



# LEON COUNTY ADMINISTRATOR

PEOPLE FOCUSED. PERFORMANCE DRIVEN.



## Vincent S. Long

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The County Administrator is responsible for both ensuring the Board's legislative and policy directions are carried out and, as Chief Executive Officer, for ensuring the efficient and effective day-to-day operations of County government. Vince Long has worked for Leon County since 1995. He holds a Master of Public Administration from the Askew School of Public Administration and Policy at Florida State University and is a graduate of the Harvard University, JFK School of Government Institute for Senior Executives in State and Local Government. He is also a Credentialed Manager by the International City/County Managers Association (ICMA).

A member of the Board of Directors for Leadership Florida and the Board of Directors of the United Way of the Big Bend, Vince is a member of the Advisory Council and regular lecturer of the Askew School and serves on the faculty of the Florida Association of Counties' County Commissioner Certification Program.

## MESSAGE FROM THE ADMINISTRATOR

Far too many people these days have come to associate government with endless gridlock and a persistent lack of cooperation in Washington D.C., leaving them discouraged by an absence of progress and feeling that they have no meaningful input on issues that matter to them. In 2014, Leon County government continued to provide a stark contrast to what people may expect from government and what the citizens of Leon County actually get. As reflected in the 2014 Annual Report, people needed to look no further than their county government to find an example of government which actively seeks their partnership on important issues impacting their daily lives; and one which is committed to being a powerful incubator for innovation, a catalyst for progress and a world class service provider.

Due to the steady leadership and consistent vision of the Board of County Commissioners, 2014 was a year Leon County tackled the tough policy issues of the day and embraced bold initiatives for the future. This was a year which continued to reflect the strong fiscal leadership of the Board of County Commissioners in balancing our community's needs with the resources of our citizens; as well as, the fiduciary stewardship and innovation of Leon County employees in maximizing efficiency, driving performance and delivering results for our community. This was a time when the talented and dedicated employees of Leon County were nationally recognized for setting the standard in public service - and

were guided by our people focused, performance driven culture, engaging citizens not only as taxpayers, but as co-creators of our community.

In 2014, Leon County ventured far beyond achieving mere transparency in government in actively seeking ideas and leveraging the talent, energy and resources that our citizens can bring to solving problems and shaping our community. That commitment was exemplified in the County's creation and staffing of the sales tax extension committee - an effort which resulted in citizens literally shaping their community for generations to come. In the process, the committee's 18 members volunteered over 1,020 hours, heard over 80 public testimonies, and evaluated 73 projects.

Not content with receiving national recognition for the award-winning Citizen Engagement Series, the County partnered with Village Square in 2014 to create The Club Honest Citizens. Unlike the typical sanitized and tidy governmental citizen engagement processes, which tend to avoid the hot topics and reinforce plans already made, these sessions intentionally provoked and challenged citizens and county officials alike on what, how and even why we do what we do. Over 100 citizens participated in the program's inaugural three sessions throughout the year.



*Citizen Engagement Series: The Club of Honest Citizens*





*Leon LEADS Listening Sessions*

Also, as a part of our continuous improvement process, Leon LEADS, the County conducted 55 separate listening sessions at the individual division level to learn what we are doing right, what we are doing wrong, and where we can get better. With almost 150 citizens participating, these sessions provided the opportunity to hear directly from people familiar with these programs and services to learn how we can continue to serve them better. The result was 84 actionable items received directly from citizens 75% of which were completed in 2014.

The same spirit and commitment to active engagement with citizens and community partners which led to transformational organizational benefits helped us initiate, complete, or make substantial progress on game-changing projects and initiatives in 2014. These included the grand opening of Cascades Park, which addresses chronic flooding in our downtown while also serving as a world-class parksite for concerts and events; Domi Station, a catalytic business incubator that will capture the ideas of our best and brightest

transformed a neighborhood in need through our 9/11 day of service. And in honor of the 70th anniversary of D-Day, we hosted hundreds of citizens on the Courthouse lawn recognizing the heroism of our local WWII veterans.

At Leon County, we recognize we live in an ever changing world and work hard to stay ahead of the curve. In 2014, we continued to invest in online technology by redesigning the Leon County Tourism website, which serves as an important social hub for residents and visitors alike. Other innovative online applications include Project Dox, which decreases permitting time for citizens; and Procurement Connect, a paperless and efficient way for vendors to submit bids to County government. We realized \$500,000 in energy-related cost savings; realigned hours at the rural waste service centers in order to save \$135,000; created an Innovator Award to promote and inspire good ideas throughout our organization; and implemented a performance pay structure to incentivize employee production that reflects our organizational culture.



*Operation Thank You*

While it is true that in 2014, Leon County government has proven to be a powerful incubator for innovation, a catalyst for progress and a world class service provider, we abide by a sacred public trust in carrying out our core services. Whether responding to the scene of an accident, helping a citizen learn to read, addressing chronic flooding, serving veterans, opening a community garden, planning for future growth, protecting the environment for current and future generations, or ensuring our parks, greenways, roadways, libraries, and community centers are ready for your enjoyment, Leon County employees' commitment to being responsive, responsible stewards of our community's resources and citizens' trust is unwavering.

I am proud to report that in 2014, Leon County has proven to be a model 21st century local government that our citizens can believe in, others can benchmark against, and, as demonstrated through the pages of this County Administrator's Annual Report to the Board, a government that is people focused and performance driven.

In Public Service,

Vincent S. Long



*Cascades Park Grand Opening*

professionals and students, while also keeping jobs and talent right here in our community; creating the Lafayette Street gateway in partnership with local business owners; and the one year anniversary of the Public Safety Complex, the state-of-the-art facility that brings together emergency services to improve public safety through collaboration and resource sharing.

These game-changing projects were only part of our continuous efforts to make Leon County truly a great place to live, work and play. In 2014, we also opened the Capital City Amphitheater featuring world class entertainment in a venue not seen before in our county. With community volunteers, we