

Leon LEADS

A Structure for Success

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

A Framework for Leon LEADS

"People Focused. Performance Driven."

Dear Fellow Employee:

When I addressed the Board at the July 12, 2011 Commission meeting, as its then recently appointed County Administrator, I spoke of the new level of effort and commitment required to achieve my singular aim: to place the Board of County Commissioners in the best position to realize its vision for this community, and to have an organization capable of doing so even amid the unprecedented challenges we faced then, and will continue to confront into the foreseeable future.

At the time, states across the country, including Florida, had downsized their payrolls and slashed funds for education, social services and local governments. Many local governments were in even worse shape. They were losing state aid and feeling the fallout from the mortgage meltdown and unfunded state mandates. Property tax assessments, a major source of funding for counties and cities, were in a continued decline. Additionally, government as an institution, and local government in particular, was an easy political target.

This political climate, combined with the real economic struggles that people were facing, and continue to face, has led to a new level of skepticism in government. Many people are understandably upset, worried, or uncertain about their future. A growing number of citizens see themselves as individual disenfranchised taxpayers, rather than stakeholders in the collective success of their community. While they go about their daily lives, they may not be able to find anyone at the state or federal level to direct their frustration; however, they can always find the local courthouse.

There was little precedent for leading a local government organization through the political and economic times as tough as those we had been facing. And, while Leon County's economy has now begun showing encouraging signs of economic recovery, the recovery is not robust and we are not out of the woods. As to the political environment, even well-performing local governments cannot escape being tainted by the low approval ratings other governmental sectors are facing.

From Fiscal Year 2007/2008 through Fiscal Year 2013/2014, six years in a row, the Leon County Board of County Commissioners reduced its budget, cumulatively saving $62.3 million (22%) and reducing its workforce by 83 positions. While the Fiscal Year 2014/2015 budget was also very conservative, it reflected the slow economy recovery that Leon County is in. One general revenue funded position was added to the Board's workforce: a right-of-way flagger. Additionally, an Emergency Medical Services crew of 10 positions was added, funded by the EMS Municipal Services Taxing Unit; one position was added at Tourism, to be funded by bed tax; one GIS specialist position was added, funded by City Utilities; and three positions were added at Development Support and Environmental Management, in response to increased local development activity and supported by permitting revenues.



In times of such economic constraint and uncertainty, many organizations hunker down, and wait for better times. However, visionary leaders utilize the challenges they face to reinvent their organizations and to create the conditions necessary to realize big improvements and opportunities. Through the steady leadership and vision of the Board of County Commissioners, Leon County has developed a high performance model of governance, providing a framework to excel, even in these tough political and economic times. How we internally manage our organization, and how we think about and work with our fellow employees, citizens, partners and the community, impacts our productivity and our success.

Instituted in 2011, Leon LEADS ensures Leon County government is in a constant state of becoming the highest performing organization we can be, and to do so in a way which: always upholds our values, instills the public's trust, conveys a true sense of relevance for the role of county government, and is aligned with the Board of County Commissioners' Vision Statement, Strategic Priorities and Core Values. Under the leadership of the Board, and as carried out by the dedicated employees of Leon County through the Leon LEADS structure, Leon County will become the model for effectiveness as a 21st century county governed by:

- Demonstrating to our citizens that we are on their side;
- Letting them know that they are the reason we exist and what they are getting for their tax dollars;
- Producing bigger and better ideas to address the real issues

facing our community;

- Being a model local government which our citizens trust and other local governments aspire, by sustaining a culture of performance, and actively promoting transparency, accessibility, and openness in everything we do;
- Engaging citizens in important decisions facing the community;
- Empowering employees to help people;
- Tirelessly enhancing our community's economy, environment, and quality of life; and
- Demonstrating our unwavering commitment to Leon County's Core Practices.

This will be our organizational culture, a culture which simply but powerfully combines performance and relevance – in other words, an organization which is people focused and performance driven. To remain the benchmark, we need to prove our value to, and strengthen our relationships with, our citizens and community partners. Everyday, and in every way citizens come in contact with their County government, we need to be committed to exceed their expectations in customer service and responsiveness.

While Leon LEADS and our workplace culture change emanated in part as a response to a challenging political and economic environment, this organizational framework and these workplace norms of behaviors and underlying shared values have taken root because they produce better results and are, quite simply, the right thing to do.

Leon County aspires to be a great organization, and our success depends on you. It depends on employees who dedicate themselves to exceeding customers' expectations, engaging with our partners, and improving our community. It depends on employees who are accountable for achieving bold goals with unwavering integrity. It depends on employees who believe that to be truly great, we must continually strive to better ourselves and help others improve. We must expect the best from ourselves – and each other - everyday.

I believe Leon County employees are up to these challenges, and are more committed than ever to delivering the quality of service our citizens deserve for their tax dollar, to working with our community in tackling the tough problems of today, and for ensuring our quality of life into the future.

Yours in service,

Vincent S. Long
County Administrator



PEOPLE FOCUSED. PERFORMANCE DRIVEN.

