.
- Be powerful, motivating, and inspire employee commitment.
- Be short, sharply focused, free of jargon, and easily understood.
- Be realistic and fit the current environment.

"The effective mission statement is short and sharply focused. It should fit on a T-shirt. The mission says why you do what you do, not the means by which you do it."

Peter Drucker

The basic formula for a mission statement or a goal statement is _____ (the Entity) exists to provide _____ for whom? And why? Examples of mission statements are provided as Attachment #2. Many methods can be used to develop a mission statement or a goal statement. The step-by-step discussed here is a practical approach which is simple and relatively easy to use.

Step 1: Select the Writing Team – Each Entity Director is responsible for the critical first step: selecting the Writing Team. Criteria for selecting members of the Writing Team should include an understanding of and experience with the Entity, and trust. Staff must trust that the mission statement or goal statement that the Writing Team develops will ring true with the Entity’s employees, rather than only reflecting the team’s perspective. Team membership should include some (or all) of the Work Area’s Strategic Planning team, additional Entity personnel, and the Director of the umbrella Department or Office (at that Director’s discretion).

Step 2: Review Background Materials – The Entity Director should assure all team members have a broad understanding of the following: (1) the County’s Vision Statement, Core Values, Strategic Priorities, and Core Practices (Attachment #1); and (2) the Entity’s programs, services, and main work processes (background materials distributed to LEADS Review participants may provide this).

Step 3: Evaluate the Entity’s Current Statement – As a group, or individually, read the current Mission Statement or Goal Statement and answer the following questions:

- Does the statement communicate who the Entity is? (If not, what is the problem?)
- Does it tell people what the Entity does – what customer needs the Entity is trying to satisfy? (If not, what is the problem?)
- Does it tell people who the Entity’s customers are? (If not, what is the problem?)
- Does it tell people why the Entity does what it does? (If not, what is the problem?)
- Is the statement clear as to how the Entity contributes to the County’s Strategic Priorities (and, therefore, how it contributes to the County’s Vision)? (If not, what is the problem?)
- Does the statement demonstrate a commitment to serving the public good? (If not, what is the problem?)

Does the statement broadly cover all the things the Department does? (If not, what is the problem?)

- Does the statement broadly encompass all of the people to whom the Entity targets its services? (If not, what is the problem?)
- Is the statement powerful, does it motivate employees, and does it inspire employee commitment? (If not, what is the problem?)
- Is it short, sharply focused, free of jargon, and easily understood? (If not, what is the problem?)
- Is it realistic and does it fit the current environment? (If not, what is the problem?)
- Does it convey the image that the Entity seeks to project? (If not, what is the problem?)
- Does it clearly convey “What good, for whom?”
- Does it meet other criteria the Writing Team believes is important for an effective mission statement or goal statement?

Step 4: Determine if the Entity's Current Mission Statement or Goal Statement Require Revision -

Collectively, the Writing Team will determine if the Entity's current Mission Statement or Goal Statement require revision. If the Writing Team determines that the current statement meets the criteria described in Step 3, then the team should gain feedback from outside the Writing Team (see Step 7).

Step 5: If the Current Mission Statement or Goal Statement Require Revision, Complete Mission Statement/Goal Statement Worksheets – Ask each member of the Writing Team to complete a Mission Statement /Goal Statement Worksheet, and bring it to a specific team meeting (or complete the worksheets during a meeting) (Attachment #2).

Step 6: Draft Revised Statement - The Writing Team prepares one or more draft statements, either collectively as a group, in subgroups, or by some other method the Writing Team supports. Then, the Writing Team judges the initial drafts against the criteria (refer to Step 3), and suggests revisions or new options. This may be accomplished by posting the first draft statement in front of the Writing Team, with individual group members providing their assessment as to how the statement may be improved upon to make it more effective. All suggestions are encouraged and recorded. This process is continued until the Writing Team agrees it is time to gain feedback from outside the Writing Team.

Step 7: Circulate for Feedback - The Writing Team circulates the draft of the statement to additional Entity staff. The Writing Team should ask the reviewers to respond to three questions: (1) Do you understand the statement? If not, explain; (2) Does it fit your experiences with the Entity? If not, explain; and (3) Do you like this statement as a mission/goal for the Entity? If not, explain.

Upon receiving feedback from outside the Writing Team, the feedback is summarized and distributed to the Writing Team. The Writing Team meets to discuss the feedback, modifies the statement as deemed appropriate, and readies it for adoption.

Step 8: Adopt the Mission Statement/Goal Statement –

- Mission Statements - The Mission Statement is added to the Strategic Plan Interim Report, and submitted to the next reporting level. Upon receiving their approval, the Interim Report (including the proposed Mission Statement) is submitted to the Director of Public Works and Community Development, if a reporting Department, and then to the Deputy County Administrator. Finally, the Interim Report (with the proposed Mission Statement) is submitted to the County Administrator for final review and approval. They will determine if the Mission Statement meets their standards. If necessary, the Writing Team will further refine and resubmit the Mission Statement, until it is approved by the County Administrator.
- Goal Statement - The Goal Statement requires the approval of the applicable Office Director or Department Director, as well as OMB with respect to formatting.

Vision Statement

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

-BOCC, December 13, 2011

Core Values

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

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

-BOCC, December 13, 2011

Strategic Priorities

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

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

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

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

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

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

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

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

Core Practices

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

- **Delivering the “Wow” factor in Customer Service.** Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.
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- **Living our “People Focused, Performance Driven” Culture.** Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

Mission Statements - Examples

Mecklenburg County, NC: To protect the region's biodiversity and natural heritage for its inherent value and for the benefit of future generations by promoting open space preservation, conserving natural communities, and fostering awareness and stewardship through environmental education and outdoor recreation.

Seattle Department of Transportation: To deliver a safe, reliable, efficient, and socially equitable transportation system that enhances Seattle's environment and economic vitality.

Seattle Human Services Department: To connect people with resources and solutions during times of need so we can all live, learn, work and take part in strong, healthy communities.

Seattle Environmental Affairs: To work proactively and cooperatively with all City Light workers and work units to provide a safe and healthful workplace, protect the natural environment, and ensure compliance with laws and regulations.

Seattle Public Library: To bring people, information and ideas together to enrich lives and build community.

The King County GIS Center: To work in partnership with county agencies to provide accurate, consistent, accessible, affordable, and comprehensive GIS data, GIS infrastructure, and GIS services to support the unique business needs of King County and the communities we serve.

Sarasota County Administration: To reinforce values and principles that transform Sarasota County into a customer-focused, continuously improving, accountable team in order to execute the policies of the Board of County Commissioners through efficient management of county operations and cost-effective delivery of services to our citizens.

The mission of Big Brother and Big Sisters of America: To make a positive difference in the lives of children and youth, primarily through a professionally-supported, one-to-one relationship with a caring adult, and to assist them in achieving their highest potential as they grow to become confident, competent, and caring individuals, by providing committed volunteers, national leadership, and standards of excellence.

Mission Statement/Goal Statement Worksheet

- (1) What is the Entity's name?
- (2) What does the Entity do? Consider prepositional phrases which reflect movement, such as "to promote," "to preserve," "to ensure," and "to further." Does it "aim to be a leader in customer service, and innovation for tomorrow"? So do other entities. This statement sounds nice, but it means very little to the Entity's customers and employees. Use proactive verbs in describing what the Entity does – focusing on satisfying customer needs. The actions must be possible.
- (3) Who are the Entity's customers? Who is the Entity's target population?
- (4) Why does the Entity do what it does?
- (5) How does the Entity connect with the Board's Strategic Priorities – in terms of "what we do" and "why we do it"?
- (6) Keeping your answers for the above questions in mind, list six words that you feel **MUST** be in this Entity's mission statement/goal statement.

- (7) Weave together components of a draft mission statement/goal statement, using the following format:

The mission of the (or the goal of the) _____ is to

for _____.

And why? _____.

Leon County
Board of County Commissioners
Cover Sheet for Budget Workshop Item #3

May 22, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Update and Analysis on Impacts to the FY 2013 Budget

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship

Fiscal Impact:

This item provides details on impacts to the FY 2013 budget, and offers the Board an opportunity to review these impacts and provide additional guidance to staff prior to the July 9 – 11 Budget Workshops.

Staff Recommendation:

- Option #1: Accept staff's report on the preliminary budget.
- Option #2: Authorize the Chairman to send a Letter to all Constitutional Offices requesting possible programmatic reductions.
- Option #3: Provide any additional Board direction to staff regarding development of the preliminary budget workshop in July 2013.

Report and Discussion

Background:

The longest and deepest recession since the Great Depression, has caused continuous reductions in property and sales tax revenues, which has made it difficult for the Board to provide a balanced budget, while maintaining quality services. Due to the slow economic recovery, the Board has been deliberative in providing relief to citizens by not raising fees and passing on property tax savings to the community. While an increase in the millage rate up to the rolled-back rate would not have resulted in a tax increase, the Board elected to leave the millage rate constant; thereby, allowing property value reductions to result in corresponding tax savings to property owners. Board actions have resulted in \$14 million in property tax savings to the community over the past three years. This includes a \$2.9 million savings during the current 2012 fiscal year.

During this period, the Board continually evaluated the current level of services provided to the community. This has involved a thorough examination of all the services departments provide including: libraries, stormwater maintenance, mosquito control, management information systems, development support, environmental service, and parks and recreations services. Specific examples of reductions the Board has made since FY 2009 are:

- Reducing hours of the branch library system from 52 to 40 hours a week. This decision closed the branch locations on Mondays and saved \$386,985 annually.
- Restructuring Library Administration and Collection Services, saving \$130,489 annually, and opening the expanded library branches without adding additional staff.
- Closing the Solid Waste Facility to the public for the disposal of Class III waste (generally waste not expected to produce leachate) and contracting with a private vendor to recycle this waste stream. This change allowed the County to restructure landfill operations and eliminate seven positions at the solid waste facility saving \$284,500 per year.
- Significantly restructured the Public Works Department's stormwater and mosquito control programs - Specifically, stormwater maintenance previously performed by two divisions, is now being conducted by one division. This produced organizational efficiencies, and saved \$214,054 over the past two fiscal years.
- Restructuring Management Information Services resulting in annualized savings of \$238,981. This involved the elimination of four technical positions, which has resulted in increased response times to technical calls. Even with this restructuring, call times remain within applicable industry benchmark standards.
- Reorganizing County Administration to increase efficiencies - The reorganization involved eliminating the Management Services Support Services Division, and more recently the Assistant County Administrator position, for a combined net annual savings of \$421,953.
- Reevaluating and competitively bidding the County's insurance (property, workers compensation, and general liability) for savings of \$407,000. In addition, workers' compensation payments from Departments to the Risk Management Fund were reduced by \$904,420.
- Eliminating 18 positions in the Development Support and Environmental Management Department, over a two year period, to reflect decreased staffing needs due to the significant downturn in the construction industry.
- Privatizing the Pre-trial GPS Monitoring Program saving \$186,000.
- Reducing roadside maintenance through the elimination of an operations crew saving \$137,078.

By reorganizing stormwater, transportation, growth management, tourist development and administrative functions over the past five years, the Board has reduced its budget by more than \$48 million and its workforce by more than 70 positions. This restructuring has allowed the Board to reduce costs while minimally effecting service levels to the community. The Board was able to achieve more than a five percent reduction in the County workforce with no layoffs. This was done through the Voluntary Separation Program and through the realignment of staff whose positions were eliminated.

Balancing the budget has required the Board to make significant reductions over the past several years. While making these budgetary reductions, the Board has correspondingly allowed the property value reductions to result in property tax savings by not increasing the millage rate; which in turn allowed all of the savings to be retained by property owners. The Board also took into consideration the down turn in the economy and maintained the existing non-ad valorem assessment rates. By not increasing the non-ad valorem assessments or gas tax rates, the budget included increases in general revenue support for these programs.

Another direct effect of the reduced property taxes and maintaining the current non-ad valorem rates is the increased use of general revenue fund balance to support the County's operating budget. The continued increased reliance on fund balance to support recurring expenditures is not a long term sustainable budgetary practice. As part of the annual budget process, staff will continue to provide the Board various options that build upon previous efforts related to efficiencies, privatization (when appropriate), and service level reductions.

On February 14, 2012, the Board conducted a budget workshop on non-ad valorem assessments, and authorized staff to requisition studies to see what rate the stormwater and solid waste assessments should be established to fund these programs. These fee analyses include scenarios that would phase the fees in over several years. The Board ratified actions concerning these studies at the February 28 meeting. Requests for bids and/or proposals were solicited for these studies, and responses are currently under review. The Board approved the issuance of these studies with the understanding that any new revenue from these assessments would not be available until FY 2014.

In addition, after initially authorizing staff to negotiate with the City regarding implementing the additional five-cent gas tax, the Board instructed staff to stop pursuing the possible implementation of this tax at the March 13, 2012 meeting.

Analysis:

Over the past three years, Leon County along with the rest of the United States has weathered a recession that has turned into a slow economic recovery. The recession greatly affected the collection of property taxes. The effect was a decline in property values from 2007 – 2010 by \$2.4 billion (15%). Since FY 2009, the Board has kept the millage rate at 7.85 and passed \$14 million in property tax savings to the community. As specified above, to compensate for this loss of resources, the Board has made significant budget reductions, and utilized reserves to fund the operating budget over the past two fiscal years. During this time, the Board has been extremely disciplined regarding the budget and has added few new discretionary operating expenses. However, as presented to the Board at the June 28, 2011 meeting, the initial operating impacts of the Consolidated Public Safety Facility will be included in the FY 2013 budget.

With the decline in property values and no adjustment to assessment or millage rates, the Board has utilized \$8 million (\$4 million each for the past two years) in general revenue reserves to balance the budget. Fund balances grow annually (typically \$3 to \$5 million) through the under spending of appropriations and the over-collection of forecasted revenues (mainly resulting from the statutory requirement to budget revenues at 95% of forecast). Current reserve policy requires the County to maintain at least 15% of what is currently budgeted for expenditure with the maximum reserve level established at 30%. By year end estimates show that the County will have a general fund balance of 24%, which is within in the appropriate range.

Current Cost Avoidance and Efficiency Efforts

As previously stated, the County has been anticipating significant shortfalls in support of the budget. As reflected in the separate budget discussion item, through the County LEADs process initiated during FY 2011, staff performed an exhaustive evaluation throughout all of the county departments and divisions. As evidenced by this approach, staff is continually looking at ways to avoid costs and create efficiencies in the organization. Without this effort, the costs associated with these issues would have caused the shortfall to be much greater. Examples of these efforts at avoiding costs and increasing efficiencies include:

- Evaluating the existing library staffing structure to ensure that the new and expanded branch libraries would have adequate service levels. Through this analysis, library staffing was streamlined and redeployed in a manner where the expanded branch libraries opened without adding existing staff to the organization. Original projections indicated that four or five new positions would be required to adequately staff these facilities.
- Avoiding the construction of a \$9-\$10 million Consolidated Supervisor of Elections Office. While working closely with the Supervisor of Elections Office, staff was able to identify a long-term space solution that provides for a consolidated warehouse and training facility within the SOE's existing operating budget. This effort reduced the number of spaces used by the SOE from five to two.
- In the area of Veteran's Services, it is apparent that there is an increasing demand for claims assistance and other requests for service. Correspondingly, the County has had a decrease in available housing funds (i.e. CDBG, SHIP) over the past several years. As such, an existing vacant position in the Housing Division will be realigned to fortify Veteran's Services. Without this efficiency restructuring, a new position would have been requested as part of the current budget process.
- Recommending the reallocation of existing resources to support the creation of a dedicated Direct Emergency Assistance Program (DEAP) for Veterans. Based on a review of the historic usage of the County's Military Grant program (i.e. property tax relief), a portion of the annual budgeted funds can be reallocated to support the creation of a dedicated DEAP-Veterans program.
- Identifying department administrative overlap where co-located divisions providing different services can share personnel resources. For example, Purchasing and MWSBE are co-located in one building at the Microssukee Complex. Staff is reviewing opportunities to make better usage of limited administrative staff resources to support both divisions. Similarly, Probation/Animal Control are collocated at the Municipal Way facility. Historically, these two divisions have operated completely independent of each other. With limited support staff, the divisions have been working to share positions in order to provide better phone coverage and allow for other work efforts to be completed.

- Creating an office for the management of County real estate. Previously, the County contracted for these services in order to lease available space at the Bank of America Building and the Huntington Oaks Plaza. By bringing a real estate professional on staff, the County can continually market its leasable space, and save on commissions paid to commercial real estate companies. In addition, this division will be able to focus on the existing County inventory of properties, and look for opportunities to achieve the maximum market potential or public good for this inventory.

Future Cost Avoidance

Similarly, the LEADs initiative is fundamentally different approach to identify areas where future costs can be avoided or controlled. This approach is intended to create and foster an environment where “big ideas” can be brought forward for consideration. Just two examples include:

- Reviewing the efficacy of Value Based Benefit Design to control health care costs. Health insurance is one of the County’s largest expenditures, and this new plan seeks a way to control rising health care costs. A workshop item detailing Value Based Benefits will be presented later in this workshop.
- Evaluating solid waste services, as part of the current review authorized by the Board. This effort is anticipated to provide options for cost reductions and provide additional revenue through the handling of recyclable materials. A budget discussion item regarding solid waste will be presented at the July 2012 budget workshops.

Even with these efforts to look for efficiencies and to avoid costs, a budget shortfall exists for the upcoming fiscal year. This in part is due to increased costs to the County through inflationary increases to contracts and operating materials, along with the concurrent reduction in monetary resources. This shortfall is discussed in detail in the following section.

Preliminary Budget Overview

At the December 2012 Retreat, the Board requested that staff schedule a budget workshop that included looking at the services each Department provides. These services were discussed in detail under the previous presentation of the draft strategic plans.

In addition to the draft strategic plans, Board departments have submitted their preliminary FY 2013 budgets, and the majority of the Constitutional budgets have been submitted. These budgets are currently under review. Part of the analysis will be aligning the budgets and performance measures back to the Board’s Strategic Plan and Initiatives. This information will be provided in detail at the July workshops.

However, based on a preliminary review of revenue and expenditures, the following analysis gives a range of the projected FY 2013 budget shortfall. Final numbers related to property valuation will not be provided until July 1, 2012, and health care rates will not be known until June. In addition, there are other factors where the entire impact to the budget is unknown. The challenge to state mandated employee contributions to the Florida Retirement System will be heard in the Florida Supreme Court, and the state legislation shifting disputed Medicaid costs to the counties is also being challenged in the judicial system. Also, a constitutional amendment will be on the November 2012 general election ballot doubling the tangible personal property tax

exemption from \$25,000 to \$50,000. If approved by 60% of the voters, the impact to the FY 2014 budget is a loss of an estimated \$500,000.

Table #1 below, provides an overview that includes very preliminary estimates by the Property Appraiser that valuations will decline another three to four percent from last fiscal year. With the exception of costs associated with the Consolidated Public Safety Center, the shortfall includes normal increases in expenditures to maintain current service levels.

**Table #1
 Preliminary Budget Shortfall (1)**

Revenues	In Millions
Property Taxes with current millage rate (7.85)	\$3.10 – \$4.10
Other Major Revenues	\$0.60
Expenses	
Health Care	\$1.25 to \$1.7
Retirement	\$0.26
Medicaid and other State Increase	\$1.13
Contractual Service (e.g. custodial, software)	\$0.70
Fuel and Utilities	\$0.5
New Consolidated Public Safety Expenses (2)	\$0.93
COLA 2% or 2.7% (current CPI)	\$1.7 to \$2.3
SOE non-pres primary savings	(\$1.30)
Total Estimated Shortfall Range	\$8.9 to \$10.9 million

(1) The shortfall assumes the use of \$4 million in fund balance for operating expenditures consistent with Board actions over the past two budget cycles.

(2) These expenses include net costs for consolidated dispatch funding for the Sheriff and funding to operate the building. The City of Tallahassee will refund the County half of the buildings operating expenditures.

Revenues

The table shows that the preliminary budget shortfall is between \$8.9 and \$10.9 million. This shortfall includes the impact on ad valorem collection if the millage rate remains the current 7.85 and property values decline three to four percent. This decrease in valuation is slightly more than last year’s three percent drop. This is further indication that the recovery of the housing market is still lagging the slow recovery in other areas of the economy. With the decline in valuations, there has been a reciprocal decline in the amount of ad valorem taxes collected by the County. This is due to the Board leaving the millage rate at 7.85 since FY 2009.

The budget shortfall also includes a decrease in other major revenues by approximately \$600,000. The majority of this other revenue decline is the communication services tax and development and environmental service fees. While not dropping, sales tax revenues are only showing moderate growth and have not begun to return to pre-recession levels.

Expenses

Increased expenses include health insurance at a range of five to eight percent, or \$1.2 million to \$1.7 million. These percentage increases utilize the preliminary range provided by Capital Health Plan and are based on the current employer/employee contribution rate and plan design. A separate discussion item on health care explains this and other health care cost options in more detail. Final rates will be provided in June 2012, and used for the July budget workshops.

Other increased expenses include retirement, fuel and utility costs, contractual services and new operating costs for the Consolidated Public Safety Center. In addition, the State of Florida pushed additional Medicaid costs to all Florida counties with the estimated additional annual impact to Leon County being \$978,000. The remaining \$131,074 in increased mandatory payments is due to costs for the Medical Examiner and the Baker and Marchman Acts.

Cost-of-Living-Adjustments (COLAs) were not provided to all employees last year, and over the last two years have been used to off-set increase in health care costs and changes to the Florida Retirement System. The current Consumer Price Index for the month of March shows a CPI of 2.7%. Providing a 2% COLA to employees this year would add approximately \$1.7 million to the budget. Providing a full CPI adjustment would add an additional \$2.3 million to the budget.

This analysis also assumes the utilization of another \$4 million in fund balance. The Board made a conscious decision two years ago to use \$4 million in fund balance a year to balance the operating budget. Due to state budget requirements that counties budget 95% of expected revenues, and the under expenditure of Board and Constitutional Officer's budgets, this was not an unreasonable amount to budget given the constraints placed on County resources. If the County did not continue to utilize this amount of fund balance, it would need to replace the use of fund balance with another source of recurring revenue or further reduce expenditures.

Workplace Efficiencies and Reductions

Part of the LEADS process and Strategic Plan development have aimed at improving workplace processes to provide better customer service and increase efficiencies within the workplace. As referenced in the earlier strategic plan item, to achieve this, Departments held focus groups regarding work areas strengths, weaknesses, opportunities and threats. These interim reports were reviewed during the executive budget hearings. Many of the improvements suggested include enhancements to technology, which make it easier to quantify work product and results. Where appropriate, funding will be included in the budget for these service level improvements and/or enhancements.

Subsequent to the executive hearings, Departments were instructed to look at additional ways to achieve efficiencies through reductions, including looking for duplicative services, and county programs that are not core to the County's primary mission. Like most jurisdictions in Florida, Leon County has reduced services and expenses over the last five years. Expenditures have been reduced to the extent that further reductions need to be focused on services that are discretionary (e.g. parks, libraries, primary health care), and core services that could be reduced (e.g. rural waste collections centers, roadway and stormwater maintenance). Information obtained from this effort will be presented at the July workshops.

Given that Board Departments are looking at possible program reductions, a similar request should be made of the Constitutional Officers. Attachment #1 shows a letter from the Chairman requesting that each Constitutional Office review the services they provide, and determine which ones could possibly be eliminated without jeopardizing the core functions of the office.

Current and Future Funding Needs

It is important to note that during these years of cut-backs and reductions, the County has acquired or built additional infrastructure without necessarily funding for its future upkeep. These amenities include greenways, roadways and associated landscaping/medians, libraries, and community centers.

Parks and Recreation

The County has acquired 1,185 acres of greenways (St. Marks Headwaters, Fallschase, Eight-Mile Pond, Alford Arm Goose Creek Connector, and the Fred George Sinkhole properties), and passive parks (Pedric Pond and Trail, Martha Wellman, Lake Henrietta and Jackson View). In addition, the land management plan with the Florida Community Trust requires the County to make a park out of the recently completed Okeeheepkee stormwater retrofit project. Some of these land areas, specifically Fred George and St. Marks are required to have additional amenities such as trails constructed according to approved management plans. In addition, the Fred George facility will have active recreation ball fields.

Funds are being set aside through the capital budget to construct the required amenities at these parks and greenway facilities. Funds are slowly being accumulated through annual appropriations, but citizens are beginning to demand access to these facilities now, even though complete funding to start the planned improvements will not be available for several years. Also, funding for additional personnel to adequately manage these locations is not ensured through out year programming. Moreover, the Miccosukee and Alford Arm Greenways management plans are currently being revised. These plans will include additional amenities that will be expected by the public such as potable water sources for the Miccosukee Greenway and trail layout and design at Alford Arm.

Other amenities recently constructed for the park system include: the cross county trail at Apalachee Park; concessions at Apalachee Regional and Tower Road parks; and restrooms at Edenfield Park. All are being maintained with existing staff.

Libraries and Community Centers

Over the past two years, the County has expanded two branch libraries (Northeast and B.L. Perry) constructed two new libraries (Woodville and Eastside) and is currently constructing the Northwest Library. Concurrently, the Northwest Community Center is being built. While extremely important to the economic development of the community, these projects bring additional recurring operating expenses that compete with the diminishing general revenues used to fund these daily operations.

Transportation and Mobility

The widening of Mahan Drive is an important gateway project for the community. With this in mind, an additional \$1.2 million dollars in landscaping beyond what was required by code was installed. After the maintenance warranty expires on the plantings in 2014, the County will be required to maintain the right-of-way and median landscaping. To properly maintain this section of roadway and preserve the million dollar investment in landscaping, it is estimated that a crew of four to five will be necessary for proper maintenance. This crew would also be utilized to maintain the newly improved and widened Buck Lake Road.

Currently, the County resurfacing program is funded from the original local infrastructure sales tax. Revenue collected from gas taxes does not fund any road resurfacing. Resurfacing funds became available when the Board unfunded the Tharpe Street widening project in 2008. These funds extended the resurfacing program for six years but will be depleted by FY 2014. Out-year budgets contemplate using a portion of the County's ten percent share of the current infrastructure tax for the resurfacing of major arterial and collector roads. No funding is

contemplated for the resurfacing of local roads. This issue will be discussed in detail at the citizens committee and during deliberations on the local option infrastructure sales tax extension.

Over the past several years, 17 miles of sidewalk have been constructed in the unincorporated area of the County. Most recently five miles of sidewalks were constructed in Killlearn Lakes. Additional maintenance dollars will be necessary to keep these side walks free from weeds, and to repair cracks to ensure the sidewalks will be safe and able to be used by all members of the community.

Additionally, the County has had to take responsibility for an amenity not generally provided in the unincorporated area, street lights. Capital Circle Southwest completed by Blueprint 2000 has street lights in the unincorporated area that have been assigned to the County for maintenance.

Other Transportation and Stormwater Maintenance

In addition to the above, over the past five years, Public Works Operations staff has been reduced by six percent. During this time the division has taken on the responsibility of maintaining 40 more stormwater ponds, 14 miles of paved roads, 35 acres of landscaped areas, and 12.5 miles of road side ditches/swales. Attachment #2 shows a complete list of additional infrastructure that County operation must maintain within State law, local codes and specific permit standards.

At some point in the future, the Board must decide how to balance the requests for additional services continually requested by constituents with the revenue available to support them. Leon County is at a tipping point in its ability to provide quality services within an environment of constrained resources. The Board may decide to balance these demands by increasing revenues via ad valorem or gas taxes, and/or non-ad valorem assessments, or reducing funding in other service areas. The Board may also wish to consider not expanding programs in the near future until property values rebound, and sales tax collections return to pre-recession levels.

Summary

The preliminary budget shortfall analysis is provided to give the Board the context, extent and range of the possible budget shortfall faced for FY 2013. As final rates for new expenses and property values are determined, the final shortfall will be provided at the July workshops. At this time, staff will provide the Board options to consider for providing a balanced tentative budget for public hearings in September. Prior to embarking on this path, staff is requesting final Board direction in preparing materials for the July budget workshops.

Over the past four years, in a difficult economy, the Board has used numerous strategies to balance the budget with each year becoming increasingly difficult. During this time, the Board has reduced the budget by approximately \$48 million, eliminated more than 70 positions from its workforce and made service level operating reductions. Two years ago, the Board started utilizing reserves as recurring revenue for operating expenditures. The Board has also looked at alternative sources of revenue related to energy (solar, and thermal), and renting County owned property. Moreover, the Board has also embraced opportunities to privatize services where appropriate, use automation, and utilize functional consolidations.

More recently, the Board has approved the requisition of services to examine the structure of the stormwater solid waste non-ad valorem assessments. Approval to award these studies will be

brought back to the Board in July 2012. The outcomes of the studies and any rate modifications would not be considered until the FY14 budget process.

At the July workshops, staff will bring the Board back numerous options for creating a balanced budget.

Options:

1. Accept staff's report on the preliminary budget.
2. Authorize the Chairman to send a Letter to all Constitutional Offices requesting possible programmatic reductions.
3. Provide any additional Board direction to staff regarding development of the preliminary budget workshop in July 2013.

Recommendations:

Options #1, #2 and #3

Attachments:

1. Letter from the Chairman to the Constitutional Officers requesting program reductions
2. List of additional infrastructure maintenance assigned to County Public Works Operations Division

May 23, 2012

Dear *Constitutional Officer*:

On May 22, 2012, the Board of County Commissioners conducted a workshop in an effort to address the preliminary FY 2013 budget shortfall and provide direction to staff for the development of the budget. Given the fiscal realities and potential impacts associated with current legislative priorities, the Board has requested that Constitutional Officers submit program budget reductions for FY 2013 as one strategy for balancing the budget. Subsequent to Executive Hearings, County Administrator instructed Board Departments to do the same, and to focus reductions on program specific areas not considered a core function of the Board of County Commissioners.

No specific budget target is provided. This request is made that attention be provided to specific program areas within your jurisdiction; functions that may not be considered core services within the office. The Board will consider these reduction alternatives as part of the July budget workshops.

The Board has always had an excellent working relationship with your office. During past year budget processes, every Constitutional Officer has participated willingly in our efforts to reduce the budget. This year will be a much more difficult process given the magnitude of the projected shortfall estimate of \$8.9 and \$10.9 million.

As part of this process, the Office of Management and Budget will be providing additional information relating to the specific manner and format in which to submit your reductions. I appreciate your willingness to participate in this process. Please do not hesitate to contact me if you have any concerns or questions.

Sincerely,

Akin S. Akinyemi
Chairman

CC: Board of County Commissioners
Vincent S. Long, County Administrator
Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director, Office of Financial Stewardship

PUBLIC WORKS - OPERATIONS

Activities	FY 07	FY 12	% Change	Unit Change
Paved Roads (miles)	560	574	2%	14
Dirt Road (miles)	41	37	-10%	-4
OGHM /OGCM (miles)	43	48	10%	4
Sidewalks (miles)	18	34	94%	17
Signs	17,761	19,689	11%	1,928
Canopy Roads (miles)	57	58	2%	1
Landscape Area (Acres)	4	40	889%	36
Roadside Mowing (miles)	462	578	25%	116
Litter (miles)	462	578	25%	116
SW Ponds	256	296	16%	40
Conveyance Mowing (miles)	60	62	3%	2
Curb & Gutter (miles)	30	39	29%	9
Roadside Ditches (miles)	1,248	1,261	1%	13
Enclosed Systems (miles)	9	16	78%	7

Leon County
Board of County Commissioners
Cover Sheet for Budget Workshop Item #4

May 22, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Approval to Transition to a Value Based Benefit Design Health Insurance and Wellness Program and Review Contribution Strategies

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Lillian Bennett, Director of Human Resources
Lead Staff/ Project Team:	Ernest Poirier, Human Resources Specialist Mary Barley, Health and Wellness Coordinator

Fiscal Impact:

This agenda item has a fiscal impact. Staff proposes transitioning to a Value Based Benefit Design Program (VBBD) which over time should reduce the rate at which the County's health insurance premium increases annually. There are certain program costs, such as conducting Health Risk Assessments (HRA's) and Biometric Screenings, which will be funded through the existing wellness budget and/or included as part of future budget requests. Employee participation in the VBBD Program is voluntary.

Staff Recommendation:

1. Approve the concept of transitioning the Wellness Works! Program from activity based to a Value Based Benefit Design (VBBD) Program which is integrated into the Health Insurance Program including contracting through the use of existing resources with a third party vendor to conduct Health Risk Assessments (Attachment #1).
2. Direct staff to develop a budget discussion item for Health Insurance Contribution Strategies under the new VBBD Program at the July 2012 Budget Workshop which include the following alternatives:
 - a. 2.5% Discounted Employee Contribution for participation in the VBBD program

Approval to Transition to a Value Base Benefit Design Health Insurance and Wellness Program
and Establish Contribution Strategies

May 22, 2012

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- b. Alternative plan design options that include higher co-pays for prescriptions and medical services and lower renewal rates
 - c. Multiple Tier Contribution Levels (Employee, Employee +1 and Family); this would entail higher premium contribution rates for employees with dependent coverages.
 - d. Alternative employee/employer cost ratios.
3. Authorize staff to renew health insurance services with Capital Health Plan/Blue Cross Blue Shield for the 2013 Plan Year. (Note the current agreement has automatic annual renewals unless terminated by the County).

Report and Discussion

Approval to Transition to a Value Base Benefit Design Health Insurance and Wellness Program
and Establish Contribution Strategies

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Background:

Leon County currently contracts with Capital Health Plan (CHP) and Blue Cross Blue Shield (BCBS) for employee health insurance services. The current agreement with CHP/BCBS provides for continuing health insurance services on a year to year basis, unless terminated by Leon County or CHP/BCBS. The health insurance program covers Board and Constitutional Office employees, dependents, COBRA participants, as well as Retirees. There are approximately 1,400 employees enrolled in the County's Health Insurance Program. Total enrollees' including dependents represent approximately 3,700 members.

The current employer/employee contribution strategy is 90/10. Table #1 reflects the estimated annual employer/employee premium cost for the 2012 Plan Year:

Table #1
2012 Annual Employer/Employee Premiums
90/10 Contribution Percentage

Coverage Tier	# of Employees	Total Annual Cost	Employer Annual Cost @90%	Employee Annual Cost @10%
Single	416	\$2,623,895	\$2,361,505	\$262,390
Emp+1	333	\$4,352,763	\$3,917,487	\$435,276
Family	632	\$10,570,276	\$9,513,248	\$1,057,028
Total	1381	\$17,546,934	\$15,792,240	\$1,754,694

Table #2 reflects the employer/employee monthly premium for the 2012 Plan Year:

Table #2
2012 Monthly Employer/Employee Premiums
90/10 Contribution Percentage

Coverage Tier	# of Employees	Total Monthly Premium	Employer Monthly Premium @90%	Employee Monthly Premium @10%
Single	416	\$525.62	\$473.06	\$52.56
Emp+1	333	\$1,089.28	\$980.34	\$108.94
Family	632	\$1,393.76	\$1,254.38	\$139.36
Total	1381			

Analysis:

The Leon County Wellness Works! Program is proposing a transition of the current wellness program from an "activity" based program to a "high impact, results-oriented" wellness program. In order to realize this transition, the Wellness Works! Program proposes collecting aggregate employee data on a voluntary basis that can be used to measure and evaluate the effectiveness of the program. This goal can best be accomplished by transitioning the program into a Value Based Benefit Design (VBBD).

A VBBD is an employer-driven benefit design strategy. The basic definition of VBBD is the use of plan incentives to encourage employee education and adoption of healthy lifestyles and

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increased physical activity. A VBBD program assists in achieving the dual objectives of controlling employer costs while improving employee health. Health Insurance incentives can be used to include rewards, reduced premium share, and adjustments to deductibles and co-pay levels. The National Business Coalition on Health has produced an extensive guide for employers on implementing VBBD Programs (Attachment #2).

More employers are beginning to use a “carrot and stick” approach to get their employees to engage in their wellness programs in order to make them more successful. A more positive way to look at this approach is that the employee now has some “skin in the game” and more clearly sees the financial cost associated with their unhealthy lifestyles and how improving those lifestyles can make them healthier and help reduce the employer’s healthcare costs. Attachment #3 highlights 2012 Healthcare Trends.

Attachment #4 is an example of projected Leon County health care cost from 2011 – 2017 at an 8% annual renewal rate. In this example, County health care cost is estimated to increase from \$17.5 million to \$27.8 million during this period. Staff proposes transitioning to a high impact, results-oriented wellness program (VBBD) which is integrated into the health insurance program to slow down the growth in healthcare costs and encourage a healthy workforce.

Value Based Benefit Design (VBBD) Program

The Wellness Works! Team is requesting Board approval to begin a “high-impact, results-oriented” VBBD wellness program for the 2013 Plan Year. Organizations that begin to use this approach start conservatively to introduce the program and then implement a multi-year approach to allow employees to get familiar with the program and to realize the benefit of healthier living. Additionally, employees begin to understand their role in assisting Leon County in controlling health care costs.

The basic premise of Leon County’s VBBD program is that employees participating in approved wellness programs throughout the year receive 2.5% discounted premium contributions. Employees not participating in approved wellness programs will pay the regular premium contribution established by the Board each year. For example, if the Board established the employer/employee contribution percentage at 87.5/12.5, those employees participating in approved wellness programs will receive a 2.5% discounted premium contribution of 90/10. The proposed structure of the VBBD program is outlined in Attachment #1. Highlights of the proposed VBBD program include the following:

Objective:

The primary objective of the program is to help slow down the acceleration of employer costs while improving employee health. This is accomplished by encouraging participation in Wellness programs and offering discounts and incentives such as premium discounts which are directly tied to the Health Insurance Program.

Eligibility:

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The VBBD will be offered to Board and Constitutional Office employees with the following eligibility criteria:

- a. The VBBD is a voluntary program for all employees
- b. All employees will be able to participate in the Wellness Program.
- c. Benefits eligible employees who are enrolled in CHP or BCBS may be offered a 2.5% premium discount Health Insurance premiums if they participate in Wellness Program activities and screenings (ex. Health Risk Assessment, Biometric Screening, and other programs and activities sponsored by the Wellness Program).

Health Risk Assessments are self-reported online or paper surveys that ask questions about an individual's lifestyle behavior (diet, exercise, smoking, stress, etc) that helps identify risks for future health issues such as cancer, heart disease, diabetes, etc. Biometric Screenings are screenings done by qualified health care professionals that measure Blood Pressure, Cholesterol, Glucose and Body Mass Index (BMI).

VBBD Program Structure:

1. Obtain Board approval to implement a VBBD program over the next two years, in order to give the staff time to evaluate it, and slowly roll out the VBBD concept to employees.
2. Develop a Communications Strategy to help employees understand how the VBBD program will work and why having healthy employees and reigning in health care costs, benefits the employer as well as the employees.
3. The VBBD Program is designed to review only aggregate data and reports regarding the general health of employee population as a whole and will not include any personal health information on any individual employee.
4. The Board will continue to establish the health insurance contribution strategy each fiscal year.
5. Offer a 2.5% discounted premium incentive to those employees voluntarily participating in the HRA's, Biometric Screenings and other Wellness Program activities
6. Develop approved VBBD Wellness Programs, screenings and other services that will be eligible for an employee 2.5% premium incentive discount on health insurance (ex. Health Risk Assessments, Biometric Screenings and other Wellness Program services).
7. In FY 12/13, contract with a Third Party Wellness Vendor to conduct employee Health Risk Assessments. The cost of HRA's will be paid from the existing Wellness Works! Budget.
8. In FY 13/14 budget process, request funding to contract with the same third party vendor to conduct Biometric Screenings at an estimated cost of \$70,000.
9. During 2014 Plan Year, the Wellness Team will conduct an analysis and evaluation of the effectiveness of the VBBD program.

Third Party Wellness Vendor

Approval to Transition to a Value Base Benefit Design Health Insurance and Wellness Program and Establish Contribution Strategies

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Many employers are now approaching their benefits designs and wellness programs through a VBBD program. However, for employers enrolled in a Health Maintenance Organization (HMO) and Preferred Provider Organization (PPO), such as Leon County, the best approach for collecting aggregate data is through the use of a third party wellness vendor to collect wellness data from Health Risk Assessments and Biometric Measurements (Blood Pressure, Cholesterol, Glucose, etc.). Using a third party wellness vendor is beneficial for many reasons including the following:

- The data collection can be continued without interruption over time and stays with the third party vendor regardless of whether the organization changes their health care insurer.
- The employer has access to aggregate reports and data only provided by the third party vendor and no access to individual personal health information. Individual reports go to the employee only
- Employees are much more likely to participate if their information is being collected by someone other than their employer and will remain private and confidential. The programs are also HIPPA and GINA compliant for employee privacy.
- This aggregate data is then used by the Wellness Program to identify opportunities for improvement and to develop future programming.
- Aggregate Biometric Measurement data provided can be used to show estimates of healthcare savings based on employees improving lifestyle behaviors that impact healthcare costs.

Staff is requesting the use of a third party wellness vendor to begin the implementation of the VBBD program. The third party vendor will conduct Health Risk Assessments (HRA). A funding request will be made in the FY 13/14 budget to contract with the same third party vendor to conduct Biometric Screenings. The estimated cost for the Biometric Screenings is \$70,000. An example of potential Health Care Costs and Productivity Savings associated with Biometric screenings is shown in Attachment #5.

Example of VBBD Program Contribution Strategies

For the 2012 Plan Year, the CHP/BCBS renewal rate was 3.79% for County Employee Health Insurance. The total cost of insurance for 2012 is estimated at \$17.6 million, of which Leon County's employer contribution at 90% is estimated at \$15.8 million.

CHP/BCBS will not have the renewal rates for the 2013 Plan year available until June 2012. However, they have provided a tentative renewal rate range of 5%-8%, although not guaranteed. As such, throughout this agenda item, staff has assumed an 8% renewal rate for the 2013 Plan year for determining estimated costs and contribution strategies.

Table #3 below is an example of 2013 Plan Year estimated costs if the Board maintains the current 90/10 contribution strategy at an 8% renewal rate:

Table #3
2013 Annual Employer Health Insurance
Cost Summary @ 90/10 Contribution Strategy
Assumes 8% Renewal Rate Increase

	Current 2012 Estimated Cost @ 90/10 Contribution	Option A 2013 Maintain 90/10 Contribution @ 8% Renewal Rate	2013 Annual Cost Increase/(Decrease)
Total Costs	\$17,547,000	\$18,951,000	\$1,404,000
Employer Cost	\$15,792,000	\$17,056,000	\$1,264,000
Employee Costs	\$1,755,000	\$1,895,000	\$140,000

Under the VBBD Program, Leon County is encouraging employees to participate in the Wellness Program by offering a premium discount as an incentive. Staff is proposing a 2.5% premium discount on the contribution strategy set by the Board each year as an incentive for employee participation. The National Coalition on Health estimates that 95% of employees will participate in a VBBD Wellness Program and take advantage of the 2.5% premium discount incentive. Employees not participating will continue to pay the employer/employee contribution strategy established by the Board each year.

Table #4 below provides an example of estimated employer costs if 95% of Leon County employees participate in the VBBD program. It assumes that the Board establishes the contribution strategy @ 87.5/12.5 for the 2103 Plan Year and offers a 2.5% premium discount contribution of 90/10 for VBBD participation:

Table #4 (Example)
Proposed Value Based Benefit Design (VBBD)
Integrating Wellness into Health Insurance Program
95% Employee Participation and Employer Cost Summary
Assumes 8% Renewal Rate Increase

	2013 Contribution Percentage	2013 Total Employees	Option B 2013 Proposed Employer Costs under VBBD
Regular Premium 5% Employees Not Participating in VBBD	87.5/12.5	70	\$841,000
Discounted Premium 95% Employees Participating in VBBD	90/10	1311	\$16,191,000
Total		1381	\$17,032,000

As reflected in Tables #3 and Table #4 above, the total estimated employer cost is approximately the same, \$17,056,000, for Option A (90/10) and \$17,032,00 for Option B (VBBD Program), a difference of \$24,000. Option B, however begins implementation of the VBBD program and integrates the Wellness Program with the Health Insurance Program with the primary objective of slowing down escalating health care costs and improving employee health (Attachment #6).

Table #5 reflects estimated employee monthly and annual savings as a result of the 2.5% premium discount incentive provided for participation in the VBBD Program:

Table #5
2013 VBBD Program
Employee Savings @ 2.5% Premium Discount Incentive
Assumes 8% Renewal Increase

Coverage Tier	Employee Monthly Savings Incentive	Employee Annual Savings Incentive
Single	\$14.19	\$170.28
Emp+1	\$29.41	\$352.92
Family	\$37.63	\$451.56

Attachment #7 provides additional employer/employee contribution strategy options ranging from 90/10 to 80/20 @ a 5% and 8% renewal rate as well as monthly premiums for each option for Board review and consideration. Attachment #8 reflects employee monthly and annual savings as a result of participating in the VBBD program. Staff has also provided comparative information on contribution strategies and plan design for City of Tallahassee, Leon County School Board and the State of Florida (Attachment #9).

At the July 2012 Budget Workshop, staff will bring back contribution strategies that include the following:

- VBBD Program contribution strategy options that include the 2.5% premium discount incentive.
- Alternative plan design options that include higher co-pays for prescriptions and medical services and lower renewal rates.
- Multiple Tier Contribution Level Options for Employee, Employee +1 and Family Coverage (Dependent Coverage's normally pay higher contribution levels). The City of Tallahassee, Leon County School Board and the State of Florida currently require higher contributions levels for dependent coverage (Attachment #9).

The current agreement with CHP/BCBS provides for continuing health insurance services on a year to year basis, unless terminated by Leon County or CHP/BCBS. Accordingly, at the February 8, 2011 meeting, the Board approved renewal of health insurances services with CHP/BCBS for the 2012 Plan Year on a year to year basis, as provided in the current agreement. The Board may choose to renew services with CHP for the 2013 Plan Year or direct staff to issue a Request for Proposal. Since CHP/BCBS renewal rates have consistently remained below market trends, staff recommends renewing health insurance services with CHP/BCBS for the 2013 Plan Year.

In conclusion, by implementing the change in the Wellness Works! Program to a High Impact, Results-Oriented Value Based Benefit Design Program, the County should realize in a few years:

- A healthier work force
- Lower premium increases and a slow down in escalating costs
- Savings in contributions for the County
- Savings in contributions for employees
- Return on investment for the program (ROI)

Wellness Works! is requesting Board approval to begin a "results-oriented" VBBD Wellness Program for the 2013 Plan Year. Leon County will use the recommended approach of starting conservatively to introduce the program and then implement a multi-year approach to allow employees to get familiar with the program and to realize the benefit of healthier living.

Approval to Transition to a Value Base Benefit Design Health Insurance and Wellness Program and Establish Contribution Strategies

May 22, 2012

Page 10

Options:

1. Approve the concept of transitioning the Wellness Works! Program from activity based to a Value Based Benefit Design (VBBD) Program which is integrated into the Health Insurance Program including contracting through the use of existing resources with a third party vendor to conduct Health Risk Assessments (Attachment #1).
2. Direct staff to develop a budget discussion item for Health Insurance Contribution Strategies under the new VBBD Program at the July 2012 Budget Workshop which include the following alternatives:
 - a. 2.5% Discounted Employee Contribution for participation in the VBBD program
 - b. Alternative plan design options that include higher co-pays for prescriptions and medical services and lower renewal rates
 - c. Multiple Tier Contribution Levels (Employee, Employee +1 and Family); this would entail higher premium contribution rates for employees with dependent coverages.
 - d. Alternative employee/employer cost ratios.
3. Authorize staff to renew health insurance services with Capital Health Plan/Blue Cross Blue Shield for the 2013 Plan Year. (Note the current agreement has automatic annual renewals unless terminated by the County).
4. Direct staff to issue a Request for Proposal for health insurance services for the 2013 plan year.
5. Board Direction

Recommendation:

Options #1, #2, and #3

Attachments:

1. Proposed Value Based Benefit Design (VBBD) Program Summary
2. National Business Coalition on Health VBBD Purchaser Guide
3. Highlights of the Health Care Trends for 2012 from Idea Crossing
4. ROI Calculator by Wellsteps: Projected Health Care Trend
5. Health Care Costs and Productivity Savings from Biometric Screenings
6. Employer Contributions for Option A (90/10) and Option B (VBBD Program)
7. Contribution Strategies and Annual Employer Costs @ 5% and 8% Renewal Rates
8. Employee Monthly and Annual VBBD participation incentive savings
9. Local Market Healthcare Comparisons – LCSB, City of Tallahassee and State of Florida

VSL/LWB/EAP/MB

Leon County Value Based Benefit Design Program (VBBD)

Definition:

Value Based Benefit Design (VBBD) is an employer-driven benefit strategy that builds employee incentives into the benefit design and premium contributions structure to encourage employees to use specific high value services or providers or to adopt healthy behaviors. For Leon County, the proposed VBBD Program would gradually integrate the Wellness Program into the Health Insurance Program by offering discounted premium contributions for employee participation.

Today, more and more companies are using the “carrot and stick” approach to get their employees to engage in their wellness programs in order to make them more successful. A more positive way to look at this approach is that the employee’s now have some “skin in the game” and more clearly sees the financial cost associated with unhealthy lifestyles and how improving those lifestyles can make them healthier and help reduce the employer’s healthcare costs.

The way employers are doing this is through an approach called “Value Based Benefit Design” or VBBD as it will be referred to in this document. VBBD uses incentives in the way of financial rewards and/or penalties to direct employees to health behaviors that influence uptake of preventative and treatment interventions.

Objective:

The primary objective of the program is to slow down the acceleration of employer costs while improving employee health. This is accomplished by encouraging participation in Wellness programs and offering discounts and incentives that are directly tied to the Health Insurance Program.

The most commonly used approaches to providing positive incentives for a VBBD program and encouraging employees to make lifestyle changes are as follows:

- a. Reducing premium contributions for completing a Health Risk Assessment (HRA), participation in Biometric Screenings and other preventative programs.
- b. Reducing premium contributions for smoking cessation.
- c. Reducing premium contributions for participating in either preventative programs or wellness activities or programs.

Eligibility

The VBBD will be offered to Board and Constitutional Office employees with the following eligibility criteria:

- a. The VBBD is a voluntary program for all employees
- b. All employees will be able to participate in the Wellness Program.
- c. Benefits eligible employees who are enrolled in CHP or BCBS may be offered a lower employee contribution rate on Health Insurance premiums if they participate in Wellness

Program activities and screenings (ex. Health risk assessment, Biometric screening, and other programs and activities sponsored by the Wellness Program).

VBBB Program Structure:

1. Obtain Executive level buy-in to implement a VBBB program over the next two years, in order to give the staff time to evaluate it, and slowly roll out the VBBB concept to employees.
2. Communicate with employees to help them understand how the VBBB program will work and why having healthy employees and reigning in health care costs, benefits the employer as well as the employees.
3. Offer discounted or reduced health insurance premium contribution rates to those employees voluntarily participating in Wellness Programs (ex. Health Risk Assessments, Biometric Screenings and other Wellness Program services).
4. Develop approved VBBB Program wellness programs, screenings and other services that will be eligible for employee discounted contributions on health insurance.
5. Meet with health plan providers to determine the capabilities of CHP/BCBS health to offer programs that support VBBB plans.
6. Collect as much aggregate data as possible regarding Leon County's population to create a benchmarking baseline. The following aggregate (not individual) data can be used to measure the effectiveness of Leon County's VBBB program:
 - a. Demographics:
 - i. age, gender, education, race, income, recruitment/retention levels
 - b. Standard health plan or third party administrator reports, including:
 - i. Major cost drivers, how employees access services, drug adherence rates, etc.
 - c. Dental utilization and costs
 - d. Short Term Disability utilization and costs
 - e. Employee Assistance Plan utilization and costs
 - f. Long Term Disability utilization and costs
 - g. Health Risk Assessments and biometric data
 - h. Biometric Screenings (blood pressure, cholesterol, glucose, etc)
 - i. Workers Compensations claims and FMA Leave request
 - j. Employee satisfaction survey results
 - k. Participation rates in employer incentive programs
 - l. Absenteeism data
 - m. Wellness Vendor experience
7. Seek future grant funding to support VBBB Program initiatives, such as contracting with a third party wellness vendor to collect and store employee data and provide necessary reporting to determine effectiveness of VBBB program.

Benefits of Third Party Wellness Vendor

While current funding is limited, staff will review grant funding opportunities that may be available to contract with a third party wellness vendor to collect biometric data and provide reporting to determine the effectiveness of a VBBD Program. A third party wellness vendor can be beneficial for the following reasons:

- a. The data collection can be continued without interruption over time and stays with the County regardless of whether the organization changes their health care insurer.
- b. The County has access to the data collected but the health insurer does not.
- c. The employees are much more likely to participate because they know their information is being collected by someone other than their employer or their health plan and will remain confidential.
- d. These programs are HIPPA and GINA compliant, to protect employee privacy rights.
- e. Individual reports go to the employee only. The employer gets only Aggregate Reports that provide a detailed assessment of the health of its population and identifies opportunities for improvement.
- f. The data provided can be used to show estimates of healthcare savings based on employees improving lifestyle behaviors that directly impact healthcare costs.
- g. Most importantly, if the right third party vendor is selected, they can provide Leon County with a data repository that includes Screening, HRA, Incentive/Rewards, Participation, and Demographics. This data can then be mined and analyzed to provide information, reports and feedback on the effectiveness of the VBBD program.

Example of VBBD Strategies

2012 – Current Plan Year

- a. Communicate to employees that Leon County is implementing a Value Based Benefit Design Program which integrates Wellness and Health Insurance for the 2013 Plan Year.
- b. The Board establishes the 2013 Plan year employer/employee contribution percentage for Health Insurance at the July 2012 Budget Workshop.

- c. Contract with a Third Party Wellness Vendor to conduct employee Health Risk Assessments. The cost of HRA's will be paid from the existing Wellness Works! Budget.
- d. Offer a 2.5% discounted premium contribution to those employees voluntarily participating in the VBBD Program.

2013 Plan Year

- e. The Board establishes the 2014 Plan year employer/employee contribution percentage for Health Insurance.
- f. Request funding in the FY 13/14 budget to contract with a third party vendor to conduct Biometric Screenings at an estimated cost of \$70,000.
- g. Develop Wellness Programming and Rewards Based Program where employees voluntarily participate in selected wellness activities or programs and receive discounted premiums.
- h. Offer a 2.5% discounted premium contribution to those employees voluntarily participating in the Biometric Screenings and other Wellness Program activities to be effective January 2014.

2014 Plan Year

- i. During 2014 Plan Year, the Wellness Team will conduct an analysis and evaluation of the effectiveness of the VBBD program.

Communications Strategy

An effective communications strategy is critical to successfully implementing a VBBD Program. Accordingly, Leon County proposes to following best practices and features of a well-structured communications strategy:

- a. Develop an employee communications plan for the next 6-12 months.
- b. Emphasize that the VBBD initiative is driving participation only, to collect data.
- c. Emphasize that the program is voluntary and that the goal is to improve employee health while slowing down the acceleration of health care costs.
- d. Stress that the confidentiality of the health care information will be honored.
- e. Conduct focus groups to understand employee key concerns about the initiative and their health.
- f. Continue communication efforts to get employee buy-in throughout the organization.
- g. Reinforce the key messages of the VBBD program through benefits vendors and at open enrollment.
- h. Brand the VBBD program.
- i. Conduct a consumer satisfaction survey after the first two years of operation to gauge program acceptance and identify possible improvement areas.

Estimated VBBD Program Costs

Costs included in the Value Based Benefit Design Program will include the following:

FY 2012/13 – Annual Wellness Budget - \$25,000
 - Health Risk Assessments - \$8,400
 - Annual Wellness Fair and Wellness Programs \$16,600

FY 2013/14 - Biometric Screenings - \$70,000 (Seek Grant Funding – screenings not required to moved forward with VBBD Program)

Table #1
 Proposed Value Based Benefit Design (VBBD)
 2013 Annual Employer Costs
 Option A ((90/10), Option B (VBBD – 87.5/112.5 and 90/10 Discount)
 and Option C (87/5/12.5)
 Assumes 8% Renewal Rate Increase and 95% Participation

	Current 2012 costs 90/10	Option A 2013 Maintain Current 90/10	Option B 2013 Proposed VBBD (Integrated Wellness) Program Contributions set at 87.5/12.5 and 90/10*	Option C No VBBD Program Contribution set at 87.5/12.5 (All Employees)
Employer Cost	\$15,792,000	\$17,056,000	\$17,032,000	\$16,582,000
Employer Costs Increase/(Decrease) over 2012		\$1,264,000	\$1,240,000	\$790,000
Employer Savings Over maintaining Option A - 90/10 Contribution Strategy			**(\$24,000)	(\$474,000)

*87.5/12.5 established Board Contribution rate, 90/10 discounted contribution rate for Wellness Participation

The goal of the Value Based Benefit Design plan the first couple of years is to drive participation in data collection. The higher the participation rate, the better baseline data we will have to evaluate the program at the end of the two years. As shown in the Table #1 above, the total cost savings between Option A and B is \$24,000, however, Option B, allows Leon County to begin the process of collecting employee data and encouraging employee voluntary participation in Wellness programs, with the ultimate goal of improving employee health and slowing down the acceleration of health care costs.

Table #2
 Proposed Value Based Benefit Design (VBBD)
 2013 Employee Participation and Costs
 Assumes 8% Renewal Rate Increase and 95% Participation
 Employer/Employee contribution (87.5/12.5 and 90/10 Discount Rate)

2013	Count	Total Cost @8% Inc.	5% Non-Participation @ 87.5/12.5%	Employer Cost @ 87.5% Contribution	95% Participation @ 90%	Employer Cost @ 90% Contribution	Total Employer Cost
Employee	416	\$2,833,809	21	\$125,171	395	\$2,421,666	\$2,546,837
Employee +1	333	\$4,700,974	17	\$209,991	316	\$4,014,894	\$4,224,885
Family	632	\$11,415,892	32	\$505,766	600	\$9,754,056	\$10,259,822
Grand Totals	1381	\$18,950,675	70	\$840,929	1311	\$16,190,616	\$17,031,545

VALUE-BASED BENEFIT DESIGN: A Purchaser Guide



THE NATIONAL BUSINESS COALITION ON HEALTH GRATEFULLY ACKNOWLEDGES
THE SUPPORT OF SANOFI-AVENTIS FOR DEVELOPMENT OF THIS GUIDE.
WE ALSO THANK THE PARTICIPATING CORPORATIONS FEATURED HEREIN AS CASE STUDIES.

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VALUE-BASED BENEFIT DESIGN: A PURCHASER GUIDE

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Understanding Value-Based Benefit Design and Taking Appropriate Action

This Guide is the second in a series of Purchaser Guides being developed by the National Business Coalition on Health to explain major new employer health care benefit purchasing strategies. This Guide was developed in response to the growing interest in and adoption of Value-Based Benefit Design (VBBD) plans, which build enrollee incentives into the benefit design and premium contribution structure to encourage enrollees to use specific high value services or providers or to adopt healthy behaviors.

This Purchaser Guide provides;

1. an overview of what constitutes VBBD,
2. the business case for VBBD,
3. what a purchaser must consider in adopting a VBBD,
4. the implementation steps that must be taken,
5. what barriers exist to impede a successful implementation, and
6. how VBBD may be utilized in the future.

This Guide also provides supplemental resources, including links to websites of organizations that are active in the VBBD space, model RFI/RFP language and case studies of organizations that have implemented VBBD.

JUMPSTART: Recommended steps to get started. For purchasers who want to know where to begin, here are six recommended steps that a purchaser can take right away.

1. If you are fully insured, determine if there is a plan with a lower premium tied to VBBD principles. Be aware this is not synonymous with so-called consumer directed health plans, high deductible plans or cost-shifting designs. Survey health plans in your market area to determine which are currently offering plans with enrollee incentives to use high value services or providers, or to adopt healthy behaviors.
2. Know your population. It is important to not blindly leap ahead in this complex area where there is no good “cookie cutter” approach. Model the adoption of a VBBD plan in your company by engaging your health plan or a consultant to conduct preliminary analyses of medical and prescription drug claims.

If possible, ask your employees to complete a Personal Health Assessment (PHA). Consider offering an incentive to increase the number of responses you will receive.

Communicate that all results are confidential and will only be used to identify opportunities to improve employee health and well-being to the benefit of everyone.

With the assistance of a clinician, analyze the claims information and the PHA answers to identify opportunities to increase treatment compliance, improve prevention among all employees, and enhance the health status of your enrollees.

Calculate the costs and estimate potential cost savings of providing VBBD incentives to use high value services, providers or programs.

3. If the results look favorable and you want to move forward, obtain senior management buy-in to implement a pilot program that incorporates some combination of the following:
 - a. reduced copayments for essential drugs in exchange for participation in a disease management program.
 - b. incentives for participating in wellness activities
 - c. incentives for enrollees to use high performing providers (if known)
 - d. premium share reduction in exchange for adherence to preventive and chronic care guidelines.
4. Determine the capabilities of health plans to offer and support VBBD plans. Using an RFI process will result in more systematic information, which can be compared across carriers. See Appendix A: Model RFI Language.
5. When partnering with your health plan to implement the pilot, pay close attention to:
 - a. coordinating the program with your disease management or health coach vendor and pharmacy benefit manager (PBM);
 - b. developing and implementing a multi-faceted communication plan that emphasizes the benefit of the program to all enrollees and brings providers into the communication loop, and
 - c. collecting baseline information so that the impact of the VBBD pilot can be evaluated.
6. Collaborate with other employers or with your local health care coalition to influence health plans to offer VBBD plans in your market area for both fully insured and self-insured groups.

WHAT IS VALUE-BASED BENEFIT DESIGN?

Basic Definition

Value-Based Benefit Design is the explicit use of plan incentives to encourage enrollee adoption of one or more of the following:

- appropriate use of high value services, including certain prescription drugs and preventive services;
- adoption of healthy lifestyles, such as smoking cessation or increased physical activity, and
- use of high performance providers who adhere to evidence-based treatment guidelines.

Enrollee incentives can include rewards, reduced premium share, adjustments to deductible and co-pay levels, and contributions to fund-based plans, such as a Health Savings Accounts.

VBBD grew out of the recognition that some medical services are of greater value to specific individual enrollees than to others when three factors are considered: 1) medical evidence of the effectiveness of a particular treatment, 2) the cost of the treatment, and 3) the resulting benefit of the treatment.

Recognizing that the value of services varies by individual, VBBD advocates that enrollee cost sharing be based on the value (benefit net of cost) of the service/lifestyle program/provider to the individual enrollee, and should not be the same for all enrollees or be based simply upon the price of the service.² Instead, basic health insurance design should tier costs of medical services, prescription drug and lifestyle programs based on the evidence of effectiveness, and tier office visit co-pays for providers by evidence of performance. This tiering of services, lifestyle programs and providers should direct individuals toward choices that will yield superior benefit relative to other options.

Research has demonstrated that financial incentives can influence health-related behavior,³ and that the cost of services, including prescription drugs, impacts use of services⁴ and compliance rates.^{5,6} Therefore, by removing barriers to needed, valuable services, or by providing positive incentives to participate in health promotion programs, VBBD initiatives can optimize the likelihood of patients complying with recommended treatment plans and engaging in healthy behaviors. In turn, healthier people generally have lower health care costs, and there is evidence that patients with specific chronic conditions who maintain their treatment regimens have lower overall health care costs.⁷

In a Hewitt Associates 2008 survey of 500 large employers, each with over 10,000 employees, 12% of respondents reported currently utilizing some type of VBBD initiative, and 5% were planning on implementing VBBD.

Caterpillar provided incentives through lower premiums to employees and dependents who completed a health risk assessment and participated in a disease management, case management, or risk reduction program. Caterpillar reports a 50% reduction in disability days among the general employee group.¹

Examples

Increasing medication compliance rates: Marriott International reduced co-pays for five classes of medications used to treat high blood pressure (ACEs and ARBs), diabetes (including oral therapies and insulin), high cholesterol (statins) and asthma (inhaled corticosteroids). Lower co-pays were available to any enrollee taking the drugs at the time of implementation and to any enrollee who was not taking the medications, but identified by a clinical alert system as someone who would benefit from taking the drugs. Subsequent analysis found that compliance rates increased significantly for all classes of drugs except corticosteroids⁸

Encouraging use of preventive services: As part of a broad-based plan to improve employee wellness by using a sophisticated system of incentives, IBM offers a PPO plan that provides fully paid preventive care and routine primary care that is not subject to a deductible and has a lower than normal coinsurance cost share paid by beneficiaries. Services are covered regardless of the reason IBM employees visit their primary care providers. This is just one of the programs IBM has implemented to restructure coverage to emphasize preventive care and services for chronic conditions, and reward healthy behavior changes.⁹

Encouraging use of health management programs: Health-Partners, a Minnesota health insurer, requires, as part of its Healthy Benefits Program, that enrollees annually complete a Personal Health Assessment and participate in either a disease management program or a wellness program to earn a reduction in premiums or co-payments/deductibles.¹⁰

Promoting use of high performing providers: For the last four years Gulfstream has provided employees with incentives to use quality-based physicians (defined as those who meet evidence-based medical guidelines) by offering reduced office visit co-pays. Employees are also provided incentives to comply with physician orders and to receive routine preventive services. During this time period, Gulfstream has seen increased testing and monitoring of key diabetes clinical measures, and an increased number of employees receiving mammograms and having cholesterol levels tested.¹¹

Enrollee Support Services

Implementing a VBBD initiative must also incorporate a range of enrollee supports including a purchaser-wide communication strategy and a clinical outreach strategy to targeted enrollees through disease and case management programs and through disease education initiatives. If a VBBD initiative provides incentives to participate in health promotion programs, a wide range of options is needed to meet the needs of all enrollees. A dynamic process of consumer education and engagement focused on specific high value services is an integral component of VBBD implementation. VBBD cannot merely be a static plan design change.

The following chart provides a visual presentation of the various components of VBBD:

Enrollee Eligibility

VBBD initiatives can be either targeted or non-targeted. A VBBD initiative that provides incentives for all users of a drug, service, program or high value provider regardless of patient diagnosis, is referred to as a "non-targeted" VBBD. In contrast, a targeted VBBD initiative limits the incentive to specific individuals. For example, a targeted VBBD initiative for cholesterol reducing agents (statins) would limit co-pay reductions to those members who have known heart disease. Limiting the incentive to that

group is justified based on evidence-based research that this group is specifically benefited by continued statin use.¹² A non-targeted initiative would provide incentives to all enrollees using statins, regardless of diagnosis or reason for use.

Differentiating VBBD from CDHD and Value-based Purchasing

VBBD differs from what is commonly referred to as a Consumer-Driven Health Plan (CDHP) in a fundamental way. In a CDHP, perhaps more appropriately called a high deductible plan, the enrollee is responsible for the cost of services subject to the deductible. With heightened cost awareness and incentives not to spend wastefully, it is the enrollee's responsibility to determine what is of value. In a VBBD, the value proposition is integrated into the incentive structure. A VBBD plan does not have the potential risks associated with a CDHD plan – the risk of deferring needed services to either avoid paying the full cost of the services or to build the balance in a tax deferred account.

VBBD is also distinguishable from Value-Based Purchasing. Value-Based Purchasing is focused on the manner in which a purchaser using its buying powers to maximize the value that it receives from its contracted insurers or third-party administrators for its entire health benefit program. Employing VBBD might be one strategy a purchaser uses in pursuing Value-Based Purchasing.

A VISION FOR VALUE-BASED BENEFIT DESIGN



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WHAT IS THE BUSINESS CASE FOR VBBD?

ROI Business Case

Determining ROI

The most straightforward Return on Investment (ROI) calculation for VBBD initiatives assesses the costs to the purchaser of a) reduced co-pays or other financial incentives and of b) any increased utilization that results from the incentives. It then compares those costs to the reduced medical costs that result from increased treatment adherence by the newly engaged enrollees. More expansive ROI calculations include program costs, such as communication initiatives and disease management and other support programs, as well as productivity increases associated with reductions in absenteeism and presenteeism.

In calculating an ROI for VBBD, time frame is very important. Because the purchaser is now assuming the costs previously borne by the already engaged members, the purchaser's total health care costs may increase in the short term before direct medical costs start to decline.

Evidence of a Positive ROI

The currently available research evidence documenting a positive ROI from VBBD initiatives is limited, preliminary and mixed¹³. While self-reported positive financial returns have received wide media coverage¹⁴, there are no published studies that evaluate financial returns using rigorous research methodologies.

The authors of a recently published study¹⁵ of a large service industry employer VBBD initiative found medication compliance rates to have increased substantially for all but one drug class with the implementation of VBBD. While not the subject of the article, the authors suggested that the reduction in direct medical

costs realized by the increased compliance offset the increased costs associated with newly engaged enrollees. The authors were uncertain that the reduced direct medical costs also offset the costs of the co-pays previously paid by the enrollee and now paid for by the purchaser.¹⁶

A preliminary, unpublished, three-year study by Wellpoint of the State of Maine's diabetes VBBD initiative indicates that Maine is realizing a net savings of \$1000 per diabetic enrollee¹⁷. Generally, consultants who have active VBBD practices are reporting that it is too soon to say whether estimated ROIs will be realized.

Why is There Hope for a Positive ROI?

The VBBD theory of pricing medical services, lifestyle behaviors and providers based on value is sound. A simulation of 6.3 million adults taking cholesterol-lowering drugs (statins) that eliminated co-payments for statin therapy for patients with high and medium risk for cardiovascular disease and raised co-payments for low-risk patients taking statins yielded a total savings of more than \$1 billion annually.¹⁸

The anecdotal evidence from early adopters, who implemented a range of programs to improve employee health, including VBBD, is also positive. For example, IBM was able to maintain a health care cost trend of 3% to 4% when a comparative average was 12% and higher.¹⁹ Pitney Bowes has reported similar successes. It is difficult to isolate the impact of the VBBD component of their strategies because both of these purchasers employed a number of VBBD and non-VBBD strategies simultaneously. Currently, it is not known which combination of programs will assure a positive ROI.

Elements of an ROI Calculation	Savings to Purchaser	Costs to Purchaser
Co-pays or other financial incentives of enrollees filling prescriptions or receiving services prior to implementation of VBBD		increase
Co-pays or other financial incentives of newly engaged enrollees		increase
Treatment costs associated with newly engaged enrollees		increase
Employee Support programs (e.g., disease management, health coaches)		no change
Implementation costs (e.g., communication, vendor fees)		may increase
Savings of direct medical costs associated with newly engaged enrollees	may increase	
Productivity	may increase	

How to Increase the Likelihood of a Positive ROI

The likelihood of having a positive ROI can be increased by 1) implementing a targeted, rather than a non-targeted program; 2) offsetting VBBD costs with other plan design changes; 3) including productivity increases in the analysis of effectiveness; 4) building an effective communication strategy and implementing a basket of integrated services designed to promote health and wellness, and 5) extending the timeframe for evaluating returns. Each of these aspects of ROI enhancement is discussed below.

1. Targeted vs non-targeted plan design. An assessment of the ROI for a non-targeted program must include in its analysis the cost of financial incentives and treatment for all the newly engaged enrollees, as well as the cost of financial incentives associated with all enrollees who were engaged prior to the initiation of the VBBD program. The savings associated with the new adherents may not be sufficient to offset the total costs of financial incentives and treatment for all participating enrollees.²⁰

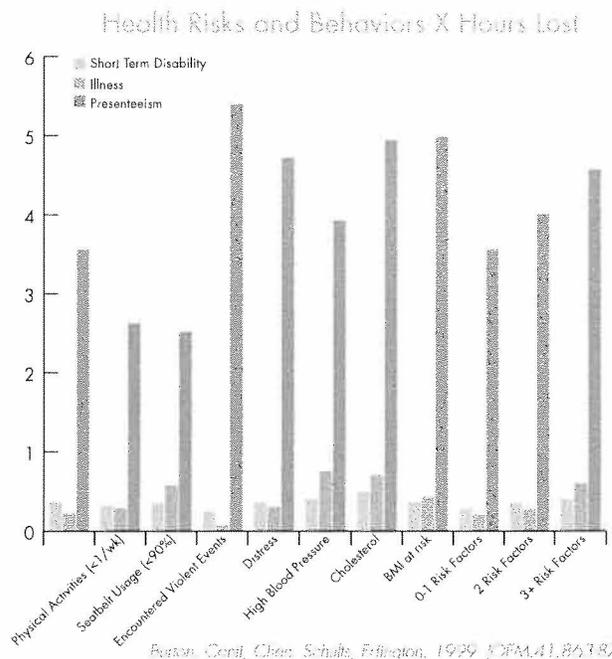
If a VBBD initiative is targeted towards specific individuals, the likelihood of a positive ROI is increased, because a targeted VBBD initiative limits the incentive to those who can most benefit from improved compliance. For example, an ROI calculation for a VBBD initiative that reduced co-pays for statin drugs for people who have had a cardiac event would include only the cost of co-pays paid by this subgroup of members, rather than all enrollees on statins as with a non-targeted program. While this sounds like a simple way to develop a program with a positive ROI, there are a number of operational and administrative issues associated with this approach, which are discussed in Section V below.

2. Offsetting VBBD Costs with Other Benefit Design Changes. An ROI calculation that considers only financial incentives and treatment costs can be structured to reach breakeven by increasing co-pays or deductibles for other treatments, which are not as high value, in amounts sufficient to offset the increased costs associated with the VBBD program. Hewitt Associates has developed an interactive actuarial program that uses utilization information and evidence-based assumptions to model what plan design adjustments would be needed to achieve the desired offset. The Hewitt program at this time models only VBBDs covering prescription drugs, but is being expanded to cover other services.²² Any consulting firm an employer is considering should have a history of working on a regular basis with actuaries to calculate the cost of implementing a VBBD initiative and any offsetting plan design adjustments being considered.

The number of newly compliant enrollees may also depend on their economic strata and whether the reduction in co-pay amount is sufficient to get their attention. Health Partners of Minnesota has found that to incentivize participation, typically copay differentials must be between \$20 and \$40.²¹

3. Expand the scope of the ROI calculation to include the costs of presenteeism. Employers are increasingly recognizing the indirect costs associated with major chronic conditions. Studies by the Integrated Benefits Institute (IBI) found that 55% of a study population had more than one co-morbid chronic condition, and that this population had lost time equal to 1,900 days for every 100 full-time equivalents per year.²⁴ Moreover, the IBI study also found that for those with two or more chronic health conditions, lost time from presenteeism was about two times that of absenteeism.²⁴

The chart below displays the estimated number of hours lost associated with specific health risks and behaviors. The relative hours lost due to illness, short-term disability and presenteeism demonstrate the significant impact of presenteeism on employer costs.²⁵



- In 2004 Dow Chemical calculated that the direct and indirect costs of medical claims, industrial hygiene and occupational health -- including the costs of absenteeism and presenteeism -- totaled \$750 million.²⁶
- Gulfstream estimated that 10-20% of its employees lost an average of 6 workdays per employee annually due to the flu.²⁷ The company expected a 3:1 return on a free flu shot program that was designed to reduce the number of lost days due to the flu.
- City of Springfield, Oregon implemented the "Asheville Model," which pairs diabetics with pharmacy students to provide educational and coaching support services. The city also waived medication co-pays and office visit co-pays for medical visits associated with diabetes. The city reports a 30% reduction in sick days for the diabetics who received the counseling support compared to those who received only written educational materials.²⁸

4. The promise of VBBD is that by improving the health of enrollees the costs associated with implementing a VBBD initiative will be offset not only by reduced direct medical costs, but also by increased productivity. To date there have been no rigorous evaluations using control groups to test whether this promise can be realized. There are, however, several employers reporting or expecting to report positive results when factoring in reductions of indirect costs.
5. **Program Structure:** Leaders in implementing VBBD initiatives consistently emphasize that to have an effective program purchasers must implement a set of complementary strategies that are integrated to achieve better employee health. When this integration of services is achieved and effectively communicated, more favorable results are realized because of the synergy. Gulfstream has implemented one of the most comprehensive initiatives of this kind. The company reports²⁹ holding health care costs to 3.4% per year for four years. Its program is targeted at early health risk detection, engaging employees in actively managing their health and partnering with primary care physicians to meet specific quality goals. Employees are provided with incentives, including cash payments and lower co-pays, to complete a personal health assessment, obtain preventive services, use physicians who meet quality standards and comply with their doctors' orders. Service providers (e.g., disease management companies and health plans) are held to specific quality standards, and providers are given incentives to meet specific quality goals. Best practices for implementing a VBBD initiative are discussed in more depth in Section V, below.
6. **Timeframe for Analysis.** Purchasers should be cognizant of the time needed to realize financial benefits from improved treatment adherence and healthier lifestyles to develop. Chronic conditions by definition are for a lifetime and it can take years to identify and quantify the savings from a reduced number of hospital admissions due to improved control of chronic conditions, such as diabetes. Similarly, all the benefits of smoking cessation will not be realized until future incidences of cardiovascular disease are avoided. Because of the timeline required to realize some savings, purchasers undertaking VBBD initiatives are advised to not expect evidence of savings before 2 years post implementation. Theoretically incentives to direct consumers to more efficient providers could provide more immediate results; however, the limited studies relating to this strategy suggest that savings for this too may take some time to materialize because of the need to have substantial redirection to realize measurable savings.

ROI: In Conclusion

While it is too soon to say definitively that VBBD initiatives will result in a positive ROI, advocates of VBBD make the strong point that VBBD provides "an opportunity to fundamentally change the way health benefits are structured, and to reframe the national debate on healthcare to focus on the value of health services – not on cost or quality alone."³¹ VBBD principles, therefore, can be used to achieve any cost target more efficiently, even if the VBBD incentives by themselves do not save money. By focusing on value, an employer can spend its health care dollar more wisely and can impact employee's health for the better.

Importance of on-site clinics: A recent Mercer LLC survey reports that 31% of employers with 500 or more employees offer on-site clinics to provide their employees with primary care and wellness services.³⁰ Some large purchasers that have aggressively implemented VBBD initiatives have also provided incentives for employees to use the on-site clinics. On-site clinics often result in an earlier return on investment for the VBBD program because the clinics provide quicker feedback regarding employee behavior (e.g., whether prescriptions have been filled, whether lab tests have been done, etc.). As a result, the purchaser has better data sooner, resources to outreach to employees that need follow-up, and more opportunities to communicate with employees, even including making house calls.^{31,32}

On the other hand, on-site clinics present challenges by further fragmenting care unless there is a high degree of communication with the employee's primary physician and encounter information is integrated into the stream of claims and other sources that can be used to track and leverage employee engagement.

SETTING THE STAGE FOR EMBARKING ON VBBD

To develop this Guide, employers and employer coalitions, insurers, and thought leaders (including consultants and academic researchers) were interviewed. A literature review and web search were also conducted. The results of this research have been consolidated and organized to present in the sections below the best practices for considering, implementing and evaluating a VBBD strategy.³⁴

Initially Assessing the Appropriateness of VBBD for a Purchaser

A VBBD program is appropriate for consideration by all but a few purchasers. There appear to be two, and possibly three, purchaser characteristics that suggest it might not be worthwhile to pursue VBBD.

- First, if the purchaser has a very high employee turnover rate, there is limited opportunity to garner any cost savings or productivity benefits from incentives that motivate use of high value services or programs that take several years to realize savings. However, developing a VBBD program that provides incentives to use high value providers for specific services or procedures might be worth exploring.
- Second, if the workforce is young and healthy with few chronic conditions or compliance rates with chronic medications are very high, there is likely little opportunity to benefit from improved medication or treatment compliance. However, some innovative VBBD programs are focusing on healthy behaviors, such as weight loss or smoking cessation, which offer more savings opportunities for younger or highly compliant populations.
- Third, most experience with VBBD initiatives is with companies with over 10,000 employees. One consultant suggests that companies with fewer than 5,000 covered lives may find the administrative costs associated with VBBD initiatives (e.g., data collection and analysis, communication strategy, evaluation) too high in light of the potential benefit. Business coalitions, such as the Mid-America Business Coalition on Health Care³⁵ and the Pittsburgh Business Coalition on Health³⁶, are combining members' covered lives to achieve economies of scale to support VBBD initiatives for small to mid-sized companies.

Integrating VBBD into the Purchaser's Strategic Vision

To be successful, a VBBD initiative cannot be a "one-off" HR program.³⁷ Improving the health of a business' employees must flow directly from the purchaser's strategic goal to improve

productivity. That necessarily leads to thinking about employees as human capital to be nurtured, rather than as a cost center to be managed. Integrated benefit offerings are then developed and implemented to achieve the goal of improving productivity through improved health, and reduced absenteeism and presenteeism.³⁸ VBBD, therefore, becomes more than a cost cutting program. Rather, it becomes a strategic foundation for managing all the funds a purchaser spends on programs that touch the enrollee's well-being, including programs such as long- and short-term disability, employee assistance plans, sick leave, and worker's compensation.

Senior Leadership Buy-in

Senior leadership buy-in to the VBBD strategy is essential. The Human Resources director must be involved in the purchaser's strategy discussions where the implications of a value-focused approach can be discussed, understood and adopted by all of senior leadership.

Senior leadership must also accept that implementing a VBBD initiative is a multi-year undertaking and participate in defining the annual goals of the VBBD initiative. Senior leadership must hold the HR director accountable for meeting those annual goals.

Finally, senior leadership must be actively involved in promoting the VBBD initiative and goals throughout the organization. (See Section V below for a discussion of Communication Strategies.)

For companies with sites in different geographic locations, buy-in at the site level is also critical. To be successful the program must be standardized, but have flexibility to allow customization at different sites.

To retain senior management buy-in, the Human Resources Director can consider the following best practices.

- First, establish clear, concrete program goals and sound metrics to track of progress towards meeting goals, including period-over-period comparisons.
- Second, report metrics to management and throughout the company on a regular and predictable reporting cycle.
- Third, use a reporting construct that is consistent with that used to measure progress towards production, sales and other standard management goals.
- Finally, promote wide acceptance of the program by creating a high level, cross-functional team responsible for overseeing the health and wellness initiatives.

For more advice on best practices, see Appendix B: Engaging Senior Management.

Establishing Realistic Expectations

Before implementing a VBBD initiative, senior leadership must be realistic in defining the program's success. Because it could take several years to reach a breakeven point, the timeframe for achieving an acceptable ROI must be agreed upon at the outset.

Senior leaders must also consider program effectiveness measures, including measures of clinical process, outcome measures and productivity goals. One example of an annual goal might be to increase diabetes drug compliance by 10%. A productivity goal might be to reduce sick days by 20% for asthmatics.

To keep the program on target, at the start of a VBBD initiative and annually thereafter, senior leadership must agree upon how the program's effectiveness will be measured and then take stock periodically as to whether the program is meeting its goals.

Timeline

One of the biggest barriers identified during interviews for this Guide was the failure by senior management to give the program adequate time to run before determining whether to continue it. As noted above, some of the savings derived from improved health will not be realized prior to 2 years after implementation. It is therefore critical to agree to a program timeline that is consistent with the measures that senior management has agreed to use to measure success.

For example, if one of the measures is to increase diabetes medication compliance by 10%, that can easily be measured on a monthly or quarterly basis through pharmacy data. If, on the other hand, reducing the number of cardiovascular-related heart attacks is one of the measures of success, it could take years to determine if the number has been reduced.

Because both the goals and timelines may have a clinical component, it is very important to have the corporate medical director, or a consulting clinician, participate in the discussions around selecting measures and determining acceptable timeframes.

IMPLEMENTATION OF VBBD INITIATIVES USING BEST PRACTICES

Step One: Population Analysis

The bedrock of an effective VBBD initiative is data collection and analysis designed to identify the areas of greatest opportunity for the purchaser. The best practice is to integrate data from multiple sources to create as complete an employer profile of risks and opportunities as possible.

Available Data: Purchasers generally have more data available than they realize. At a minimum, the data to be analyzed must include medical claims and prescription drug data, as well as data from a PHA, if available.

Several consultants recommend holding a vendor conference to bring the vendors into the process of outlining the data that are needed, determining the format for sending in data and setting the timeline for receiving data. Vendors' input is also important regarding what they can and cannot provide; however, expect to push vendors to provide the data considered most important. Consultants can be helpful in facilitating vendor meetings and determining what is reasonable to expect from vendors.

Large corporations may have the internal resources to create a database and analyze the data collected. For purchasers that do not have that capability, there are several sources to investigate for data management support:

- consulting groups;
- insurers and third party payers;
- Pharmacy Benefit Managers (PBMs);
- brokers, and
- data aggregators.

Understanding the Data: The goal of data collection and analysis is to identify the purchaser's areas of risks for losses due to health-related issues that are subject to influence through improved treatment compliance and/or health behaviors. Data analysis is partly an art form because of the vagaries of claims coding and requires a sophisticated analyst. What information can be extracted from the data will directly impact the structure of the VBBD initiative, particularly who will be targeted for VBBD incentives.

Because of the clinical nature of the data, it is key that there is a clinician on the team who has experience performing this type of analysis. Throughout the process, the clinician will be expected to have a working knowledge of the most recent research findings regarding effectiveness of care, be able to identify opportunities

to reduce illness or injury, and translate those opportunities into workable programs. The clinician will also need to have the ability to translate medical information so that the data analysts can structure data queries to locate specific subpopulations, such as locating only people on statins who have had a prior cardiac event. The clinician could be the purchaser's medical officer or someone affiliated with a consultant or vendor, so long as that clinician will be open and objective throughout the process.

For more ideas on data integration, please see Appendix C: Data Analysis.

Deciding What Population Should Be Targeted for

VBBD. VBBD incentives can be linked to a specific services (including prescription drugs) to specific providers, to program participation and to specific enrollees. VBBD incentives that are linked to specific services or providers commonly referred to as "non-targeted VBBDs," are available to anyone who uses them. This approach is relatively easy for vendors (PBMs and health plans) to administer. The limitations of this approach are that 1) there are a finite number of drugs whose use is limited to a condition for which it provides high value, 2) not all the drugs a person with the targeted condition takes would be covered by VBBD, limiting the effectiveness of the incentives and 3) identifying the specific service for VBBD incentives becomes more complicated when the value of the service must be determined by pre-qualifying and non-qualifying events where claims coding doesn't distinguish among them.

VBBD programs that target specific program participation, such as participating in disease management or health promotion programs require close coordination among the different vendors managing the programs, the health plan and PBM to assure that participation is accurately tracked and the incentives are correctly administered. How participation in health promotion programs will be tracked must be carefully planned, if a method other than self-reporting is required.

Limiting VBBD incentives to only individuals who have specific conditions has the benefit of providing incentives for enrollees who will most benefit from the service. To successfully implement a targeted program, a purchaser must partner with an entity capable of providing very sophisticated clinical decision support that can identify the targeted population through complex data analysis. Data aggregators and some health plans have the capability to integrate data from numerous sources, identify the targeted population and feed the data to the PBM

or third party administrator. Currently, health plans and PBMs find it operationally easier to target specific services, providers or programs rather than people who have certain diagnoses. Diagnostic data on outpatient claims often are not reliable and identifying patients by diagnosis can take 30 to 90 days before the needed claims information is available.

Step Two: Developing the VBBD initiative

The specific VBBD initiatives must grow directly out of the data analysis that identified the areas of opportunity for the purchaser. A purchaser with a large number employees with diabetes who are not compliant with the recommended drug regimen will develop a different program than a purchaser that finds that most of its risks are associated with employees with a high rate of obesity. Most VBBD initiatives begin with prescription co-pays because most costs can be definitively calculated, benefits reasonably modeled and compliance tracked electronically. Because compliance with drug treatment regimens, particularly for diabetes, and cardiovascular disease, is likely to result in savings of direct health care costs, most VBBD initiatives to date have focused on adjusting co-pay levels for drugs that specifically treat those conditions.

Reducing Financial Barriers and Providing Positive Incentives. The first component of a VBBD strategy is to reduce financial barriers to high value services or provide positive incentives for making lifestyle changes. As described earlier in the Guide, high value services are those that comparative evidence analyses have demonstrated to be effective in improving the health or well-being of an individual.

The most commonly used approaches to removing financial barriers currently used are –

- reducing co-payment amounts for prescription drugs and equipment (e.g., glucose test strips and needles) used to treat a specific condition, such as diabetes;
- reducing co-payment amounts for specific prescription drugs or equipment used to treat a specific condition when the individual participates in a disease management program;
- reducing co-payment amounts for office visits billed as wellness visits;
- modifying deductibles for completing a personal health assessment (PIA);
- modifying deductibles for participating in a disease management or wellness programs;
- modifying co-pays or deductibles for completing a shared-decision tool before proceeding with preference-sensitive treatments, and
- reducing co-payment amounts for using high quality providers.

Beyond gift certificates and discounts for services or goods (which are structured independent of the insurance design), the most commonly used approaches to providing positive incentives for making lifestyle changes are –

- reducing premium contributions for completing a PHA;
- reducing premium contributions for smoking cessation;
- reducing premium contributions for participating in either a disease management or wellness program;
- making a contribution to an employee's Health Savings Account (HSA) for completing a PHA, and
- making a contribution to an employee's HSA for participating in a disease management or wellness program.

Providing Education and Support. To successfully implement a VBBD initiative, the purchaser must also work with its vendors to provide a solid infrastructure of support for the employees eligible for VBBD benefits, and help them to overcome non-financial barriers to improved adherence. Vendors must be able to identify those with the condition who are not compliant with their treatment regimen and reach out to them through a disease management/case management/health coaching initiative that provides education and support. This involves trained coaches engaging employees at whatever level of understanding they have about their condition, jointly establishing personal care goals that they believe are achievable, and working with them to achieve their goals. Once the first goals are achieved, a new set of goals are established and supported until the employee is capable of self-managing his or her condition. Most health plans that are providing services to self-insured clients have disease management, pharmacy management and wellness programs or contract with vendors to provide these services.

The implementation of a VBBD initiative creates new complexities that must be managed. The key is to assure that the program processes and communication messages between the purchaser and the vendors are coordinated. For example, the health plan that is identifying diabetics who are not taking their drugs must be able to quickly and accurately provide patient information to the disease management company. The disease management company must then use the purchaser's communication themes in explaining the program during its outreach calls. It is best to coordinate outreach through a single case manager rather than bother enrollees with one call to manage diabetes and separate calls for preventive services. What message comes first and who conveys it is important to

Coding limitations: Dell has not been able to implement a program that differentiates between physician office visit co-pays for preventive services (\$10 co-pay) and those for diagnostic services (\$20 co-pay) because the CPT (billing) codes used by all insurers do not provide for this distinction. Both insurers and providers with whom they have spoken were supportive of their objective, but could not overcome the coding limitation.³⁹

determine so that opportunities to interact and change behavior are not lost. Finally, HIPAA requirements must be met when arranging inter-organizational data sharing that include personal health information.

Patient Accountability. Some VBBD initiatives specifically limit incentives to those who are willing to participate in a support program. The logic is that patients with chronic conditions must assume some accountability for caring for themselves. The desired accountability can be evidenced by the employee's continual participation in the support program. Some consultants have expressed concern that making participation in a support program mandatory will create union issues, raise questions and appear punitive. These consultants prefer to focus on the value of these support programs to encourage participation. To place the VBBD initiative in a broader context, they advocate a message that acknowledges both that individuals are unique and that their decisions and behavior affect everyone by impacting costs. Therefore, better health care decisions and healthier behaviors will meet both employee and purchaser needs.

If participation in support programs is mandatory, the coordination issues among vendors are more complex. Processes are needed to assure that incentives are limited to those who are meeting participation requirements.

Beginning with a Pilot Program: One option is to begin with a pilot VBBD initiative that focuses on only one condition. Diabetes is often selected because of its prevalence throughout the United States, the availability of an evidence-based treatment protocol, the use of drugs for treating the condition that only diabetic patients use, and the high likelihood of realizing cost savings when compliance rates are improved. A pilot could also be limited to one purchaser site.

Since a smooth implementation is essential, it is important to build in enough time to run several claims processing tests and try out the communication messages before going live. Allowing adequate testing time is critical to assuring success.

Step Three: Develop a Communication Strategy

There is no single right method for developing and implementing a communication strategy, because a communication strategy must be rooted in each employer's culture. Some employers, such as the University of Michigan, have rolled out an enterprise-wide, aggressive public messaging campaign targeting all employees and promoting the value of its VBBD initiative for diabetics. Other purchasers that have rolled out a VBBD initiative as a pilot have launched a low-key communication strategy. These different communication approaches may also be tied to how senior management views VBBD: as a new way of defining how to provide health care services with an emphasis on health and wellness or as an additional tool among others to make health care benefits more effective.

In developing an effective communication strategy, consider these best practices:

- Develop a communication plan for a 6- to 12-month period. VBBD is a new concept that takes time for all employees and their dependents to understand and embrace.
- Consumers find the idea that higher quality services will cost less counter-intuitive. Therefore, it is important to emphasize that the VBBD initiative is reducing barriers to services that bring greatest benefit to certain enrollees, which benefits everyone.
- Communications must come from senior management on a regular basis. Stress that the confidentiality of the health care information will be honored.

For more information on best practices, please see Appendix D: Communication Strategies.

Step Four: Vendor Management

Effective vendor management is one of the most overlooked aspects of developing and implementing a VBBD. The best practice goal is to have vendors act like partners: to have them share the purchaser's objectives and solutions. Effective vendor management is important from a very practical perspective. Large companies can have as many as 11 or 12 different vendors that touch the VBBD initiative as data sources, analysts or users; providers of services: claims processors; disease management/case management or health coaches, or program evaluator. All vendors must have the same understanding of the program's purpose and functional requirements, processes must interrelate smoothly, and messaging must be consistent and reinforcing. Because mistakes will happen and unexpected problems will arise, there must be a quick and efficient problem identification and resolution process with the purchaser and the vendors. In accordance with value-based purchasing principles, vendors must have measurable performance standards against which they are evaluated. Managing vendors effectively is time consuming and demanding, but essential for success.

An employer should expect the following minimum support services from its vendors:

- either serving as a data aggregator or sharing data with one;
- having the capability of merging non-claims data, such as from a Personal Health Assessment, with medical and pharmacy claims data, if serving as the data aggregator;
- having mechanisms to send targeted messages to beneficiaries based on the individual's health status and whether the individual is achieving the desired VBBD initiative goals;
- assuring the availability and data integration of personal care tools (see discussion below of Beneficiary Decision Support Tools);
- having mechanisms to connect members to appropriate care;
- working with the employer and all other vendors to develop cross-vendor processes and effectively implement them, and
- participating in the evaluation process and making program quality improvements, as required.

Examples of Consumer Support Tools

- a Personal Health Record populated by the individual and by the health plan;
- a Personal Health Assessment questionnaire with interactive feedback on risk mitigation options; and follow up to channel enrollees into appropriate programming
- disease-specific information and tools to track compliance with evidence-based treatment protocols;
- prescription drug support, including information on covered drugs, co-payments, substitute drugs and cost comparisons, and drug-drug interactions;
- shared decision support tools, such as evidence based information on alternative treatments for specific conditions, and their respective risks and benefits (variable by enrollee circumstances);
- calorie counters for food and exercise;
- provider quality and cost score sheets;
- information about community wellness resources;
- links to disease management services;
- links to other health-related sites, and
- a benefits explanation.

Beneficiary Decision Support Tools

As discussed in other sections of this Purchaser Guide, an effective VBBD initiative must include other programs that will engage and support the beneficiary in making his or her health care decision. Integrating a disease management/case management or health coaching is essential. Employers also have the opportunity to provide other types of decision support tools, such as disease-specific information and treatment protocol, to educate members regarding health care options. A more sophisticated technology has emerged that reaches beyond definitions, education and treatment protocol. Shared-decision technology interactively collects patient information that will influence the benefits and risks of treatment alternatives. Drawing upon evidence from research, shared-decision tools provide objective conclusions regarding the patient-specific benefits and risks of treatment alternatives such as chemotherapy, radiation therapy, surgery and watchful waiting. This technology is particularly useful for interventions for conditions such as cancer or where service demand is highly variable and preference- or supply-sensitive. These tools are provided online and/or integrated with nurse-line services.

Involvement of Health Care Providers

While not regularly done, involving the beneficiaries' health care providers in understanding the goals and structure of the VBBD initiative is highly desirable. There is mounting research evidence that the effectiveness of the patient-provider relationship directly relates to healthy outcomes. Open, informed communications between patient and providers is one of the cornerstones of an effective patient-provider relationship.¹⁰ Educating providers about the VBBD initiatives, therefore, can enhance their effectiveness. Since patient non-compliance is a frequent source of frustration for providers, an employer's interest in improving compliance rates will be welcome. Purchasers can establish communications directly with providers or by working with the health plans, which communicate regularly with their contracted providers.

IBM's Paul Grundy argues that to maximize the effectiveness of VBBD it must have a strong underpinning of preventive and primary care service delivery, such as provided through the Medical Home model. (The NBCH Purchaser Guide to the Patient-Centered Medical Home is available at http://www.nbch.org/documents/ppcc_guide_070908.pdf). He believes that large employers can use benefit design to encourage each employee, spouse and dependent to establish a strong personal relationship with a primary care provider who will work with his or her patients to make effective health care decisions.¹¹

Legal and Regulatory Framework

Data sharing among vendors and with the purchaser that includes personal health information must meet all HIPAA privacy requirements. Similarly, any discussions of specific employee conditions must meet all state and federal confidentiality requirements. If PHAs are completed on-line, a secure web portal managed by a trusted third-party, such as the health plan, wellness vendor or disease management vendor is essential. These confidentiality protections need to be conveyed to all enrollees as part of a communication plan.

A concern employers raise is whether employees who do not receive the VBBD incentive will see the program as discriminatory. One insurer indicated that several clients that had originally expressed interest in a targeted VBBD initiative decided to implement a more broadly based program, in part out of concern about employee reaction to a targeted program. This insurer also noted that it had not heard of any actual case of discrimination occurring among employers using other value-based plans.¹²

There is "front line" evidence that the majority of employees not eligible for the VBBD benefit do not see the program as discriminatory. The University of Michigan rolled out its VBBD initiative for diabetics with an employer-wide publicity and communication campaign. All employee feedback about the program has been favorable.⁴⁵

A recent employee survey included a question about how workers would feel if their co-workers received an incentive for getting healthy (such as quitting smoking) or managing their health. Survey results indicated that a total of 85% of respondents reported that it was okay with them for co-workers to receive incentives. 48% of respondents hoped that they would also get an opportunity to earn incentives and 37% either did not personally need incentives or recognized that some people need more motivation to get healthy than do others. Only 13% felt that it was unfair for co-workers to get a bonus for lifestyle behaviors that they already practice.⁴⁶

The communication strategy can help mitigate negative employee reaction by emphasizing the benefits of a healthy workforce for all workers. By promoting the value proposition for both the individual and the employee population as a whole, an employer can position the program to be of benefit for everyone, not just those who receive the direct benefits. Unionized purchasers must include specific outreach to unions as part of its communication strategy to minimize a negative view of the program.

One other legal concern warrants mentioning. If VBBD initiatives are to involve Health Savings Accounts (HSAs), the legality of including preventive services for chronic diseases in the definition of "preventive services" for HSAs must be investigated.^{45,46}

Evaluation

The evaluation methodology must address at the inception of the VBBD planning process. The first step is to define the goals of the VBBD program and how success will be measured. The measures selected to evaluate the program must be specific, quantifiable, and able to be collected. The measures also need to be linked to the goals of the VBBD initiative and the business case accepted by senior management. For example, if the VBBD initiative focuses on improving diabetes medication compliance rates, measures should include medication compliance rates, as well as expected clinical results such as improved HbA1c (blood sugar) levels, reduced inpatient hospitalizations and reduced use of the emergency room. The purchaser's clinical expert will be an important player in developing the disease-specific measures. If productivity is an element of the business case, measures must include reduced absenteeism and presenteeism.

It is essential to develop and collect data on baseline benchmark measures so that changes due to implementing VBBD initiatives can be measured over time. Coordination among vendors is key to assuring that the necessary data are collected in the manner needed to measure program effectiveness.

The evaluation data are also critical in improving the program over time. The data will reveal what is and is not working and how the program should be adjusted. Depending on the nature of the adjustments, the evaluation measures and data being collected may need to be adjusted to align with the updated measures.

For some measures, such as medication compliance rates, change will be seen within three to six months. Reduced direct medical expenses cannot be expected prior to two years from the program's implementation. However, savings may be at measurable levels sooner if the covered population includes a large number of people with chronic conditions who are non-compliant or the VBBD initiative is able to achieve significant redirection of enrollees to high performance providers.

Sustainability of VBBD Goals over Time

Because the VBBD concept is relatively new, it is not known whether implementing VBBD initiatives will result in long-term compliance, or merely temporarily improve compliance with treatment regimens.

Organizations that have addressed the sustainability question have been successful in maintaining employee engagement over time by promising continuing VBBD benefits to those who meet specific program requirements. For example, Health Partners, a Minnesota health insurer, implemented its Healthy Benefits program four years ago and currently covers 57,000 lives. To receive reduced premium contributions or co-pays, Healthy Benefits requires each enrollee to complete a personal health assessment (PHA) at open enrollment and during that year to complete one program that is responsive to health risks identified in the PHA. Participation in a disease management program counts as the required participation; as does participating in smoking cessation, weight loss and other wellness programs. In each year thereafter, the enrollee must complete a PHA, document satisfaction of the prior year's program requirement and enroll in another program to qualify for the reduced co-pay or premium.

Health Partners reports that in four years one large employer has seen improved employee health, such as a decrease in average BMI, and a 3.8 percentage point reduction in its health care cost trend.⁴⁷

Staff Resources

As mentioned earlier in the Purchaser Guide, it is essential to have a clinician involved in the data evaluation process and in determining appropriate measures of program effectiveness.

In addition to clinical expertise, the employers that were interviewed and had over 20,000 employees and broad-based, integrated VBBD initiatives estimated that they had four to five FTEs working on VBBD initiatives, with one to two dedicated to the program. Purchasers have found that working cross functionally - human resources, communications, clinician, data analysis, vendor contracting - on developing and managing a VBBD initiative is beneficial because of the opportunity to share different perspectives and break down silos.

Most organizations hire consultants to assist either with specific tasks, such as data analysis, or with development and implementation of the entire VBBD initiative, including plan design development, vendor management, communication and evaluation.

Even when consultants are used, employers must have staff who can be directly involved in the development and implementation of a VBBD initiative. These required staff skills include:

- data analysis and evaluation;
- policy and strategy development;
- understanding of benefit design development and implementation;
- communication and public relations, and
- negotiating/influencing skills with health plans and other vendors.

There are also several organizations available to assist employers:

- The Center for Health Value Innovation (www.vbhealth.org);
- The University of Michigan Center for Value-based Insurance Design (<http://www.sph.umich.edu/vbidcenter>), and
- The Integrated Benefits Institute (www.ibiweb.org).

SIX KEY BARRIERS TO IMPLEMENTING A VBBD INITIATIVE AND RESPONSES

The employers, consultants, insurers and advocates that were interviewed identified the following as the key barriers to implementing VBBD.⁴⁸

First, it is not easy for purchasers to make a strong business case for VBBD. In the short-term, costs may increase because of increased utilization and reduced co-pay costs for enrollees. It also takes time to realize savings in direct medical costs due to improved health. A break-even ROI will likely depend on increased productivity and reduced absence, both of which can be difficult to measure.

Response: *It is too early to determine if estimated ROIs will consistently be realized. The strength of a business case needed, therefore, will depend on the nature of the VBBD program, and the culture and leadership style of the purchaser. A VBBD program proving incentives for enrollees to use high performance providers may evidence savings sooner than programs encouraging better treatment compliance. It is possible to implement a VBBD initiative on a pilot basis to test employee acceptance and a likely return on investment. Also, several validated tools exist to measure presenteeism and are being used by health plans and purchasers in their ROI calculations.⁴⁹*

Second, there is a lack of evidence of the comparative clinical and cost-effectiveness of most services⁵⁰, and of high value providers. As a result, implementing VBBD initiatives can only have limited impact. Moreover, when high-value services are identified, they may be applicable only to a subpopulation that is difficult to identify through data evaluation.

Response: *There are a sufficient number of high value services, particularly with regard to the two most common conditions – diabetes and cardiovascular disease – for most purchasers to act upon to improve employee health. VBBD initiatives that incorporate wellness activities, such as smoking cessation and weight loss have numerous opportunities for realizing improved health. More comparative effectiveness research is needed, but that should not be a reason to not move forward with VBBD.*

Third, data collection is challenging.

Response: *Data collection is a challenge, but one that can be overcome. Purchasers must expect to dedicate resources to extracting data. The good news is that there is plenty of existing data to use, and there is no need to generate new data. Experts are available to assist purchasers with this. Furthermore the ability of health plans and other vendors to contribute data and/or provide the analytical tools should become one criterion for vendor selection and vendor evaluation.*

Fourth, the success of VBBD requires all participants to be engaged over multiple years.

Response: *Setting realistic expectations and timelines is key for maintaining senior management commitment. As demonstrated by Health Partners' self-reported success, it is possible to structure a VBBD initiative that maintains consumer engagement over time and results in improved health outcomes.*

Fifth, employers express concerns regarding how employees will view the VBBD initiative and whether concerns over fairness will undermine the program and trust in the purchaser.

Response: *Purchasers are wise to be aware of this possible reaction. By emphasizing in a well-crafted communication plan that a) the program's goal is improving all employees' health, and b) that wellness benefits all, the likelihood of employees seeing the program as discriminatory is mitigated. To date, surveys that have surfaced examining this concern have not revealed adverse employee reaction regarding discriminatory practice.⁵¹*

THE FUTURE OF VBBD

The VBBD approach is likely to move forward on five distinct, but related tracts.

First, health plans, PBM, and disease management and wellness vendors are building more robust administrative infrastructures to administer a VBBD. Currently, health plans are fairly limited in what they can do regarding claims analysis to identify VBBD targeted populations.⁵² Recognizing this deficiency, health plans are building the capability to smoothly administer targeted programs. For 2009 or 2010, health plans are creating condition-specific benefit structures, such as a diabetic plan design that reduces office visit co-pays and deductibles, as well as prescription drug co-pays for this specific population. More regional health plans, in addition to the large national plans, will develop the capability to administer these different types of VBBD offerings.

Second, the range of behaviors targeted by VBBD initiatives and the associated conditions will expand. Currently VBBD initiatives focus on diseases, such as diabetes and heart-related diseases that when well managed are likely to result in a decrease in related medical costs. If purchasers include productivity improvements in their ROI analysis, it will be reasonable to expand VBBD initiatives to cover conditions such as depression, anxiety and gastrointestinal diseases which greatly impact presenteeism. Health plans, as evidenced by Health Partners' Healthy Benefits plan design, will be expanding the focus of VBBD incentives to encompass health promotion.

Third, currently VBBD initiatives are available to self-insured accounts. VBBD plans are less frequently offered to fully insured accounts.⁵⁴ If reported outcomes from VBBD initiatives are positive, more insurers will offer VBBD plans to their fully insured accounts. Some insurers are reportedly considering outcomes based contracting in which the purchaser receives a lower rate if it will work aggressively with the health plan to obtain high participation and compliance rates.⁵⁵

Fourth, VBBD plans will start to implement financial disincentives to discourage the use of services proven to be inappropriate in certain circumstances, such as use of CT or MRI scans as a diagnostic tool for low back or knee pain.⁵⁶ By using disincentives, purchasers will begin to implement the second half of the value equation – higher costs for low-value services.

Fifth, there could be increased synergy between the VBBD plan and the Patient-Centered Medical Home. In the PCMH, the treatment team is trying to promote prevention and better management of chronic illnesses. VBBD plans are providing patient incentives to receive those same high value services. While this could be a powerful intersection of health care initiatives, there will need to be more practices functioning as Medical Homes before this confluence of initiatives becomes meaningful.

Consumer Engagement: United Healthcare is studying “activation levels” across populations to identify what levers (e.g., financial incentives, health coaches, etc.) lead to changed behavior for different types of activities, such as exercise, preventive screening, and choosing practitioners. United has created a Consumer Activation Index which will tell a purchaser what needs to be done to move its employees to adopt healthier behaviors.⁵³

CONCLUSION

The theoretical underpinnings of VBBD are sound. By taking actions that will improve the health and productivity of their employees, employers are using their health and welfare programs as something more than a means to attract and retain workers.

The challenge is to implement the theory in the messy reality in which employers operate. Purchasers create some of these challenges by promoting a fragmented benefits system by carving out services among multiple vendors, failing to create an integrated data repository, and maintaining on-site clinics that are not interacting with the employee's primary care provider. In addition, our current fee-for-service system encourages the use of high-cost, low value services and pays extra for errors. The

challenge to purchasers is to use purchasing power to counter fragmentation and misuse of scarce health care resources. Whether the VBBD strategy yields desired financial gains will depend upon the ability of employers to a) overcome operational challenges, and b) to pursue the strategy long enough to assess its impact on the organization and its employees and their dependents.

There are some promising early self-reported findings, and several large U.S. employers have made a substantial commitment to the VBBD strategy as a human resources priority by adopting as a corporate goal the responsibility of promoting enrollee wellness by increasing the value of services purchased.

APPENDIX

A: Model RFP Language

The following questions may be used in whole or in part by a purchaser with an RFI (or RFP). For some of these questions, additional, more detailed questions can be found within the National Business Coalition on Health's eValu8 RFI tool. See questions 1.6.1, 1.6.2 and 1.6.3 of the eValu8 RFI tool.

Evidence is emerging that reducing financial barriers (such as reduced co-pays, reduced premium contributions, and contributions to fund-based plans) to or providing incentives to use high value services (services for which there is evidence that they are cost effective and clinically effective in improving the health status or well-being of the individual) in conjunction with aggressive consumer support services can increase patient adherence to treatment protocol and reduce the health risk of the purchaser's population. Plans that incorporate value-based consumer incentives are generally referred to as Value-Based Benefit Design (VBBD).

1. Please describe the Plan's view of the effectiveness of VBBD to improve the health status of covered lives and reduce purchaser costs.
2. Please describe what specific steps the plan will take to help a purchaser decide if VBBD will be a beneficial strategy to pursue with regard to its health care coverage.
3. Based on the plan's experience, describe what criteria it uses to evaluate if a purchaser will benefit from VBBD.
4. Describe in detail the plan's capabilities to assist a purchaser in evaluating VBBD as a health plan option by:
 - a. Aggregating medical and pharmacy claims data, mining the data for VBBD opportunities and modeling the impact of VBBD plan options.
 - b. Including other data, such as long-term and short-term disability claims, and personal health assessment survey results, in the claims aggregation and analysis process described in 4a, above.
 - c. Providing the purchaser with a comprehensive assessment of the results of the data analysis described in 4a and b, above and assisting the provider to interpret the results of the analysis.
5. Describe in detail the plan's capabilities to implement and administer a VBBD plan that:
 - a. Waives or reduces co-payments/coinsurance for specific prescription drugs;
 - b. Waives or reduces co-payments/coinsurance for preventive office visits;
 - c. Waives or reduces co-payments/coinsurance for preventive services, such as annual colonoscopy for people over 60 years of age;
 - d. Waives or reduces deductibles linked to completion of health risk assessments;
 - e. Waives or reduces deductibles linked to participation in disease management programs;
 - f. Waives or reduces deductibles linked to participation in wellness programs, such as weight loss or smoking cessation;
 - g. Waives or deduces drug co-payments/coinsurance for individuals with specific diagnoses;
 - h. Waives or deduces co-payments/coinsurance for specific service received by individuals with specific diagnoses, such as lab tests for patients with diabetes;
 - i. Waives co-payments/coinsurance by selecting a high value treatment modality or provider;
 - j. Offers different co-payment /co-insurance levels for different providers based on quality and cost assessments of the providers;
 - k. Offers discounts on health/wellness-related activities (weight loss programs, health club membership, etc.);
 - l. Offers health plan premium reductions for participating in disease management or in health risk reduction programs (smoking cessation, weight loss, etc.), and
 - m. Offers other value-based positive incentives.
6. Describe whether each of the capabilities detailed in question 5 can be limited to enrollees with diagnoses of:
 - a. Asthma;
 - b. Hypertension;
 - c. Hyperlipidemia
 - d. Diabetes
 - e. Depression
 - f. Prior cardiac event
7. Detail what consumer support programs the Plan has available to provide coaching and educational support to individuals with specific chronic conditions. Indicate whether these programs are internally run services or provided by a subcontractor.
8. Detail what wellness programs the Plan has available that

are designed to improve the health and well-being of all individuals, including healthy and low-risk individuals. Indicate whether these programs are internally run services or provided by a subcontractor.

9. Detail what specific mechanisms the Plan has in place to assure that different parts of the Plan's organization and vendors all coordinate to offer a smooth-running VBBD plan.
10. How many accounts does the Plan currently support that have implemented some aspect of VBBD?
11. What issues have arisen in implementing a VBBD plan and how did the Plan address the issues.
12. Please provide the names of three accounts that have implemented a VBBD plan with the Plan, with at least one being available to enrollees for more than 12 months.

B: Engaging Senior Management

The following is additional information on how to engage senior management in supporting VBBD initiatives. The focus is on how to present information to senior management in a way that catches their attention.

CFOs when surveyed by the Mid-America Business Coalition on Health had the following advice to VBBD champions:

- Think about what to say and the process to sell your idea;
- Communicate constantly and often;
- Be present during key discussions;
- Get in the queue for funding;
- Integrate VBBD approach into the strategic goals of the purchaser, such as seeking the Baldrige Award;
- Do not forward attachments in e-mails – copy, paste and highlight key points you want to make, and
- Don't give up.

Consistent with this advice, Tom Welsh, Director of Human Resources at PPG Industries, has built management support for his value-based initiatives in key part through the use of current, accurate data to measure and communicate program effectiveness. First, he has established clear, concrete program goals and sound metrics, which provide senior management with specific data to track progress towards meeting goals. Examples of program goals and associated metrics are:

- hold cost increases over a five-year period to one-half of the national average increases for companies of comparable size;
- the percentage of employees who have completed an HRA, with a goal of maintaining HRA participation at or above 80% in any three rolling years;
- the percentage of employees at low risk for disease and illness, with a goal of maintaining 70% of the population at low-risk at any point in time;

- the percentage of employees who have received biometric screenings for blood pressure, cholesterol and body mass index, with a goal of achieving screening rates of 80% of employees at any point in time.

Second, he had developed specific methodologies for calculating the metrics and reports results to management and throughout the company on a regular and predictable reporting cycle. This process keeps the program front and center on the company's agenda. Third, he uses a reporting construct that is consistent with that used to measure progress towards production, sales and other standard management goals. Senior management understands how to interpret these measures and it puts value-based incentives on a similar footing as core management goals. Fourth, he reports year-over-year and period-over-period comparisons to track trends, since it is very important to demonstrate success to maintain senior management engagement. Fifth, because of the company's structure, he is able to report head-to-head comparisons of metrics among the different company facilities.⁵⁷ This provides senior managers with an important topic of discussion when visiting the different company facilities to review performance.

Tom has also promoted wide acceptance of the program by creating a high level, cross-functional team responsible for overseeing the health and wellness initiatives. In addition to himself, the committee is composed of the Corporate Medical Director, and high-level representatives from Finance, Communications, and Environmental Health and Safety.

C: Data Analysis

Successful VBBD initiatives grow out of the analysis of data that identifies where the VBBD initiative can be most effective. To create a complete picture of areas of opportunity compile and analyze data from a variety of sources, including:⁵⁸

- demographics:
 - age, gender, education, ethnicity, recruitment and retention levels;
- standard health plan or third party administrator reports, including:
 - cost drivers;
 - how people access services;
 - drug adherence rates;
- dental utilization and costs;
- Short Term Disability utilization and costs;
- Employee Assistance Plan utilization and costs;
- disease management/case management experience;
- Long Term Disability utilization and costs;
- Health Risk Assessments and biometric data collected;
- workers' compensation utilization and costs;
- lab results;

- Family Medical Leave Act requests;
- employee satisfaction survey results;
- participation rates in employer incentive programs;
- productivity/presenteeism data;
- absenteeism data, and
- wellness vendor experience.

The purchaser will hold some of the data internally; other data will be available from vendors. Purchasers often find it more challenging to retrieve information from “siloed” internal sources, than it is to obtain information from vendors.⁵⁹ As challenging as it is, extracting as much data as possible is an important first step.

The Mid-America Coalition on Health Care (MACHC) is developing data tools for collecting data from a variety of employer and vendor sources. Each data tool will identify what data are available from what specific sources and of those data which are the most crucial to collect. Still in its early stages, expect a data map indicating the source and suggested frequency of data collection to be posted on the MACHC website (www.MACHC.org) over the next twelve months.

D: Communication Strategies

An effective communication strategy is required to successfully implement a VBBD initiative. Best practices point to the following features of a well-structured communication strategy^{60,61}:

- Develop a communication plan for a 6- to 12-month period. VBBD is a new concept that is going to take time for all employees and their dependents to understand and embrace.
- Consumers find the idea that higher quality services will cost less counter-intuitive. Therefore, it is important to emphasize that the VBBD initiative is reducing barriers to services that bring greatest benefit to employers, which benefits everyone.
- Communications must come from senior management on a regular basis. Communication can include sending out a quarterly email from a different senior manager that discusses the VBBD initiative, creating a video, posting daily messages on a purchaser website, and modeling desired behavior.
- Stress that the confidentiality of the health care information will be honored.
- Understand each constituent group. Employers are likely to have employees of different ages and different cultural backgrounds. Develop messages that will appeal to the different age and cultural groups within the purchaser. Consider holding focus groups to understand their key concerns around their health.
- Communicate to get buy-in throughout the organization. Make your communication multi-modal to appeal to the different age and cultural groups within your organization, including using text messages and purchaser blogs, face-to-

face meetings, guest speakers, and messages in the restrooms. Communicate through the disease management nurses, purchaser newsletters, purchaser meetings, union meetings, targeted and purchaser-wide e-mail messages, materials sent to the employee's home, and EAP counselors.

- Reach the audience based upon their current situation and what is meaningful to them. One purchaser is trying to reach its employees by articulating the value proposition of its VBBD initiative for its employees as, “you can never save enough money to pay for poor health in retirement.”⁶² Once the VBBD initiative is implemented, give encouraging messages to those who are doing desired activity (e.g., taking chronic medications). For enrollees not evidencing the desired behavior, send them individualized messages telling them of the program's benefit to them and give them an action step to take.
- If a significant percentage of enrollees are not employees, the communication strategy must be far reaching. Spouses are an essential target group, particularly if the majority of the employer's work force is male. Generally women are the health care decision-makers in a family.
- Reinforce the key messages at every opportunity, using every vendor that will be touching the employer's enrollees. Think out of the box. For example, EAP counselors need to know about VBBD initiatives. There may be an opportunity to remind an employee when helping them work through a crisis that they need to continue taking care of themselves and that there are reduced co-pays for their chronic medications.
- Do not reinvent the wheel. Often, employers can use their health plan's and other vendor's resources and slightly customize them to meet their needs.
- Consider branding the VBBD initiative. For example, Dow Chemical calls its program “Total Rewards” to emphasize that the focus is on good health for the whole self, including emotional, mental, physical, and financial.⁶³ Similarly, Whirlpool is developing a theme around employee involvement, called “Your Health, Your Way; Your Career, Your Way and Your Wealth, Your Way.” Whirlpool will be developing consistent and integrated messaging about how these three employee program areas are interrelated.⁶⁴ In both examples, the underlying messages are that these integrated programs are intended to benefit employees, the employer is committed to supporting and improving employee health, and employees have an important role in achieving better health.
- If the employer is going out to bid at the same time that a VBBD initiative is being considered, incorporate VBBD requirements into the RFP. The RFP can incorporate specific communication requirements for the vendors.
- Be aware that in most organizations there is a very active “viral” network (e.g., informal communications through word-of-mouth, blogs, etc.) about new programs. Try to tap

into that network by providing real-life examples of how the new program has personally benefited different employees. Include testimonials on the purchaser's website or purchaser's intranet site.

- Use terminology that encourages employees to be active participants in their health care. Use "coach" rather than "counselor", and describe "health" as a way of being, rather than just an absence of disease.
- Consider a consumer satisfaction survey after the first year of operations to gauge program acceptance and to identify possible improvement areas.

For an excellent overview article that provides employers with strategies to help them successfully communicate benefit offerings and benefit changes to employees, including suggestions on how to communicate to change beneficiary behavior and how to engage employees in making the "right" benefit decision, see "Effective Health Communications: Guidance for Employers" available from the National Business Group on Health at www.businessgrouphealth.org/healthtopics/maternalchild/investing/docs/5_healthcommunication.pdf.

Employer Profile	Brief description of VDBD plan design	Key messages	Description of the resources required to administer	Summary of findings or evaluations
<p>Caterpillar*</p> <p>80,000 employees 120,000 covered lives</p> <p>4 plans</p> <p>Geographic spread of employee locations: worldwide</p> <p>Nature of business: Forestry Logistics, Energy Solutions – world's largest maker of construction and mining equipment</p> <p>Unique features: Fortune 100 company \$36B sales and revenue 50% sales outside US Unions involved Average age of employee 47 yrs (male) Employee turnover <10%</p>	<p>Employee incentive \$900 reduction on yearly insurance with HRA participation (for each employee, spouse, and retiree under age 65)</p> <p>Remove barriers to disease/care management and EAP (resulted in 80,000 enrolled)</p> <p>Employees, Spouses and Retirees</p> <p>Collaborative disease management with providers, with integrated claims, pharmacy and self-report database.</p> <p>Caterpillar scorecard shows employee improvement against CAI aggregate AND employee improvement over time.</p>	<p>Make small changes. Get big results. Achieve your... Healthy Balance We can Help</p>	<p>Full-time Medical Director for Health Promotion and 4-5 FTE in health promotion and another 4-5FTEs in health plan design.</p>	<p>90% HRA participation</p> <p>50% of enrollees in diabetes management experienced HbA1C reduction (7.2 as compared to average of 8.7 one year previous)</p> <ul style="list-style-type: none"> • 96% of enrollees are measuring A1C. • 72% meeting Surgeon General's activity recommendations • 98% are on aspirin <p>In the general employee group:</p> <ul style="list-style-type: none"> • 50% Reduction in disability days • Smoking cessation rates of 25%, even after 3 years.
<p>City of Springfield, Oregon*</p> <p>Number of insured 1,100-130 employees)</p> <p>2 plans offered (1 PPO & 1 HMO)</p> <p>Geographic spread of employee locations: Springfield, Oregon</p> <p>Nature of business: municipality</p> <p>Unique features: relatively small employer that includes both union and non-union employees</p>	<p>Measured the improvement in diabetes management through a randomized study based upon the Asheville model.</p> <p>Enroll eligible employees based on a diagnosis of Type I or Type II diabetes.</p> <p>Randomize participants into two groups: control and intervention.</p> <p>Waive co-payments for prescription medications and medical visits related to diabetes control.</p> <p>Control group received printed educational materials.</p> <p>Intervention group received one-on-one counseling with pharmacist experts to encourage adherence with the total health management of diabetes, including physician and lab visits, retinal and foot exams, medication and testing, and exercise and nutrition.</p>	<p>Not available</p>	<p>Partnered with Oregon School of Pharmacy.</p>	<p>Hemoglobin A1C dropped 30% in the control group (comparable to other studies) and 50% in the intervention group with pharmacy consultants.</p> <p>Sick leave decreased by 30% for the intervention group (pharmacist-consultation group).</p> <p>Low-density lipoprotein (LDL) dropped more in the intervention group:</p> <ul style="list-style-type: none"> • Goal: LDL concentration of less than 100 mg/dL. • Baseline: 107mg/dL for control group, 101mg/dL for intervention group. • Mean changes at study end: decrease of 1.6mg/dL in control group, decrease of 5.5mg/dL in intervention group.
<p>Dell</p> <p>27,000 employees insured</p> <p>3 plans used nationally</p> <p>Geographic spread of employee locations: every state with key locations</p> <p>Nature of business: Computer business</p>	<p>Reduced co-pays on generics and meds for specific conditions.</p> <p>Free diabetic medication and supplies at a reduced or eliminated copay for enrolling in a Well at Dell diabetes program.</p> <p>Free NRT supplies or smoking cessation drugs except brand x available at a reduced co-pay for enrolling in a Well at Dell health improvement program</p> <p>Employees also receive incentive for completing HRA survey, enrolling and completing a program. Starting 1/09, the HRA incentive is as follows:</p> <ul style="list-style-type: none"> • \$1.50 annually / \$5 per paycheck for employee which can be applied against medical contributions or deposited in HRA for completing survey and enrolling in a program and an additional \$200 for completing program. A possible total of \$330. Same incentive 	<p>Assess, Act, and Achieve - Offers employees effective tools to make the right decisions and improve their health and well being.</p> <p>Employees really trust each others perspectives. We use an internal blog for employee-to-employee communication, which works well; we monitor for accuracy of statements.</p>	<p>Three to four head counts including the Director, and integrated vendor partners.</p>	<p>As of 12/31/2008, 959 members have enrolled in QuitNet and 131 have completed the program.</p> <p>As of 2/20/2009, 19,100 Dell participants have taken the HRA. Of those, 14,900 are eligible for coaching, and 5% have enrolled.</p> <p>No formal measurement of compliance or cost savings has been performed but early indications suggest that generic fill rates are increasing since introduction of program and enrollment in PPI step-therapy may have generated a reduction in cost.</p>

Employer Profile	Brief description of VBBO plan design	Key messages	Description of the resources required to administer	Summary of findings or evaluations
<p>Dow Chemical 22,000 employees insured 1 plan nationally (HMOs geographically based) 5 unions to consider with regard to health insurance matters (for <10% overall population) <i>Geographic spread:</i> MI, TX and LA then smaller presence in CA, OH, WVA & NJ. <i>Nature of business:</i> manufacturing <i>Unique features:</i> Dow has far more retirees than actives (40K almost 2:1), 60 M: 40 F – average age 42 yrs – population in flts.</p>	<p>Zero co-payment for many preventive services (tobacco cessation and weight reduction) and \$500 wellness allowance.</p>	<p>Program called "Total Rewards". Dow has an internet page with daily messages. They have positioned everything as a benefit with several buckets: medical / health / different related (everything is viewed as part of "Total Rewards"). "Good health for the whole self (emotional, mental, financial not just physical)"</p>	<p>Mostly a cross-functional approach with one to two FTEs dedicated to project (may add up to four to five FTEs).</p>	<p>No specific measured outcomes for VBBO. Health improvement, and overall controlled cost outcomes tracked for broader health & human performance efforts.</p>
<p>Gulfstream* <i>Number of insured:</i> 21,000 (9,000 employees) <i>Geographic spread of employee locations:</i> GA, CA, WI, TX, Mexico, London <i>Nature of business:</i> aerospace</p>	<p>HRA's with biometric screenings offered in a "1 House Call" setting throughout the facility to encourage employee participation. \$0 co-pay generic drugs for asthma, diabetes, high cholesterol, heart disease and hypertension. Incentives for employees (reduction in office visit co-pays) to use the quality-based physicians. Incentives (20% off their annual E&M coded office charges) to clinicians for meeting established standards, using evidence-based medicine guidelines. Employees must be compliant with their doctors' orders to help their physicians qualify as a recognized quality-based physician and eligible to offer reduced office visit copays. Service providers held to specific standards. Health plans, disease management companies, etc. are also held to quality protocols and are measured on their ability to deliver high quality health management service.</p>	<p>"Partners 2 Health" Goal: "Engage employees to take an active role in their own health care – securing appropriate preventive screenings and complying with their physician's plan of care – to reduce the incidence of hospital inpatient admissions and lower Gulfstream's health care cost trend."</p>	<p>Not available</p>	<p>Reduced total health cost increase trend to 3.4% for the last 4 years. Measures over a 4 year period showed increased lab tests/monitoring of HbA1C, mammography, diabetic eye exams and lipid profiles. Further claims data showed reductions of amputations, frequency of heart attacks and strokes and overall health costs per patient in the diabetic population Reduction in overall pharmaceutical costs (98.1% generic substitution rate). Reduced mastectomies in the group of women getting annual mammograms. Improvement in physician adherence to evidence-based medicine treatment protocols.</p>
<p>IBM* <i>Employees:</i> 350,000 <i>US employees:</i> 130,000 <i>US Covered Lives:</i> 500,000 <i>Geographic spread of employee locations:</i> nationwide <i>Nature of business:</i> innovation in technology <i>Unique features:</i> Fortune 100 company with \$100B in revenues in 2005</p>	<p>Rebates are offered for HRA completion, exercise and nutrition participation (recorded online). Supporting preventive and FAP coverage from Day 1. Smoking cessation program offers rebates of \$150 for enrollment. Track disability as part of integrated analysis. Elevate personal health management to a job expectation. CSuite involvement is a prime component of positive health management, including a visible Senior VP of Human Resources. Disease management (provided through an outside vendor) performance is tracked to total health management.</p>	<p>Global Well-Being</p>	<p>In 2004, IBM paid \$7.7M for Disease Management, resulting in an RCM of 2.25%.</p>	<p>Premiums are 6% to 15% lower than industry norms, and employees pay 20% to 60% less than industry levels. Health and Well-Being programs drive over \$175M in annual savings. Improved health risk levels contributed up to \$20M in savings in 2005 • Reduction in ER visits • Reduction in hospital admits • Decrease in medical and pharmacy costs</p>

Employer Profile	Brief description of VBBD plan design	Key messages	Description of the resources required to administer	Summary of findings or evaluations
<p>Marriott</p> <p>3,000 employees identified with chronic conditions</p> <p>4 plans used nationally</p> <p><i>Geographic spread of employee locations:</i> nationwide</p> <p><i>Nature of business:</i> hospitality</p> <p><i>Unique features:</i> highly workforce cultural and language diversity – 150+ primary languages</p>	<p>Marriott targets employees with chronic conditions and their dependents. They have lowered co-payments for specific medications and services related to those conditions.</p>	<p>"You're Important"</p> <p>"Taking your medication is important"</p> <p>"We want to help you"</p>	<p>Active Health Management administers the program</p>	<p>Conducted an analysis of claims data. The results indicated that removing co-pays for associates that absolutely needed the medication contributed to fewer claims for this population.</p>
<p>Pitney Bowes</p> <p>22,000 employees insured</p> <p>3 national health plans used: Rx carve-out</p> <p><i>Geographic spread of employee locations:</i> hourly workforce national product side NY, NJ, & CT about 5K employees</p> <p><i>Nature of business:</i> mail and document management</p> <p><i>Unique features:</i> 2 distinct employee populations</p> <p>1) hourly pd employees that work at other employer and</p> <p>2) the rest of the population that works with our products (mail machines etc).</p>	<p>Preventive care is provided at no cost or single co-pay (includes dental, hearing and vision screenings).</p> <p>Tiered pharmacy benefit: (10%/30%/55%) out of pocket capped at \$1,700 or \$1,200/year</p> <p>Certain chronic disease brand medication (asthma, diabetes, high blood pressure) moved from tiers 2 and 3 to tier 1. No cost for statins for diabetics and members having cardiac event. Benefit design decisions are based on what is the overall cost not just cost of Rx but medical outcome of treating the compliant employee.</p> <p>Healthcare University, employees receive \$75, that goes into Health Savings Account, for completing a HRA. They are also eligible to receive up to \$150 in reduced premium for setting up goals around smoking cessation, weight loss, etc. \$50 incentive is paid for each questionnaire completed and there are 3 throughout year.</p>	<p>Keep it simple</p> <p>Communication with offsite employees is very difficult always struggling to find ways to communicate with them – can't put up posters, they have no access to computer, problems keeping current demographic information on them, most have cell phone and are reluctant to take or return our calls (uses up their minutes).</p>	<p>Two PTEs developed model with consultant and implemented through Caremark.</p>	<p>Conducted some intense modeling for certain diagnosis non-compliance asthma, diabetes, hypertension (regardless of tier moved to lowest co-pay). Seeing a strong return on higher compliance over time and lower medical costs (fewer emergency room visits, hospitalizations). Evolving process and will continue to evolve based further drilling/analysis of data.</p>
<p>PPG Industries</p> <p><i>Number of US participants:</i> 60,000 (active and retirees)</p> <p>15 plants</p> <p><i>Geographic spread of employee locations:</i> 50 states</p> <p><i>Nature of business:</i> coatings, glass, fiber glass and chemicals manufacturing</p> <p><i>Unique features:</i> population is older than comparable companies</p>	<p>Local plant managers compete against each other in achieving program goals. Each manager provides resources and there are opportunities for corporate funds to promote a wellness culture. Activities are determined locally and can include healthier cafeteria food, employee walking or weight loss competitions, etc. Winning plants are given additional funds to promote health. Bottom 10 performing plants are identified quarterly in detailed reports to senior management.</p>	<p>Your health is important. You must take personal responsibility to improve your health.</p>	<p>Cross functional team composed of the HR director, the Corporate Medical Director and representatives from Finance, Communications, and Environmental Health and Safety.</p>	<p>PPG has held its health care trend to 1) the national average for the last seven years, saving an estimated \$142 million.</p>
<p>State of Washington</p> <p>125,000 subscribers (760K active members) insured</p> <p>4 plans used nationally</p> <p><i>Geographic spread of employee locations:</i> across state</p> <p><i>Nature of business:</i> state employees</p> <p><i>Unique features:</i> two thirds of population in self-funded plans</p>	<p>No employee cost sharing for preventive visits based on US task force recommendations Age 35, tobacco cessation counseling (with NRT products), and glucometers</p> <p>A tiered RX benefit plan (lowest cost share tier includes diabetic supplies and insulin and generic) incentive for completing HRA, exercise and flu shot (part of a whole package that includes up to one bonus incentive year).</p>	<p>Targeted to getting employees personal investment in how to manage their health and health care.</p>	<p>Two to three PTEs.</p>	<p>None to date</p>
<p>Information in this matrix was obtained primarily through interviews with employers and from their websites and press releases. For employers with an * after their names, their information was obtained from The Center for Health Value Innovation: www.vbhealth.org.</p>				

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Highlights of the Health Care Trends for 2012

From IdeaCrossing

1. *Healthcare Utilization seems to be trending downhill.*

Other positive news is that healthcare utilization is trending downhill. Employees are using fewer medical services, **mainly due to wellness and health management programs** and choices to postpone medical procedures and visits due to higher health insurance costs (co-pays, deductibles, etc) and lower disposable income.

2. *Greater individual accountability for health continues to increase.*

In addition to modifying plan design, **employers continue to offer tools to help employees take responsibility for their health, including health risk assessments and screenings. Many have also turned to incentives to promote the healthy behaviors they are seeking.**

3. *Employers are re-evaluating their benefit strategies.*

Organizations continue to be concerned about the sustainability of health insurance costs on their businesses and **are re-evaluating their benefits strategies for the short and long term**, focusing on benefits that are most valuable to their employees including health care, retirement and lifestyle benefits.

4. *Health management will remain a critical priority for employers.*

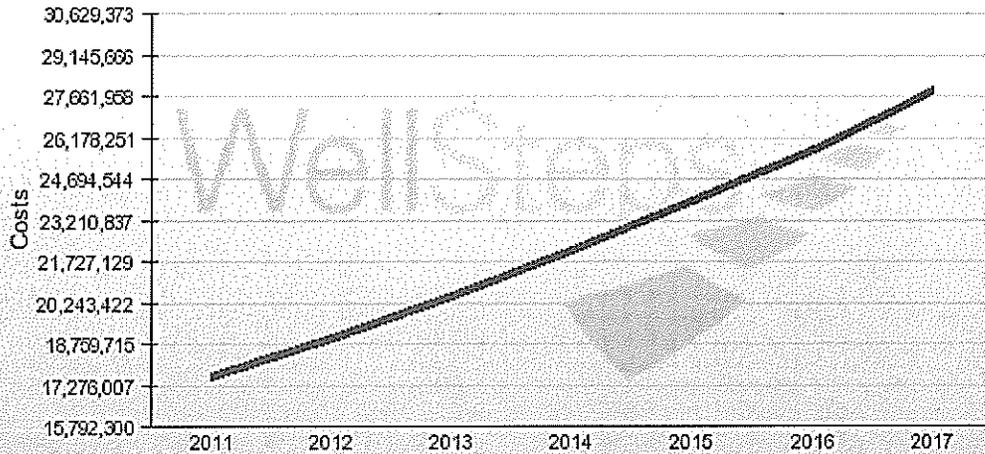
Organizations aren't planning to decrease their wellness efforts anytime soon. In fact, in the next year or two and beyond, employers can expect that health management and wellness program will increase and continue to be a priority as they attempt to control health care costs. **Employers will be focusing on greater prevention of health conditions by exploring ways to integrate wellness initiatives into their benefits strategies.**

As your organization plans its health care strategies for 2012 and negotiates its renewal rates, keep these trends in mind to ensure that your organization manages its health insurance costs effectively in the short and long term.

Sources: Mercer, Pricewaterhouse Coopers, Segal, Towers Watson, WorldatWork

Projected Health Care Costs

Health Care Cost Trend

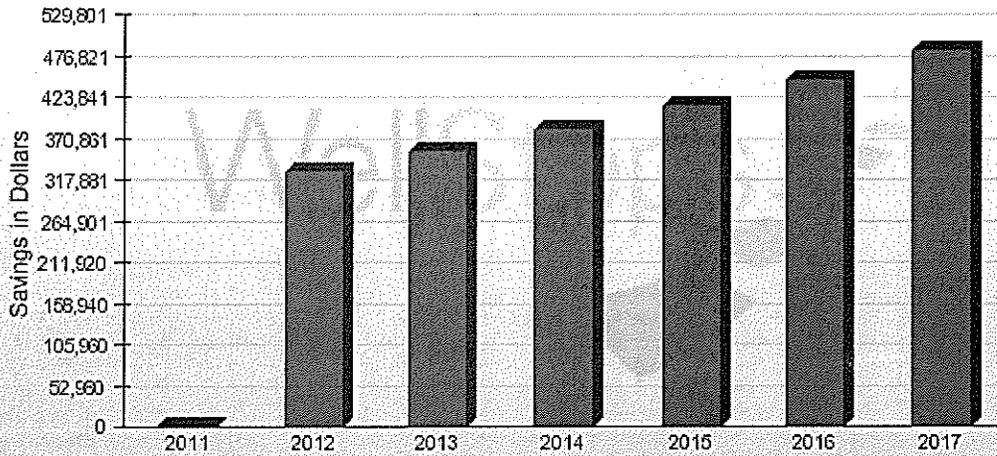


Year	Estimated Cost
Last Year	\$17,547,000
2012	\$18,950,760
2013	\$20,466,821
2014	\$22,104,166
2015	\$23,872,500
2016	\$25,782,300
2017	\$27,844,884

Current Costs	Cost Increase	Employees	Obese	Obese Target	Smoking	Smoking Target
\$17,547,000	8%	1,381	33%	10%	20%	10%

Projected Savings From Reduced Obesity

Health Care Savings Per Year from Reduced Obesity

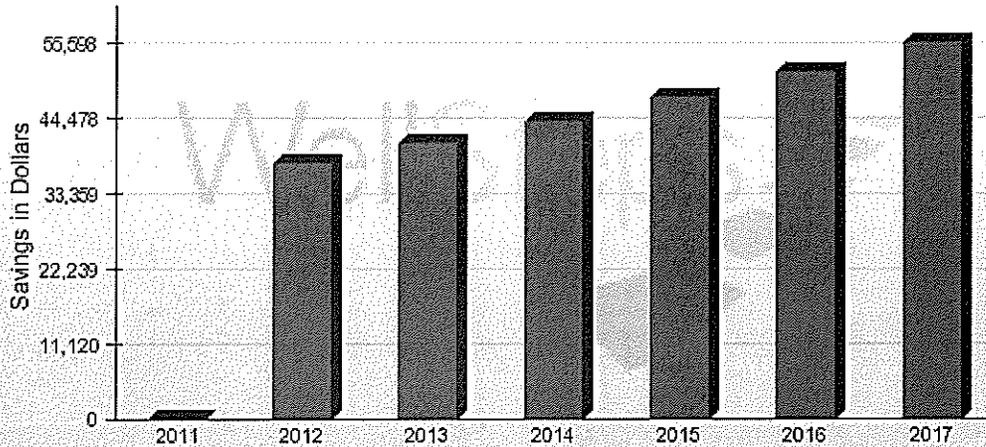


Year	Estimated Cost
Last Year	\$0
2012	\$327,794
2013	\$354,018
2014	\$382,339
2015	\$412,926
2016	\$445,960
2017	\$481,637

Current Costs	Cost Increase	Employees	Obese	Obese Target	Smoking	Smoking Target
\$17,547,000	8%	1,381	33%	10%	20%	10%

Projected Savings From Reduced Smoking

Health Care Savings from Fewer Smokers

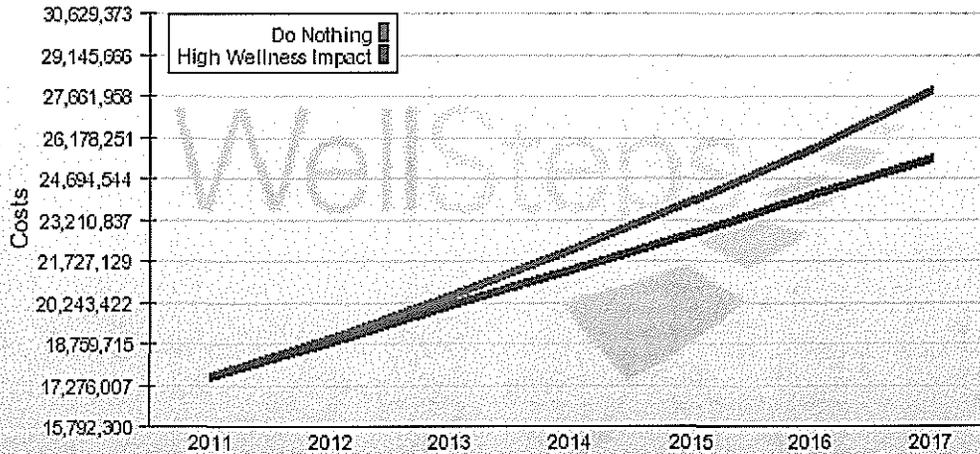


Year	Estimated Cost
Last Year	\$0
2012	\$37,839
2013	\$40,867
2014	\$44,136
2015	\$47,667
2016	\$51,480
2017	\$55,598

Current Costs	Cost Increase	Employees	Obese	Obese Target	Smoking	Smoking Target
\$17,547,000	8%	1,381	33%	10%	20%	10%

Projected After Cost Health Care Savings

Health Care Cost Trend



Year	Do Nothing	High	Savings
Last Year	\$17,547,000	\$17,547,000	\$0
2012	\$18,950,760	\$18,847,185	\$103,575
2013	\$20,466,821	\$20,131,238	\$335,583
2014	\$22,104,166	\$21,368,867	\$735,300
2015	\$23,872,500	\$22,705,506	\$1,166,994
2016	\$25,782,300	\$24,074,503	\$1,707,797
2017	\$27,844,884	\$25,441,158	\$2,403,726

Current Costs	Cost Increase	Employees	Obese	Obese Target	Smoking	Smoking Target
\$17,547,000	8%	1,381	33%	10%	20%	10%

Health Care Costs and Productivity Savings Associated with BioMetric Measurements

From the corporate perspective, there is significant research available to support substantial health care cost and productivity savings associated with improving participant health. One of the most current and widely accepted research models conducted by the Health Enhancement Research Organization was published in the Journal of Occupational and Environmental Medicine. The study tracked over 46,000 employees from various organizations through a health risk assessment and medical care costs. The researchers were able to determine a relationship between health risks and medical care expenses for a working population. Researchers found that individuals who were high risk for certain health risk factors experienced higher medical claims than those at lower risk. Their findings were that a difference in costs exists in nearly all of the compared risk categories between high risk and low risk employees.

A sample table below quantifies cost per risk for Total Cholesterol, Blood Glucose, Blood Pressure and Obesity. You can do the math for the number of high risk participants in each category.

Table 3: Excess Health Care Costs				
Risk Factor	High Risk Factor Definition	Excess Cost per Risk	# of High Risk Participants	Excess Health Care Cost
Total Cholesterol	≥240 mg/dl	\$892	4	\$3,568
Blood Glucose	Fasting ≥126 mg/dl Non-Fasting ≥200 mg/dl	\$2,851	2	\$5,702
Blood Pressure	≥140/90	\$1,278	10	\$12,780
Obesity	BMI ≥30.0	\$2,347	25	\$58,675
Total				\$80,725

**Proposed Value Based Benefit Design (VBBD)
 2013 Annual Employer Costs
 Option A (90/10), Option B (VBBD-87.5/12.5 and Discount of 90/10
 Assumes 8% Renewal Rate Increase**

	Current 2012 Cost 90/10	Option A 2012 Maintain Current 90/10	Option B 2013 Proposed VBBD (Integrated Wellness) Program Contributions set 87.5/12.5* and 90/10 VBBD
Employer Cost	\$15,792,000	\$17,056,000	\$17,032,000
Employer Costs Increase/(Decrease) over 2012		\$1,264,000	\$1,240,000
Employer Savings Over Maintiaing Option A- 90/10 Contribution Strategy			\$24,000

*87.5/12.5 established Board contribution rate, 90/10 discounted contribution rate for Wellness Participation.

Table #1
2013 Annual Health Insurance Costs
Assumes 5% Renewal Rate Increase
Contribution Strategies
Option A - (Maintain 90/10)
Option B - (Proposed VBBD - 85/15 and 87/5/12.5)
Option C - (Change to 85/15)
Option D - (Change to 82.5/17.5)
Option E - (Change to 80/20)

	Current 2012 costs 90/10	Option A 2013 Maintain Current 90/10	Option B 2013 Proposed VBBD 85/15 and 87/5/12.5	Option C 2013 No VBBD 87.5/12.5	Option D 2013 No VBBD 85/15	Option E 2013 No VBBD 82.5/17.5	Option F 2013 No VBBD 80/20
Total Costs	\$17,547,000	\$18,424,000	\$18,424,000	\$18,424,000	\$18,424,000	\$18,424,000	\$18,424,000
Employer Cost	\$15,792,000	\$16,582,000	\$16,098,000	\$16,121,000	\$15,661,000	\$15,200,000	\$14,739,000
Employer Costs Increase/(Decrease) over 2012		\$790,000	\$306,000	\$329,000	(131,000)	(\$592,000)	(\$1,053,000)
Employer Savings Over maintaining Option A in 2013- 90/10 Contribution Strategy			(\$484,000)	(\$461,000)	(\$921,000)	(\$1,382,000)	(\$1,843,000)
Employer Cost Per Employee	\$11,435	\$12,007	\$11,656	\$11,673	\$11,340	\$11,006	\$10,672

Table #2
2013 Annual Health Insurance Costs
Assumes 8% Renewal Rate Increase
Contribution Strategies
Option A - (Maintain 90/10)
Option B - (Proposed VBBD - 85/15 and 87/5/12.5)
Option C - (Change to 85/15)
Option D - (Change to 82.5/17.5)
Option E - (Change to 80/20)

	Current 2012 costs 90/10	Option A 2013 Maintain Current 90/10	Option B 2013 Proposed VBBD 85/15 and 87/5/12.5	Option C 2013 No VBBD 87.5/12.5	Option D 2013 No VBBD 85/15	Option E 2013 No VBBD 82.5/17.5	Option F 2013 No VBBD 80/20
Total Costs	\$17,547,000	\$18,951,000	\$18,951,000	\$18,951,000	\$18,951,000	\$18,951,000	\$18,951,000
Employer Cost	\$15,792,000	\$17,056,000	\$16,558,000	\$16,582,000	\$16,108,000	\$15,634,000	\$15,161,000
Employer Costs Increase/(Decrease) over 2012		\$1,264,000	\$766,000	\$790,000	\$316,000	(\$158,000)	(\$631,000)
Employer Savings Over maintaining Option A in 2013- 90/10 Contribution Strategy			(\$498,000)	(\$474,000)	(\$948,000)	(\$1,422,000)	(\$1,895,000)
Employer Cost Per Employee	\$11,435	\$12,350	\$11,990	\$12,007	\$11,664	\$11,321	\$10,978

Attachment #7
Page 2 of 4

CHP and Blue Cross and Blue Shield Current	Total Monthly Cost	Emplr Share Monthly Cost @ 90%	Employee Share Monthly Cost @10%	Employee Monthly Premium Increase over 2012 costs
Single	\$525.62	\$473.06	\$52.56	N/A
Emp+1	\$1,089.28	\$980.34	\$108.94	N/A
Family	\$1,393.76	\$1,254.38	\$139.38	N/A

CHP and Blue Cross and Blue Shield Current @ 5% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 90%	Employee Share Monthly Cost @10%	Employee Monthly Premium Increase over 2012 costs
Single	\$551.90	\$496.71	\$55.19	\$2.63
Emp+1	\$1,143.74	\$1,029.37	\$114.37	\$5.43
Family	\$1,463.45	\$1,317.10	\$146.34	\$6.96

CHP and Blue Cross and Blue Shield Current @ 5% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 87.5%	Employee Share Monthly Cost 12.5%	Employee Monthly Premium Increase over 2012 costs
Single	\$551.90	\$482.91	\$68.99	\$16.43
Emp+1	\$1,143.74	\$1,000.77	\$142.97	\$34.03
Family	\$1,463.45	\$1,280.52	\$182.93	\$43.55

CHP and Blue Cross and Blue Shield Current @ 5% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 85%	Employee Share Monthly Cost 15%	Employee Monthly Premium Increase over 2012 costs
Single	\$551.90	\$469.12	\$82.79	\$30.22
Emp+1	\$1,143.74	\$972.18	\$171.56	\$62.62
Family	\$1,463.45	\$1,243.93	\$219.52	\$80.14

CHP and Blue Cross and Blue Shield Current @ 5% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 82.5%	Employee Share Monthly Cost 17.5%	Employee Monthly Premium Increase over 2012 costs
Single	\$551.90	\$455.33	\$96.57	\$44.02
Emp+1	\$1,143.74	\$941.25	\$200.15	\$91.21
Family	\$1,463.45	\$1,228.68	\$234.77	\$116.72

CHP and Blue Cross and Blue Shield Current @ 5% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 80%	Employee Share Monthly Cost 20%	Employee Monthly Premium Increase over 2012 costs
Single	\$551.90	\$441.52	\$110.38	\$57.82
Emp+1	\$1,143.74	\$915.00	\$228.75	\$119.81
Family	\$1,463.45	\$1,170.76	\$292.69	\$153.31

Current Plan Monthly Cost with a 8% Premium Increase

CHP and Blue Cross and Blue Shield Current	Total Monthly Cost	Emplr Share Monthly Cost @ 90%	Employee Share Monthly Cost @10%	Employee Monthly Premium Increase over 2012 costs
Single	\$525.62	\$473.06	\$52.56	N/A
Emp+1	\$1,089.28	\$980.34	\$108.94	N/A
Family	\$1,393.76	\$1,254.38	\$139.38	N/A

CHP and Blue Cross and Blue Shield Current @ 8% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 90%	Employee Share Monthly Cost @10%	Employee Monthly Premium Increase over 2012 costs
Single	\$567.67	\$510.90	\$56.77	\$4.20
Emp+1	\$1,176.42	\$1,058.78	\$117.64	\$8.70
Family	\$1,505.26	\$1,354.73	\$150.53	\$11.15

CHP and Blue Cross and Blue Shield Current @ 8% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 87.5%	Employee Share Monthly Cost 12.5%	Employee Monthly Premium Increase over 2012 costs
Single	\$567.67	\$496.71	\$70.96	\$18.40
Emp+1	\$1,176.42	\$1,029.37	\$147.05	\$38.11
Family	\$1,505.26	\$1,317.10	\$188.16	\$48.78

CHP and Blue Cross and Blue Shield Current @ 8% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 85%	Employee Share Monthly Cost 15%	Employee Monthly Premium Increase over 2012 costs
Single	\$567.67	\$482.52	\$85.15	\$32.59
Emp+1	\$1,176.42	\$999.96	\$176.46	\$67.52
Family	\$1,505.26	\$1,279.47	\$225.79	\$86.41

CHP and Blue Cross and Blue Shield Current @ 8% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 82.5%	Employee Share Monthly Cost 17.5%	Employee Monthly Premium Increase over 2012 costs
Single	\$567.67	\$468.33	\$99.34	\$46.78
Emp+1	\$1,176.42	\$970.55	\$205.87	\$96.93
Family	\$1,505.26	\$1,241.84	\$263.42	\$124.04

CHP and Blue Cross and Blue Shield Current @ 8% Increase	Total Monthly Cost	Emplr Share Monthly Cost @ 80%	Employee Share Monthly Cost 20%	Employee Monthly Premium Increase over 2012 costs
Single	\$567.67	\$454.14	\$113.53	\$60.97
Emp+1	\$1,176.42	\$941.14	\$235.28	\$126.34
Family	\$1,505.26	\$1,204.21	\$301.05	\$161.67

Employee Savings for VBBD Participation

Table #1
Employee Savings @ 2.5% Discount Contribution
5% Renewal Increase

Premium Tier (5% Renewal Increase)	Employee Share Monthly Cost @10%	Employee Share Monthly Cost 12.5%	Employee Share Monthly Cost 15%	Employee Monthly Savings for VBBD Participation	Employee Annual Savings for VBBD Participation
Single	\$55.19	\$68.99	\$82.79	\$13.80	\$165.60
Emp+1	\$114.37	\$142.97	\$171.56	\$28.60	\$343.20
Family	\$146.34	\$182.93	\$219.52	\$36.59	\$439.08

Table #2
Employee Savings @ 2.5% Discount Contribution
8% Renewal Increase

Premium Tier (8% Renewal Increase)	Employee Share Monthly Cost 10%	Employee Share Monthly Cost 12.5%	Employee Share Monthly Cost 15%	Employee Monthly Savings for VBBD Participation	Employee Annual Savings for VBBD Participation
Single	\$56.77	\$70.96	\$85.15	\$14.19	\$170.28
Emp+1	\$117.64	\$147.05	\$176.46	\$29.41	\$352.92
Family	\$150.53	\$188.16	\$225.79	\$37.63	\$451.56

Attachment #8
Page 1 of 1

**SUMMARY COMPARISON OF
 Local Government Entities
 Monthly Premiums
 Employer/Employee Contributions**

Leon County 1/2012 3.79% Rate Increase	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$525.61	90%	10%
Employee + 1	\$1089.27	90%	10%
Family	\$1393.76	90%	10%

State of Florida 8/2011-2012	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$549.80	90%	10%
Spouse Program	\$1,243.34	97%	3%
Family	\$1,243.34	85%	15%

City of Tallahassee 1/2012¹	Monthly Premium	Employer Contribution ²	Employee Contribution ²	Employer Contribution (w/Flexbucks)²	Employee Contribution (w/Flexbucks)²
Employee	\$463.24	81%	19%	100%	0%
Employee + 1	\$933.28	76%	24%	92%	8%
Family	\$1,276.02	64%	36%	77%	23%

Leon County School Board FY 2011/12³	Monthly Premium	Employer Contribution %	Employee Contribution %
Employee	\$510.43	80%	20%
Employee + 1	\$1,031.96	60%	40%
Family	\$1,447.62	60%	40%

¹ City of Tallahassee was offered a 4% rate with a new plan design. The 2013 Employer/Employee Contribution Strategy has not been finalized. City is proposing increasing employee contribution by 5% over a two year period. Chart above reflects 2012 contribution strategy.

² City Contribution does not include \$164 Flexbucks added to each employee's pay as a supplement to assist employees with costs of benefits. If assumption is made that Flexbucks are used to offset the cost of employee health insurance, the employer contribution will increase. For example: Flexbuck pay used to offset cost of Family coverage will change employer/employee contribution from 64/36 to 77/23.

³ Leon County School Board rates reflected for 2011- 2012. The effective date of these rates is October 1, 2011. Fiscal Year 2013 Renewal rates are not available.

Rev. 12/30/2011		Governmental Plans - 2012				
Covered Service	State of Florida Standard HMO (Handbook: SOP)	City of Tallahassee (Handbook: Large Employer)	Leon County (Handbook: Large Employer)	Premier Plus Selection (Handbook: Lrg Emp.)	Capital Selection (Handbook: Lrg Emp.)	
Physician Office Services						
PCP	Per visit \$20	Per visit \$10	Per visit \$10	Per visit \$15	Per visit \$15	
Specialist	Per visit \$40	Per visit \$40	Per visit \$25	Per visit \$25	Per visit \$40	
Urgent Care	Per visit \$25	Per visit \$25	Per visit \$20	Per visit \$20	Per visit \$25	
OP Procedures	Per service \$0	Per visit \$40	Per visit \$25	Per visit \$25	Per visit \$40	
MH/SA	Per visit \$20	Per visit \$40	Per visit \$25	Per visit \$25	Per visit \$40	
Preventive Services	As defined by Section 2713 of PPACA \$0	As defined by Section 2713 of PPACA \$0	As defined by Section 2713 of PPACA \$0	As defined by Section 2713 of PPACA \$0	As defined by Section 2713 of PPACA \$0	
Hospital Services						
IP Hospital	Per admit \$250	Per admit \$250	Per admit \$250 \$750 max/cal.yr.	Per admit \$250	Per admit \$250	
OP Procedure	Per procedure \$0	Per visit \$250	Per visit \$100	Per visit \$150	Per visit \$250	
MH/SA	Per admit \$250	Per admit \$250	Per admit \$250 \$750 max/cal.yr.	Per Admit \$250	Per admit \$250	
Emergency Services						
Emergency Room	Per Visit (waived- if admitted) \$100	Per visit \$250	Per visit \$100 (waived- if admitted)	Per visit \$100	Per visit \$250	
Ambulance	Per transport \$0	Per transport \$100	Per transport \$0	Per transport \$100	Per transport \$100	
Other Benefits						
Home Health Services	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	
Hospice	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	Per occurrence \$0	
SNF Admit	Per confinement 60 days/ cal yr. \$0	Per confinement 60 days/Admit \$0	Per confinement 60 days/Admit \$0	Per confinement 60 days/ Admit \$0	Per confinement 60 days/admit \$0	
ASC	Per procedure \$0	Per visit \$100	Per visit \$100	Per visit \$100	Per visit \$100	
DME	Per device \$0	Per device \$0	Per device \$0	Per device \$0	Per device \$0	
Orthotic Prosthetic	Per appliance \$0	Per appliance \$0	Per appliance \$0	Per appliance \$0	Per appliance \$0	
MRI/PET/CT	Per scan \$0	Per scan \$100	Per scan \$25	Per scan \$100	Per scan \$100	
Rehabilitation Therapies	Per visit 60 days/60 visits max per injury \$40	Per visit 62 days/condition \$40	Per visit 62 days/ condition \$25	Per visit 62 days/ condition \$25	Per visit 62 days/ condition \$40	
Routine Vision	Per visit \$40	Per visit \$10	Per visit \$15	Per visit \$15	Per visit \$15	
OOP max	\$1,500/ \$3,000 excludes Rx	\$2,000/ \$4,500 excludes Rx	\$2,000/ \$4,500 excludes Rx	\$2,000/ \$4,500 excludes Rx	\$2,000/ \$4,500 excludes Rx	
RX	NO RX Commercial \$7/30/50 Medicare RA	\$7/30/50	\$7/30/50	\$7/30/50 \$15/30/50 \$15/50/100	\$15/30/50 \$15/50/100	

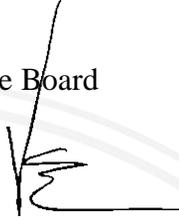
LCSB PLAN

All Plans: \$150/Household Fitness Reimbursement / All Plans: No Lifetime Max.

Leon County Board of County Commissioners Cover Sheet for Budget Workshop Item #5

May 22, 2012

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Report on County's Support of Existing Mental Health Programs and Consideration of Expanding Funding for Mental Health Court

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	<p>Ken Morris, Director, Economic Development and Business Partnerships</p> <p>Scott Ross, Office of Financial Stewardship</p> <p>Wanda Hunter, Director, Office of Intervention and Detention Alternatives</p> <p>Candice Wilson, Director, Office of Human Services and Community Partnerships</p>

Fiscal Impact:

Currently, the County provides in excess of \$1.0 million to support mental health in the community. This item may have a fiscal impact of up to an additional \$275,000 if the Board ultimately supports the funding request for the reestablishment of a dedicated mental health court.

Staff Recommendation:

Option #1: Accept staff's report and take no further action.

Report and Discussion

Background:

During Commission discussion at the May 8, 2012 regular meeting, the Board directed staff to prepare a comprehensive budget discussion item on the status of mental health services and the mental health court. The Big Bend Mental Health Coalition submitted a letter to the Board requesting \$275,000 to fund the mental health court in FY 13 (Attachment #1). The Board asked specifically for information relating to the current financial commitment by the County, the City of Tallahassee, and the Judiciary. Further, the Board requested an update on the efforts to identify other grant funding to support the mental health court in light of the expiration of the three year Criminal Justice, Mental Health, and Substance Abuse Reinvestment (CJMHSAR) Grant in June 30, 2011.

Under the Citizens to be Heard portion of the meeting, Mr. Richard Junior encouraged the Board to support funding for the mental health court and expressed the need for the County to create a separate mental health court for veterans as authorized by the 2012 Legislature (SB 922). Mr. Junior indicated that the creation of a specialized court for veterans would provide additional grant opportunities to support mental health court services.

This budget discussion item provides a comprehensive review of all of the mental health services provided by the County and through its contractual partners. This includes both mandated and non-mandated services well beyond the court system. More specifically, a summary of the services that were offered by the mental health court is included along with the efforts of partner organizations following the expiration of the CJMHSAR Grant. Finally, this budget discussion item concludes with an analysis on the fiscal impact for restoring the mental health court and offers the Board several options for consideration.

Analysis:

Leon County allocates over \$1 million to address the needs of defendants with a severe and persistent mental illness in the criminal justice system as well as support for citizens with mental illness who have no contact with the criminal justice system. Funding is provided for both mandated and non-mandated services through two County offices and Court Administration as illustrated in Table #1.

Table #1: FY 12 County Funding for Mental Illness by Office and Program

<i>Department/Program</i>	<i>Item Funded</i>	<i>Funding</i>
Office of Intervention & Detention Alternatives	Pretrial Release Mental Health Specialist	\$41,132
Court Administration	Mental Health Coordinator	\$62,661
Court Administration	Administrative Support Personnel	\$37,801
*Office of Human Services & Community Partnerships	Baker and Marchman Act Commitments	\$638,156
Office of Human Services & Community Partnerships	Non-Mandated Mental Health Services	\$257,671
Total Fund Allocation		\$1,037,421

*Also available to provide services for citizens without criminal justice involvement.

Mandated Mental Health Services

Chapter 394 of the Florida Statutes is known as “The Baker Act” and as “The Florida Mental Health Act.” The Baker Act provides an individual with emergency services and temporary detention for mental health evaluation and treatment, either on a voluntary or involuntary basis. Chapter 397 of the Florida Statutes is known as the “Hal S. Marchman Alcohol and Other Drug Services Act of 1993.” The Marchman Act provides for the involuntary or voluntary assessment and stabilization of a person allegedly abusing drugs, alcohol, or other substances and provides for treatment of substance abuse.

Florida Administrative Code, Chapter 65E-14, Community Substance Abuse and Mental Health Services-Financial Rules, requires that State funds expended for mental health, alcohol and drug abuse services be matched on a 75% State to 25% local basis. The Marchman Act outlines a means of providing an individual, in need of substance abuse services, with emergency services and temporary detention for substance abuse evaluation and treatment when required, either on a voluntary or involuntary basis.

Apalachee Center, Inc. (ACI) is the only healthcare facility in Leon County designated by the Florida Department of Children and Families as a public-receiving facility for individuals in mental health and/or substance abuse crisis. The authority for this designation is provided in legislation. ACI provides alcohol and drug detoxification and crisis stabilization services under the Baker and Marchman Acts to Leon, Franklin, Gadsden, Jefferson, Liberty, Madison, Taylor, and Wakulla Counties. Each county provides the 25% local match responsibility on a bed-day utilization basis (total bed-days used/bed-days used by County). Other funding sources include the Leon, Gadsden, and Wakulla County School Districts; Medicare; and other first and third party payer fees.

The Board allocated \$638,156 to ACI for mandated services for FY 2011/12. Table #2 illustrates funding provided to ACI by Leon County, neighboring counties, and other sources for mandated mental health services to Apalachee Center Inc. from FY 09 through FY 12. Despite a 12% decline in ad valorem revenues during this period, the County’s contribution for these mental health services has increased by 3.8%.

Table #2: FY 09 – 12 Funding Levels for Mandated Mental Health Services Through Apalachee Center, Inc.

<i>County Fiscal Year</i>	<i>Leon County Local Match</i>	<i>Funding From Other Counties</i>	<i>Funding From Other Sources</i>	Total
FY 2008/09	\$614,949	\$358,200	\$120,767	\$1,093,916
FY 2009/10	\$628,004	\$358,200	\$106,468	\$1,092,672
FY 2010/11	\$638,156	\$358,200	\$91,649	\$1,088,005
FY 2011/12	\$638,156	\$358,200	\$91,649	\$1,088,005

Each month, ACI reports the number of Leon County patients that have received Baker Act/Crisis Stabilization and Marchman Act/Detox services. Table #3 compares the number of bed days available at ACI and the percentage of Leon County residents that have utilized these services.

Table #3: FY 09 – 11 Leon County Bed-Day Utilization

<i>Fiscal Year</i>	<i>Baker Crisis Stabilization</i>	<i>Marchman Detox Unit</i>	<i>Total Bed Days Utilized</i>	<i>Bed Days Available</i>	<i>Percent Utilization</i>
FY 2008/09	5,689	2,332	8,021	14,600	54.9%
FY 2009/10	4,238	2,337	6,575	14,600	45.0%
FY 2010/11	4,273	2,003	6,276	14,600	42.0%

Leon County residents’ utilization of in-patient mental health services under the Baker and Marchman Acts have declined by 21.8% over the past three years despite a slight cost increase to the County. Only 42% of the total bed days available to Leon County residents were utilized in FY 11. ACI reports that clients who did not need inpatient services or declined services were given referrals and/or appointments to programs such as Apalachee Center outpatient programs, FSU Counseling Center, Alcoholics Anonymous, Narcotics Anonymous, DISC Village, primary care physicians, private practitioners, Bond Clinic, Assisted Living Facilities, the Homeless Shelter, and the Veteran’s Administration Outpatient Programs.

Non-Mandated Mental Health Services

To expand access to mental health services, the Board allocates \$257,671 for integrated primary care and mental health services at Bond Community Health Center (Bond), Neighborhood Health Services (NHS), and Apalachee Center, Inc. (ACI). Bond and NHS receive \$50,000 each to provide mental health services to low-income Leon County patients. Each center is reimbursed \$80 per mental health visit up to the contracted amount. This funding provides 625 mental health visits per year at each site.

Similarly, the County provides \$157,671 to ACI for low-income mental health patient visits. In general, ACI serves patients who have serious and persistent mental illness, or those otherwise best treated at ACI. Mental health services are provided by an ARNP, Case Manager, Psychiatrist, and Comprehensive Community Support Team. Reimbursement to Apalachee ranges from \$9.47 per quarter hour for the Comprehensive Community Support Team services to \$68.53 per quarter hour for psychiatric/ARNP services. The total number of patient visits provided under the County’s agreement with ACI varies based on the type of services provided to the patient. During FY 2010/11, ACI provided 707 patient visits to low-income County residents.

CJMHSAR Grant

In January 2008, Leon County was awarded the CJMHSAR Grant from DCF in the amount of \$792,624 over a three year period. The state awarded 22 total grants and Leon County was one of 11 counties to receive an implementation grant under this program. The three year CJMHSAR Grant, along with the Board's vision and the hard work of many community partners, stakeholders, and staff, helped Leon County establish a Court Mental Health Program to address the cases of defendants with a severe and persistent mental illness in the criminal justice system.

The programs implemented with the Grant funding include enhancements to Crisis Intervention Team programs, a mental health court with a focus on specialized mental health pretrial release and probation programs, and a community competency restoration program. As a key component in implementing all of these programs, the Court Mental Health Coordinator worked with the County's MIS Department to establish an automated system for identifying mentally ill defendants, scheduling their cases, and generating data reports. Experts from Florida State University's Schools of Psychology and Public Administration were contracted with to provide data analysis on the impact of the new programs and help identify areas for improvement during the initial year of implementation. To date, the County has received the final report from the School of Psychology and a brief evaluation letter from the Askew School of Public Administration and Public Policy (Attachments 3 & 4).

Prior to the expiration of the CJMHSAR Grant in June 2011, the Board approved the allocation of \$58,965 to ensure continuity of services for the Mental Health Court through September 30, 2011. Thereafter, the Board encouraged the Mental Health Advisory Board to seek out other grant opportunities to support the operation of the mental health court. The Court, having recognized the County's budget constraints, informed the Board on two separate occasions (March 17th & May 24th, 2011) that it did not consider the mental health court a funding priority for the upcoming year given the economic conditions at that time (Attachments 4 & 5).

During the June 2011 budget workshop, Public Defender Nancy Daniels, on behalf of the Mental Health Advisory Board advocated for the County's funding of the mental health court. The Board directed the Mental Health Advisory Board, through Ms. Daniels, to seek other sources such as grants and/or City of Tallahassee as funding for mental health services should be a collaborative effort between public and private partners. At that time, staff also reviewed available resources to determine if other grant funding was available to continue the mental health court. Available funds for mental health courts were limited to expansion efforts rather than maintaining ongoing operational costs. Grant funding for mental health services and court are generally available through two federal programs, the Bureau of Justice Assistance (DOJ) and the Substance Abuse and Mental Health Services Administration (SAMHSA).

Having secured a funding commitment of \$30,000 from the City of Tallahassee, the Board agreed to support one Mental Health Pretrial Release Specialist position as a mechanism to ensure mentally ill defendants did not languish in jail pending case disposition. The City of Tallahassee is currently under contract with Ability First for the management of the \$30,000 they allocated to assist with mental health services. The Mental Health Advisory Board, which was

established by the Board as a part of the CJMHSAR Grant, last convened in August, 2011. This body has not formally pursued grant funding to support a mental health court but much of the membership of this Advisory Board also participates in the monthly meetings of the Public Safety Coordinating Council.

As of August 31, 2011, the Judiciary discontinued the felony and misdemeanor mental health courts. However, a County Court Judge along with the Court Mental Health Coordinator has maintained a mental health docket once each month to address the most difficult and severe misdemeanor mental health cases. Leon County's Probation Division continues to designate one Probation Officer to manage cases for those defendants ordered on mental health probation. This practice was established prior to the initiation of the mental health court and grant funding to monitor mentally ill defendants after case disposition. Crisis Intervention Team (CIT) training is also still available for law enforcement and criminal justice professionals whose duties require management or assistance for the mentally ill. Funding for CIT training is provided through in-kind donations from the City of Tallahassee, the Court Mental Health Coordinator (the County) and a private mental health provider, Magellan Health Services.

Fiscal Year 2013

In examining the previously available federal grants, an issue concerning the clientele accepted in the Leon County program and those allowed in the CJMHSAR Grant funded program proved challenging for the mental health court. The Leon County program only excluded capital cases while the potential federal grants require exclusion of all violent criminal cases – an important segment of the caseload in the Leon County program. Current research indicates no changes in that trend or the wide availability of expansion grants and grants focused on a specific population (i.e. veterans), but no operational grants. Finally, it should be noted that grant applications for comprehensive mental health services requires the leadership of the service providers with the professional credentials to prepare a highly technical application and ensure complicity in the program design and functions. Given the limited number of local service providers, the County and Judiciary are limited in their ability to design a scope of services without advance support and leadership from area service providers.

As Mr. Junior indicated at the May 8, 2012 Commission meeting, the 2012 Legislature did approve a bill (SB 922) which authorizes the Chief Judge of each judicial circuit to establish a Military Veterans and Service Members Court Program. This program is a designated pretrial release program and court docket that specifically caters to military veterans and service members who suffer from a mental illness, traumatic brain injury, substance abuse disorder, or psychological problem as a result of their military service. Under the Military Veterans and Service Members Court Program, a judge may consider a defendant's military service record for sentencing and direct such veterans and service members to treatment and reentry programs. These defendants would also receive priority entrance to treatment and reentry programs.

SB 922 specifically states that the Florida Department of Corrections is not required to spend state funds relating to the rehabilitation of veterans who are under State supervision through probation or community control. This reinforces the State's ongoing willingness to encourage local governments to voluntarily enhance service levels where the State will not commit

financial resources. The establishment of a Military Veterans and Service Members Court Program may require additional County and Judiciary resources. For example, if the Board chose to implement the pre-trial diversion programs, it may require additional positions and resources in the Office of Intervention and Detention Alternatives and Court Administration.

Based on the Board's direction at the May 8, 2012 Commission meeting, the County Administrator sent a letter to the Chief Judge to determine if there are any plans to establish a local Military Veterans and Service Members Court Program. The letter seeks to gauge the interest in restoring the mental health court and the Judiciary's ability to commit financial resources (Attachment #6). As the Board deliberated funding for the mental health court last year, then-Chairman Dailey received a letter from Court Administration clearly stating that it did not consider the mental health court to be a funding priority given its relatively small caseload and the County's budget shortfall. Staff anticipates a response from the Chief Judge subsequent to the publishing of this budget discussion item. Once received, a copy of his response letter will be distributed to the Board.

A similar letter was sent to the City of Tallahassee to determine their interest in financially supporting the mental health court (Attachment #7). However, the City Commission is not expected to convene until May 23, 2012 so a formal response is not anticipated in time for the Board's workshop on May 22, 2012.

Should the Board wish to restore the mental health court at the level requested by the Big Bend Mental Health Coalition, an additional \$275,000 would be need to allocated through revenue increases, service cuts elsewhere in the budget, a reduction in fund balance, voluntary contributions from partner organizations, or a combination of these factors. One option for the Board is to use the \$100,000 that has been allocated to the Public Safety Coordinating Council (PSCC) over the past several years for jail diversion programs. These funds are currently used to provide vocational training for inmates at the Leon County Jail. The FY 12 PSCC funds have yet to have been allocated so the Board may wish to apply this \$100,000 toward the mental health court.

Summary

The Grant was created in 2007 to provide a temporary incentive for counties to plan, implement, or expand mental health and substance abuse initiatives like the mental health court. Unfortunately, the ability of local governments to maintain funding for such programs has greatly diminished since the Legislature approved the program in 2007 and the County was awarded funds in 2008. The Big Bend Mental Health Coalition's funding request would require the hiring of additional staff at a time when the Board is trying to reduce staffing levels and facing an \$8.9 to \$10 million preliminary recurring shortfall in the County's budget. Given this budget shortfall and the previously stated position of Court Administration acknowledging the economic circumstances and inability to justify the mental health court as a funding priority, staff recommends that the Board take no further action on this matter.

Not re-instituting the mental health court does not impact the County's support of other mental health programs throughout the community. The County contracts annually with Apalachee

Title: Report on County's Support of Existing Mental Health Programs and Consideration of Expanding Funding for Mental Health Court

May 22, 2012

Page 8

Center in the amount of \$638,156 for Baker and Marchman Act services. Additionally, Leon County provides funding to Apalachee Center (\$157,671), Bond Community Health Center (\$50,000), and Neighborhood Health Services (\$50,000), to expand access to mental health services for uninsured and indigent residents of the County.

To conclude, even with the ending of the Mental Health Court grant, the Board still provides strong support for mental health programs. Leon County has requested, but does not anticipate any partners assisting in funding a mental health court. Staff is always seeking opportunities for additional grants that can assist funding human services. If grants become available, they will be brought to the Board for consideration. However, given the current budget shortfall, staff does not recommend providing funding to reinstate the Mental Health Court.

Options:

1. Accept staff's report and take no further action.
2. Direct staff to include \$275,000 to fund the mental health court for consideration at the July budget workshops.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. April 19, 2012 funding request from the Big Bend Mental Health Coalition.
2. Final Evaluation Report from the Florida State University School of Psychology
3. June 26, 2011 evaluation letter from the Askew School of Public Administration and Public Policy.
4. March 17, 2011 letter from Court Administration.
5. May 24, 2011 letter from Court Administration.
6. May 10, 2012 letter to Chief Judge Francis.
7. May 10, 2012 letter to the City Manager.

ADDITIONAL INFORMATION

VSL/AR/WGH/KM



Big Bend Mental Health Coalition

Uniting stakeholders: Consumers, Families, Providers, Facilities, Courts & Law Enforcement

David Martin, MSW, Chair • 2729 W. Pensacola Street • Tallahassee, FL 32304 • 850.205.6025 • BBMHCtally@gmail.com

April 19, 2012

The Honorable Akin Akinyemi
Chairman, Leon County Commission
301 S. Monroe Street, 5th Floor
Tallahassee, FL. 32301

Dear Chairman Akinyemi,

The Big Bend Mental Health Coalition, acknowledges the Leon County Commission's effective fiscal and community leadership in funding the Mental Health Pretrial Specialist position last fall.

The 2011 impact study on the Mental Health Court by Florida State University reports that the program's services led to \$1.6 million in savings and 30,149 fewer jail beds (for the period, May 2008-December 2010). The report also clearly demonstrates a significant decrease in substance abuse, reduced recidivism and improved independent functioning of Mental Health Court participants—a definite win-win for our community.

Our coalition represents more than 500 members, who urge the County Commission to fully fund this important program. Mental health is at the core of our county's prosperity, well-being and public safety. It would be short-sighted to put Leon County families and children at risk by not funding this successful and cost-effective program.

Funding the Mental Health Court at \$275,000 will not only save money, but can also be used to leverage millions of dollars in grants. Alachua, Flagler and Volusia counties have turned around overpopulation in their jails, partnering with federal, state and non-profit agencies. The Stewart-Marchman Corporation grant writer, who successfully produced the Volusia-Flagler grants, has offered to help Leon County. The BBMHC pledges to pursue this crucial free resource and obtain the requisite grant expertise to complement county funding.

The BBMHC board acknowledges Judge Ronald W. Flury, Judge Jonathan Sjostrom, Leon County Probation Director Wanda Hunter, Public Defender Nancy Daniels and Court Mental Health Coordinator Kendra Brown for their exemplary work with the Mental Health Court.

Sincerely,

David Martin, MSW, Chair
DM/ew

Attachments:

Dr. Joyce Carbonell letter re Mental Health Court impact study 11/01/2011
Mental Health Court editorial, *Tallahassee Democrat*, 9/13/2011

Copy:

Commissioner John E. Dailey
Commissioner Bryan Desloge
Commissioner Kristin Dozier
Commissioner Nick Maddox
Commissioner Bill Proctor
Commissioner Jane G. Sauls

Chief Judge Charles A. Francis
Circuit Judge Ronald W. Flury
Circuit Judge Jonathan Sjostrom
County Administrator Vincent S. Long
Probation Director Wanda Hunter
Public Defender Nancy Daniels
Court Mental Health Coordinator Kendra Brown
Grants Administrator Don Lanham

FLORIDA STATE
UNIVERSITY

The COLLEGE of ARTS & SCIENCES
Department of Psychology



1107 West Call St., Florida State University, P.O. Box 3064301, Tallahassee, FL 32306-4301
Telephone 850.644.2040 • Fax 850.644.7739

Don Lanham
Leon County Grants Administrator
301 South Monroe Street
Tallahassee, Florida 32301

November 1, 2011

Dear Mr. Lanham:

I am writing to report to you on the findings of the mental health court research. As you know, we are examining the impact of the Leon County Mental Health Court on recidivism. To this end, we have gathered data from the JIS system and from courtroom observation to evaluate what the impact of mental health court has been on recidivism and for whom the mental health court may be most effective. I am reporting on the results to date, but we are continuing to examine the data. We expect to be able to report more over time. Because this is an outcome study, there are no quick answers to be had.

The participants examined in this data set range in age from 19 years to 71 years at the time of their first appearance in the mental health court. The mean age was approximately 38 years with a median age that is also approximately 38 years. The defendants in mental health court are predominantly male with 71 percent being male and 29 percent female. As in a typical court, males are overrepresented compared to their representation in the general population.

In the data examined, 61 percent of the defendants in mental health court were African American, and 38 percent were Caucasian. Clearly, African Americans are overrepresented in mental health court, as the population of Leon County is approximately 30% African American. (it is important to note that this racial disparity occurs in most courts and in most aspects of the criminal justice system and is not unique to, nor is it a function of mental health court) Less than one percent were Asian or Pacific Islanders. There is no data collected in the Leon county courts regarding whether or not a defendant is Hispanic, so we do not have data on how many mental health court participants were Hispanic.

In order to examine recidivism, we looked at those who had an appearance in mental health court and have had time to reoffend (or not reoffend). For the results presented here, we examined a sample of 541 people who participated in mental health court and had time (one year) to recidivate or not. We compared the arrests for the year before their appearance in mental health court and the arrests for the year after their appearance in mental health court. The average number of arrests in the year before mental health court was 2.93, but in the year after

the average number of arrests dropped to an average of 1.97. This is a statistically significant difference and it is unlikely to have occurred by chance.

When examining the recidivism rates by demographic characteristics, there is no difference in males and females in terms of their re-offense rates. For both men and women, recidivism rates decreased after participating in mental health court. There is also no significant difference by race in terms of recidivism rates. Both African Americans and non- African Americans had lower recidivism rates after mental health court. Thus, although men and African Americans are overrepresented in mental health court (compared to the general populations) the outcomes for these groups do not differ once they have been in mental health court.

The mental health court is indeed serving those people who have severe and persistent mental illness. Looking at an approximately six month sample, 66% of the sample had a diagnosis of one of the following: schizophrenia, schizoaffective disorder, bipolar disorder, or major depressive disorder. The remaining defendants are people with dual diagnoses or other mental health disorders. These are the people for whom mental health courts are intended. In general recidivism went down, but analysis indicates that reoffending varies by diagnosis. Those with a diagnosis of mental retardation had a significantly lower rate of recidivism in the year after their mental health court appearance as compared to the year before appearing in mental health court. Those people diagnosed with depression had a higher rate of re-offense than those who were not diagnosed with depression. It is unclear why this happens and obviously needs further investigation. Other diagnoses (schizoaffective, schizophrenia, substance use, and dual diagnosis) did not differentially impact the rate of reoffending. An examination of services provided and treatment data for defendants with different diagnoses may help explain these differences.

In addition, we did courtroom observation to gather data on therapeutic jurisprudence. The notion that the court itself is therapeutic is an important one and one of the markers of this is the interaction between the judge and the defendant. This study demonstrated that those defendants present in the courtroom at the time of their hearing were more likely to be spoken to by the judge than those appearing for their hearing via remote video and that those present were more likely to have misdemeanor charges than felony charges. Because females were more often present in the courtroom than males, who were more likely than females to appear via remote video, the females were more likely to be spoken to by the judge than males. However, there were no differences between the genders in severity of crime. This suggests that despite the fact females do not differ from males in rates of felonies and misdemeanors, they are more often brought to the court for their hearing than males and consequently spoken to more often. Females also took longer, in days, to reoffend than males. This may suggest that being present in the courtroom at the time of one's hearing and having communication with the judge may have an effect on the length of time to recidivate or it may be a gender related difference. But, overall communication between the judge and the defendant in mental health court hearings was

unrelated to recidivism, length of time to reoffend, severity of new charges, and probation violations. We were unable to record the content of the communication, which may have resulted in a different outcome as previous studies (in drug courts) have indicated that the content of the communication may have an impact on outcome.

The primary finding, that recidivism rates decrease after participating in mental health court, is an important one and speaks to the impact the court has on the defendants. We are continuing our research and will provide you with updates on our findings as we continue to examine the data.

I will be happy to speak with you about our study. We believe that this will make an important contribution not only to this jurisdiction, but to mental health courts in general. We appreciate the opportunity to work on this project. If you would like to contact me I can be reached at carbonell@psy.fsu.edu or by phone at 850-644-1042.

Thank you.

Sincerely,



Joyce L. Carbonell, Ph.D.
Professor of Psychology and
Director of Women's Studies

Cc: Kendra Brown

OUR OPINION

County should help

Mental Health Court deserves support

Leon County's Mental Health Court is widely considered a model for other judicial circuits in Florida, a cost-effective investment that is nonetheless in a financial pinch.

Mental Health Court is a diversionary program that attempts to connect nonviolent defendants who have mental illnesses with resources that will help them avoid a recurrence of behaviors that led to their arrests in the first place.

While treatment costs less than recurring incarceration, these community-based programs do cost something, and because a three-year state grant that funded Leon County's program ended in April, Public Defender Nancy Daniels is turning to local government to help with the cost, about \$250,000 a year.

Ms. Daniels isn't asking for

full funding, however.

The City Commission last week agreed to provide \$30,000 for psychiatric medication, transportation and housing support for mental health defendants. Today, Ms. Daniels is asking the Leon County Commission to fund \$46,000 for a mental health pretrial officer's position.

She said this is the critical employee who supervises and provides support to these defendants who can safely be released into the community after arrest.

The county determined in budget discussions a few weeks ago that it can't fully fund the program, and Ms. Daniels said "this will be enough to keep some parts of the mental health program going."

But without even that modest level of support, mentally ill defendants will be scattered throughout the criminal trial

divisions with no consideration for their illness whatsoever.

Mental Health Court has widespread support from law enforcement. Longtime Wakulla County Sheriff David Harvey has been an outspoken champion of this diversionary program, contending that law enforcement "cannot serve as both front-line responders and a treatment system for the indigent mentally ill ... who commit crimes as a direct consequence of their illness."

In a 2009 case before the 1st District Court of Appeal, former FSU law school dean Sandy D'Alemberte saluted Leon County Circuit Court Judge Angela Dempsey, who has a reputation as a tough law-and-order judge, for her ruling that a nonviolent first-time defendant "amenable" to recovery not be sent to prison for the prescribed 12 years "during which time he's not going to

be able to get any kind of treatment."

Ms. Dempsey said again last week that she was impressed with the work of Leon County's Mental Health Court.

In recent years, so many promising developments in treatment of mentally ill defendants have been made, with specialized forensic mental health treatment facilities and crisis stabilization units.

According to the National Alliance on Mental Illness, mentally ill inmates are among the most expensive, often requiring close confinement and additional medical attention, including expensive psychotropic medications, in addition to the ordinary costs of confinement.

Investing a little bit in a system proven to be a cost-saver would be a solid decision by Leon County commissioners today.

Final Report of the Evaluation of Leon County Mental Health Court

Submitted by: Joyce Carbonell, Ph.D.

and

Joye Coxé Anestis

Emily Gottfried

Amanda Gallagher

Psychology Department

Florida State University

Background Information:

The need for mental health courts is widely supported. Studies estimate that the prevalence of mental illness in offending populations (64% in jail inmates; Bureau of Justice Statistics [BJS], 2006) far exceeds that of the general U.S. population (26.2%; Kessler, Chiu, Demler, & Walters, 2005). Although other studies provide different estimates, almost all agree that the number of mentally ill in prisons and jails is disproportionate to their presence in the general population. The deinstitutionalization of the mentally ill has brought about this circumstance, as jails and prisons have become de facto hospitals for the mentally ill (Teplin, 1984). Although deinstitutionalization was seen as a positive step, it created multiple problems for the mentally ill, including increased rates of homelessness and substance use problems and a tendency to serve longer jail/prison sentences than the non-mentally ill cohort (Axelson & Wahl, 1992; BJS, 2006; Ditton, 1999). While incarcerated, mentally ill offenders are also more likely to be charged with rule violations and to be injured, victimized, or abused by other inmates (BJS, 2006; Ogloff, Roesch, & Hart, 1994). Only a small proportion of the mentally ill receive treatment while incarcerated (34% of state prisoners, 24% of federal prisoners, and 17% of local jail inmates; BJS, 2006). Criminal justice institutions are often ill-equipped to provide comprehensive mental health services for inmates (Morris, Steadman, & Veysey,

1997; Schaefer & Stefancic, 2003). The paucity of community resources made available at discharge (e.g., housing, treatment; Morris et al., 1997) compounds the problem. The combination of limited treatments while incarcerated and few available resources upon release creates a cycle of reoffending. Mentally ill offenders have a higher rate of recidivism and spend more time incarcerated than those without mental illness.

Because the mentally ill have now become a major concern in courts and correctional institutions, there has been a shift in emphasis to post arrest diversion programs. Problem solving courts have become part of the response. The most common of these courts, the drug courts, process offenders with drug and alcohol dependence. Research indicates that they have success in decreasing drug use and drug-related offenses (e.g., Belenko, 2001; Gottfredson, Najaka, & Kearley, 2003). Community courts (Kralstein, 2005) and domestic violence courts (Keilitz, 2001) are other examples of such courts. Mental health courts, a more recent form of problem solving courts have as their aim the reduction of the number of mentally ill people in the criminal justice system. The overall aim is to divert mentally ill offenders out of the criminal justice system. But, in spite of similar aims, no single standard model of MHC exists, although there are well over 100 such courts in the United States.

In spite of the wide variety of operational characteristics of mental health courts, studies on the efficacy of mental health courts (MHCs) have been found to reduce the recidivism rate for the participants. Because each court is unique and operates under its own set of rules and guidelines, the success or failure of one court cannot necessarily be generalized to other courts. Courts are also subject to state and county statutes. Because "each court operates under its own, mostly unwritten, rules and procedures..." (Bazelon Center for Mental Health Law, 2003a) it is important to examine the outcomes for individual courts.

This purpose of this study was to determine if the Leon County Mental Health Court reduced recidivism and severity of re-arrests and increased the amount of time until re-arrest for participants. The study also examined potential differences between felony and misdemeanor participants and violent and non-violent participants. In addition, because therapeutic jurisprudence is considered to be an important part of mental health court, judge interaction with defendants was examined.

Leon County Mental Health Court

The Leon County Mental Health Court grew out of a need to provide better services for mentally ill defendants. The Leon County Mental Health Criminal Justice Integration Project Narrative (2007) estimated that 25% of the jail population was mentally ill. The mental health court that was developed in response to the problem was in session twice a month, although staffing meetings occurred on a weekly basis. As with other mental health courts, all defendants had a diagnosis of mental illness. Any one for whom mental illness was identified would be visited by a representative of the mental health court to determine their appropriateness for mental health court. Both felony (violent and non-violent) and misdemeanor defendants were eligible for mental health court, but were placed on separate dockets. The Leon County court did not follow a typical therapeutic model, but instead followed a problems solving model involving facilitation access to services.

The Current Study

True experimental design with random treatment and control groups is rarely utilized, as random assignment of mentally ill to a “treatment” or non-treatment condition is generally considered unethical. Thus, the Leon County MHC did not utilize random assignment but instead used “haphazard assignment” which is a procedure that has no obvious bias. Although most defendants with mental illness were placed in mental health court, others were in a traditional criminal court. This allowed for

an experimental design in which defendants in the mental health court could be compared to mentally ill defendants in a regular court.

In this evaluation of the court the outcomes were quantified in several ways. The defendants in mental health court were compared to mentally ill defendants in the traditional court. Defendants that has at least one arrest in the 12 months prior to entry into the mental health court were selected and their recidivism rates for the 12 month prior and 12 months post entry into mental health court were compared. Twelve months was chosen, as literature suggests that the majority of new offenses are committed within the first year.

Data was collected by court observation, review of court dockets and by searching the computerized court data base for defendants in the mental health court and those in the traditional court who carried diagnoses of mental illness. Data was entered into a statistical program for analysis with new offenses being added as that data became available. Unfortunately there was no data provided on treatment variables so we cannot examine the impact of treatment on outcome.

Data Analysis and Results

Demographic Data: For the purposes of the analyses there were 674 defendants in the overall group with 445 in MHC and 229 in traditional court. The demographic characteristics of the overall group were examined. The average age of the defendants was 36.48 years. The average age of those in MHC was 36.9 while those in a traditional court had an average age of 35.68 years. There is no significant difference between the groups on age. The majority of defendants were male (74%). The percentage was similar for both MHC (74.5%) and traditional court (72.9%). For the purposes of analysis race was divided into two categories white or non-white (there were two Asian/Pacific Islanders but given the small number they were combined with the African Americans in the sample to produce a dichotomous variable). In the overall sample there were 44.6% white and 55.4% non-white. There was a significant

difference on race between the groups in MHC versus traditional court with the traditional court having a larger number of white defendants than expected (54.6%white/45.4% non-white). In the mental health court the percentages were 39.7% white and 60.3% non-white. There is no information available that categorizes people into Hispanic or not Hispanic categories.

Substance abuse diagnoses were significantly different between the two groups with more substance abusers present in the mental health court group. The diagnosis of bipolar disorder also significantly differed between the two groups with the disorder occurred at a higher rate in the MHC. Psychotic disorders and anxiety disorders were also more likely to occur in the MHC group. In addition, those in traditional court were significantly more likely to have a driving offense than those in MHC.

Controlling for non-random assignment: As can be seen above, there are differences between the two groups (MHC versus traditional court) when the two courts are compared. All demographic, diagnostic and offense variables were hypothesized to be important in the court placement and were entered in a regression predicting court membership. Propensity scores were produced and participants were matched. The matching improved the balance between the two groups making comparisons possible, The matching resulted in a data set of 473 offenders (MHC=243, traditional- 230). Only one significant difference remained in the propensity matched data. Substance abuse disorders were still significantly more likely to appear in the MHC group than the traditional court group. This variable was then used as a covariate in subsequent analyses to control for variance accounted for by this variable.

Re-arrest outcomes: Re-arrest is one of the most important variables in evaluating a mental health court. The number of months to re-arrest subsequent to the index offense was significantly higher in the mental health group (11.2 months) than in the traditional court group (9.7 months) indicating that it took longer for those in mental health court to be rearrested . Participation in the MHC produces a

longer time to arrest for felony offenders, misdemeanor offenders, and non –violent offenders.

Participating in mental health court increased the probability of survival (i.e., not recidivating) by about 50%. For felony offenders, participation in MHC increased the probability of survival (i.e., not recidivating) to about 60%. In the overall sample, depressive disorder predicted a longer time to a new offense. In the sample of misdemeanants, being male predicted a shorter time to a new arrest.

Pre and Post enrollment in Mental Health Court: Analyses were conducted on a sample of 336 mental health court participants for whom there was sufficient data. Paired-sample t-tests were used to examine a within subject differences on the total number of arrests, severity of arrests and months to arrest. The total number of arrests in the 12 months prior to the index offense (the offense which resulted in their placement in mental health court) was significantly higher than the total number of arrests in the 12 months following the index offense. In the 12 months prior to entry into MHC, the number of months to re-arrest was 7.16, while the time to re-arrest in the 12 months after entry into MHC was 10.9. Contrary to what was expected, severity of offense in the 12 months following entry into MHC was significantly higher than the index offense.

Evaluating therapeutic jurisprudence: The occurrence of communication between judge and defendant was examined in relationship to gender, race, severity of original offense and presence in court. Some defendants were present by video as opposed to physically present in court. In this evaluation a total of 291 participants were used. Researchers attended mental health court and recorded the presence of communication between judge and defendant and whether or not the defendant was present in court. A ratio was computed of the number of times the judge spoke to the defendant by the number of court appearances in the 12 month period. Results indicate that females were more likely to be present in court, although there was no difference between males and females in severity of offense. Although contact between defendant and judge is seen as an important variable in mental health courts, in this

instance there was no relationship between this communication and recidivism, nor was there a relationship between communication and time to new offense.

Summary

The overall findings indicate that the Leon County Mental Health Court significantly impacts outcome by significantly lengthening the time to re-offense (recidivism) and by reducing the number of new offenses. Participants in mental health court were compared to mentally ill people in a traditional court who were also diagnosed with a mental illness. Those in the mental health court had significantly better outcomes. Additionally, when participants were compared based on the twelve months before their entry into mental health court and the twelve months after, they took longer to reoffend and also had fewer arrests. Defendants in mental health court did have higher severity ratings on their re-offense.

Therapeutic jurisprudence as defined by judge- defendant interaction did not have an impact on recidivism variables. But, given that we had no data on the quality of the interactions, we cannot rule out the impact of this variable.

The overall positive results are an indicator that the MHC is impacting outcomes for the defendants in the court when compared to those in traditional court and when compared within subjects (pre and post entry into the court). It is unclear what aspect of the court creates this positive outcome and it may indeed be the combination of variables that comprise the mental health court. Future evaluations of the mental health court should evaluate the type of treatment and the impact of that treatment on the outcomes. Once again, the outcomes were positive; additional information would assist in better understanding how the outcome is produced.

June 26, 2011

Christine K. Thompson, MSW/MPA
Doctoral Student
Askew School of Public Administration and Policy
Florida State University
627 Bellamy Building
Tallahassee, FL 32306

Grant C. Slayden
Trial Court Administrator
Leon County Courthouse, Suite 225
301 South Monroe Street
Tallahassee, Florida 32301

Dear Mr. Slayden,

Per our discussion, this letter is being written to inform you of the status of the Leon County Mental Health Court evaluation and provide you with information about cost-effectiveness in mental health courts.

Leon County Mental Health Court Evaluation Status

This evaluation addresses the cost effectiveness of the Leon County Mental Health Court and related programs. This is being accomplished through determining the cost of incarceration in the Leon County jail for mentally ill offenders, the cost of incarceration for non-mentally ill offenders, the costs associated with operating the mental health court program per participant, and the cost of doing nothing for mentally ill offenders. At this time, the evaluator is awaiting additional data from various stakeholders of the program. Further analysis will be completed when the additional data is received.

Cost-Effectiveness of Mental Health Courts

There are almost 200 mental health courts in the United States (Raines & Law, 2008). These courts were created to address the growing mentally ill population in our nation's jails and prisons (Ditton, 1999; Watson, Hanrahan, Luchins, & Lurigio, 2001).

Evaluations have been completed on several of these courts; many of which have found a decrease in re-incarceration rates, the severity of re-arrests, and number of days spent in jail for those participating in the mental health court (Alaska Judicial Council, 2003; Trupin & Richards, 2003; Fourth Judicial District Research Division, 2006; Moore & Hiday, 2006; McNeil & Binder, 2007; Ridgely, Engberg, Greenberg, Turner, DeMartini, & Dembosky, 2007). Furthermore, mental health court participants have shown an increase in participation in mental health treatment as a result of participation in the specialty court (Ridgely, et al; Boothroyd, Poythress, McGaha, & Petrila, 2003). Each of these outcomes results in a decrease in spending by local and state governments.

An evaluation of the Allegheny County Mental Health Court in Pennsylvania found a dramatic decrease in jail costs during the second year of mental health court participation (Ridgely, et al.). This reduction in jail costs offsets the cost of treatment, which suggests total taxpayer costs may decrease over time. Their findings suggest that over a longer period of time, mental health courts may result in a net savings to state and local governments. These savings would exist to the extent that participating in the mental health court is associated with a reduction in recidivism and use of expensive and emergency types of mental health treatment or services (e.g., hospitalization, emergency room) (Ridgely, et al.).

Cost-Effectiveness of the Leon County Mental Health Court

Days in Jail

On average, it costs \$29,686.67 a year to house an inmate in the Leon County Jail. This equates to \$81.33 per day per inmate.¹ Other estimates suggest that housing an inmate in a detention center mental health unit costs approximately 52 percent more than housing an inmate in the general population (Ridgely, Engberg, Greenberg, Turner, DeMartini, & Dembosky, 2007). To illustrate the potential savings of reducing the number of days spent in jail by offenders, some basic calculations were done to arrive at an average per capita daily cost of \$81.33 (LCSO, 2010). In other words, based on the available numbers, for each day in jail that is avoided, there is a savings of \$81.33.

As part of the Community Competency Restoration Program, the Leon County Mental Health Court (LCMHC) found that between May 2008 and December 2010, for the 122 individuals served, approximately 30,149 jail days were avoided due to services provided through the mental health court (LCMHC, n.d. (a)). Prior to the inception of the mental health court, the average number of days to case disposition for mentally ill defendants was 133 days for misdemeanor and 187 days for felony cases. Since implementation of the mental health court, it only takes 70 days for misdemeanor and 99 days for felony cases to reach disposition (LCMHC, n.d.(b)). This represents a 53 percent decrease in days to disposition. This reduction in days to disposition represents a savings of approximately \$5124 per misdemeanor offender and \$7157 per felony offender in avoided jail days (LCMHC (c); LCSO, 2010).²

Pre-Trial Release

Data from the JIS System shows that participants of the mental health court have a higher rate of being given pre-trial release than those with a mental health disorder who do not participate in the mental health court, which results in fewer days spent in jail for mental health court participants.

Re-Arrest/Recidivism Rates

An estimated cost per arrest is approximately \$2,150 (i.e., for assault or robbery) (Ridgely, Engberg, Greenberg, Turner, DeMartini, & Dembosky, 2007). In other words, for each arrest that is prevented, the average savings is \$2,150.

Felony participants in the mental health court have a lower rate of re-arrest following their first mental health court date than misdemeanor participants. For those who participated in the mental health court, the number of prior arrests ranged from 0 to 118 (average of 17.49); however, after their initial mental health court date, the number of arrests ranged from 1 to 21 (average of 3.28) (Leon County Mental Health Court, n.d.(c)). Fewer arrests means less money, time, and effort spent by law enforcement, the court system, and the correctional system.

Victim Costs

A reduction in arrests or in crime also means a reduction in victim costs. Victim costs are estimated to range from almost \$5,000 to almost \$9 million, depending on the type of crime (McCollister, French, & Fang, 2010).³ The table below (adapted from Table 1 in McCollister, et al.), shows the average victim costs by type of offense.

¹ This was calculated using the Sheriff's Department's FY 2009-2010 Corrections budget and the daily average number of inmates in the Leon County Jail for 2009 (Florida Department of Corrections, 2009; Leon County Sheriff's Department, 2010). The Florida Dept. of Corrections reported an average daily inmate population for the Leon County Jail in 2009 to be 991 inmates. The Leon County Sheriff's Dept. reported a corrections budget for FY 2009-2010 of \$29,419,485.05.

² This is based on if every defendant had to wait for disposition in jail and could not be released on pre-trial release. Even with some defendants being released on pre-trial release, the program still saves money by reducing the amount of time it takes to reach disposition for these cases.

³ These numbers are calculated in 2008 dollars and come from Table 1 of the referenced article.

Type of Crime	Estimated Victim Costs
Murder	\$8,982,907
Rape/sexual assault	\$240,776
Assault	\$107,020
Robbery	\$42,310
Arson	\$21,103
Larceny/theft	\$3,532
Motor vehicle theft	\$10,772
Household burglary	\$6,462
Embezzlement	\$5,480
Fraud	\$5,032
Stolen property	\$7,974
Forgery and counterfeiting	\$5,265
Vandalism	\$4,860
Average	\$726,422.54

Cost to Operate the Mental Health Court Program

In the 2009-2010 fiscal year, the Leon Mental Health Court handled 1024 felony cases and 716 misdemeanor cases (total of 1740 cases). The mental health court costs approximately \$401.56 to operate per case. Therefore, if even one arrest is prevented for an individual, the cost to provide the mental health court and associated services is completely offset. For example, one mental health court found that during the six months prior to disposition from the mental health court the average days of incarceration was 27.8 and the average number of arrests was 1.5 (Alaska Judicial Council, 2003). During the six months following court disposition, mental health court participants, on average, had 23.3 days of incarceration and 0.6 arrests. If those numbers accurately represent the population served by the Leon County Mental Health Court, it means a savings of \$365.99 in jail days and \$1,935 in arrests per participant (Alaska Judicial Council).

While the fiscal analysis of the Leon County Mental Health Court is still in progress, evidence in the literature suggests that mental health courts reduce recidivism and days spent in jail as well as increasing the amount of treatment being received by mentally ill individuals in the criminal justice system.

If you have any questions about the information provided here, please feel free to contact me. My e-mail address is ckt.thompson@gmail.com and my cell phone number is 727-501-3773. Thank you.

Sincerely,

Christine K. Thompson, MSW/MPA

Doctoral Student/Principle Researcher
Askew School of Public Administration and Policy
Florida State University

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CHARLES A. FRANCIS
CHIEF JUDGE

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SECOND JUDICIAL CIRCUIT OF FLORIDA
LEON COUNTY COURTHOUSE
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301 SOUTH MONROE STREET
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(850) 577-4420 □ FAX (850) 487-7947

GRANT SLAYDEN
TRIAL COURT ADMINISTRATOR

17 March 2011

Parwez Alam
County Administrator
Leon County
Leon County Courthouse, 5th Floor
301 South Monroe Street
Tallahassee, Florida 32301

Dear Mr. Alam,

To clarify the Second Judicial Circuit's position regarding Leon County Mental Health Court funding, we are taking no position on the funding request at this time. Although it attempts to achieve laudable objectives, we cannot justify making Mental Health Court a funding priority in light of potentially significant budget cuts to more critical due process-related services. Regardless, if the Leon County Board of County Commissioners decide to allocate funding to a Mental Health Court, we will work to sustain the current court to the best of our ability.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Grant Slayden".

Grant Slayden
Trial Court Administrator

CC: Alan Rosenzweig, Assistant County Administrator

GS/gs



CHARLES A. FRANCIS
CHIEF JUDGE

OFFICE OF COURT ADMINISTRATION
SECOND JUDICIAL CIRCUIT OF FLORIDA
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GRANT SLAYDEN
TRIAL COURT ADMINISTRATOR

May 24, 2011

Hon. John E. Dailey, Chair
Leon County Board of County Commissioners
301 South Monroe Street
Tallahassee, Florida 32301

Dear John Dailey:

The Chief Judge and I are regretfully unavailable to attend the Leon County Board of County Commissioners meeting today as we are attending a Chief Judges/Trial Court Administrators meeting in Orlando. Our Court Mental Health Coordinator, Kendra Brown, will be present at your meeting to answer any procedural or technical questions you or your fellow commissioners may have about Mental Health Court.

As for our position, it is unchanged. Mental Health Court has the potential to achieve laudable objectives - both to help our citizens who are criminal defendants and suffering from mental illness, traumatic brain injury, and mental disability, and to save the county money. In this time of tight budgets, reduced revenue, and economic uncertainty, we cannot truthfully state that Mental Health Court is a priority of the court due to the small caseload it comprises as compared to the tens of thousands of other cases we handle each year. Our priority has to remain satisfying the Constitutionally-mandated requirements of due process, and the county-funded underpinnings to this through adequate provision of facilities, security, computer, and communications.

That being said, if the Leon County Commission chooses to fund Mental Health Court, we pledge to carry out your wishes as long as the program is sufficiently resourced and structured to be effective. The proposal found in the letter from the CJMHSAR Advisory Council likely does that, as long as the other stakeholders and program vendors concur and cooperate.

Very respectfully,


Grant Slayden

Trial Court Administrator
2d Judicial Circuit of Florida
Leon County Courthouse, Suite 225-V
301 South Monroe Street
Tallahassee, Florida 32301
W: 850.577.4420
F: 850.487.7947



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

Commissioners

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JANE G. SAULS
District 2

JOHN DAILEY
District 3

BRYAN DESLOGE
District 4

KRISTIN DOZIER
District 5

AKIN AKINYEMI
At-Large

NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

May 10, 2012

The Honorable Judge Charles A. Francis
Chief Judge, Second Judicial Circuit of Florida
Leon County Courthouse
301 South Monroe Street Room 225
Tallahassee, Florida 32301

Dear Chief Judge Francis:

At the May 8, 2012 County Commission meeting, the Board discussed the restoration of funding for the Mental Health Court and mental health services for the Fiscal Year 2013. In light of the County's anticipated budget shortfall next year, the Board has asked that I reach out to our community partners on this issue, specifically the City and the Court. Several citizens advocated for the restoration of the Court Mental Health Program as a critical program in our community and the Board is seeking the Judiciary's interest and willingness to support a partnership for its long term viability.

Leading in to the County's budget workshops last year, your office provided a May 24, 2011 letter, which indicated that given the economic conditions at that time and the relatively low caseload, you could not advocate for the Mental Health Court as a top priority given the ongoing caseloads for other areas of the court. As the budget process continued, a workgroup pledged to continue to work with the Judiciary to identify additional funding resources for the Mental Health Court. As the Board prepares for its May 22nd budget workshop, can you affirm your current position on the prioritization of a Mental Health Court, the Judiciary's ability to contribute financial resources to restore the program (if desired), and provide any information relative to the workgroup's findings?

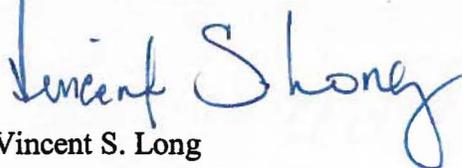
In conjunction with the subject of mental health courts, I know that you closely follow the legislative process and are aware of the passage on SB 922 which authorizes the Chief Judge of each judicial circuit to establish a Military Veterans and Service Members Court Program. As you know, this court program allows veterans and service members who are convicted of a criminal offense and suffer from a military-related mental illness, brain injury, substance abuse disorder, or psychological problem to be sentenced in

May 10, 2012
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accordance with Chapter 921, Florida Statutes. Given the relatively small caseload for the Mental Health Court as indicated in your letter last year, is it correct to assume that the Judiciary does not have plans at this time to establish a separate Military Veterans and Service Members Court Program? If not, does the Court have the available resources or will additional resources be needed?

In order for the County to proceed with its budget process, I would like to respectfully request a formal response from your office by May 17, 2012. As always, my staff and I are available to discuss these issues at your convenience, should you wish to have a more in-depth conversation.

Sincerely,

A handwritten signature in blue ink that reads "Vincent S. Long". The signature is written in a cursive style with a large, prominent "V" and "S".

Vincent S. Long
County Administrator

Cc: Members of the Board of County Commissioners
Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director of Financial Stewardship
Wanda Hunter, Director of Intervention & Detention Alternatives
Kendra Brown, Court Mental Health Coordinator



Leon County

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At-Large

VINCENT S. LONG
County Administrator

HERBERT W.A. THIELE
County Attorney

May 10, 2012

Anita Favors Thompson, City Manager
City of Tallahassee
300 South Adams Street
Tallahassee, FL 32301

Dear Anita:

At the May 8, 2012 County Commission meeting, the Board discussed the restoration of funding for the Mental Health Court and mental health services for the upcoming fiscal year. In light of the County's anticipated budget shortfall next year, the Board has asked that I reach out to our community partners on this issue, specifically the City and the Courts. Several citizens advocated for the restoration of the Court Mental Health Program as a critical program in our community and the Board is seeking a partnership with the City for its long term viability.

As you know, people with mental illness that go untreated and unmonitored pose a great deal of concern for both the County and City Commissions. Both commissions have invested time, energy, and funding to help this population out of our jail and homeless shelters. The Court Mental Health Program was created in 2008 and funded by a three year state grant to attend to mentally ill clients that enter the criminal justice system. The grant awarded by the state for the Mental Health Court expired on June 30, 2011. Due to budgetary constraints, the Board voted not to continue the Mental Health Court in FY 2012.

Given that the City funded \$30,000 for interim services, such as temporary housing, medicine, bus passes, and food, for recently released defendants, the Board would like to find a solution for the County and the City to provide for the estimated Court Mental Health Program for our mentally ill population. In order for the County to proceed with its budget process, I would like to respectfully request a formal response from the City by May 17, 2012 regarding its interest and level of participation in supporting the \$275,000 Mental Health Court.

Sincerely,

Vincent S. Long
County Administrator

Cc: Members of the Board of County Commissioners
The Honorable Judge Charles A. Francis
Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director of Financial Stewardship
Wanda Hunter, Director of Intervention & Detention Services
Kendra Brown, Court Mental Health Coordinator

**Additional Information for
Budget Workshop Agenda Item #5**

**Report on County's Support of Existing Mental Health
Programs and Consideration of Expanding Funding for
Mental Health Court**

Workshop of Tuesday, May 22, 2012

This document distributed Thursday, May 17, 2012

Board of County Commissioners

INTER-OFFICE MEMORANDUM

DATE: May 17, 2012

TO: Honorable Chairman and Members of the Board

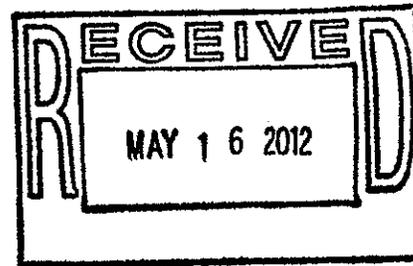
FROM: Vincent S. Long, County Administrator

SUBJECT: Additional Information for the May 22, 2012 Budget Workshop relating to Item #5, "Report on County's Support of Existing Mental Health Programs and Consideration of Expanding Funding for Mental Health Court"

Attached, please find additional information pertaining to the above referenced workshop item. Specifically, this is a response from Chief Judge, Charles A. Francis regarding the reimplementation and funding of a Mental Health Court.

cc: Alan Rosenzweig – Deputy County Administrator

OFFICE OF
CHARLES A. FRANCIS
CHIEF JUDGE
SECOND JUDICIAL CIRCUIT



MARILYN RETT
JUDICIAL ASSISTANT
PHONE: (850) 577-4306
FAX: (850) 922-0327

LEON COUNTY COURTHOUSE
301 SOUTH MONROE STREET
TALLAHASSEE, FLORIDA 32301



May 16, 2012

Mr. Vincent S. Long
County Administrator
Leon County Courthouse
301 South Monroe Street
Tallahassee, Florida 32301

Dear County Administrator Long,

You have requested our position as to whether the establishment of the Mental Health Court, which, due to a lack of funding, had transitioned into a program of mental health services in the courts, was a priority of the court, and whether we were in a position to fund any portion of the same. While we support the concept of providing adequate mental health services for defendants involved in the criminal justice system and in the community, nothing has changed the underlying issue of scarcity of funds for the core basic court functions. In this time of tight budgets, reduced revenue, economic uncertainty, and reduced staffing in all facets of court operations, it would be practically impossible to support the reimplementation of the Mental Health Court and there is clearly no funding available to support the same from the court.

Our priority has to remain satisfying the Constitutionally-mandated requirements of due process, and the county-funded underpinnings to this through adequate provision of facilities, security, computer, and communications expenses. Although I cannot speak for the other Constitutional Officers who support the court system, I do know that the Clerk's budget has been cut 7.5% this year and up to 17% in previous years, making it likely that they will be unable to staff any new court dockets or functions. The Sheriff's Bailiff Unit is heavily tasked and stretched thin already. We and others in the judicial system share the same problem - inadequate staffing and funding - making it overly disruptive to make any new commitments.

Since the Mental Health Court ended in August last year, the court continues to achieve laudable objectives with the services of our Court Mental Health Coordinator - both to help citizens who are suffering from mental illness, traumatic brain injury, and mental disability and are caught up in the criminal justice system and to save the county money. The court is also of the opinion that if funding for community competency services dedicated to citizens caught up in the criminal justice

Mr. Vincent S. Long
May 16, 2012
Page 2

system and not currently served under Florida law is provided to appropriate organizations in the community, the citizens, the community, and jail operations would all benefit.

Respectfully submitted,



Charles A. Francis
Chief Judge

cc: Members of the Board of County Commissioners
Grant Slayden, Trial Court Administrator
Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director of Financial Stewardship
Wanda Hunter, Direction of Intervention & Detention Alternatives
Kendra Brown, Court Mental Health Coordinator

CAF/mr