OUR VALUE PROPOSITION

What You Get as a Taxpayer and a Stakeholder in our Community – Leon County government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

A CULTURE OF PERFORMANCE AND COMMUNITY RELEVANCE

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

"3 PILLARS" - PEOPLE, PERFORMANCE & PLACE

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

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

TRANSFORMATIONAL STRATEGY

Leon LEADS is not a management philosophy, or a planning exercise, but a strategic transformational approach of aligning the Board's guiding vision and strategic priorities, with the optimized resources of the organization, while instilling our people focused, performance driven culture throughout the organization. Leon LEADS is a continuous process by which Leon County government looks inward to strengthen what works and abandon what does not; looks outward to receive feedback from citizens and leverage partnerships; and to adjust as conditions change.

LEON LEADS ACHIEVES RELEVANCE AND RESULTS BY:

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

LEON LEADS OPTIMIZES RESOURCES AND PERFORMANCE BY:

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

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



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

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

ESTABLISHED BY THE BOARD AND AFFIRMED OR AMENDED AT ITS ANNUAL BOARD RETREAT:

Vision Statement – A community that is safe, healthy and vibrant.

Mission Statement – To efficiently provide public services which serve and strengthen our community.

Core Values – These are the guiding principles that form the foundation on which we perform work and conduct ourselves as an organization. The values embody how Leon County Government and its people are expected to operate, thereby guiding its accomplishments through appropriate manners.

Leon County's 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

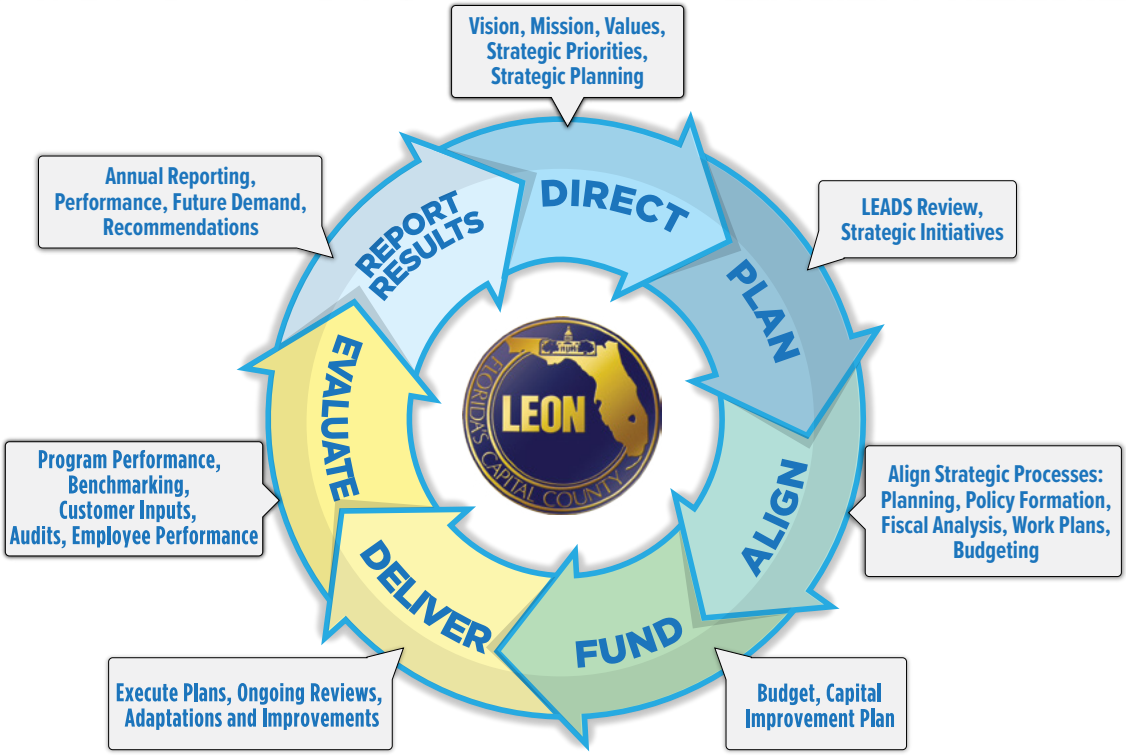
DEVELOPED AND CARRIED OUT BY STAFF:

Strategic Initiatives	The County Administrator ensures the development of strategies or actions to move the County forward in its achievement of the Board's strategic priorities, which may be new or continued from prior years. Proposed strategic initiates are identified by the Board and staff, and presented to the Board for finalization and approval.
Departmental Budgets	As part of the budget process, each responsible organizational unit within County government develops an annual budget which identifies departmental roles in carrying out the strategic initiatives, desired outcomes, benchmark measures, and performance measures aligned with desired outcomes. OMB reviews departmental budgets to ensure alignment with the Strategic Plan, eliminate budget "silos," and determine Return on Vision (ROV) prior to review by the County Administrator.
LEADS Listening Sessions	Throughout the organization, we take "an honest look in the mirror" to gain perspective on performance, and factors that affect performance, through the assessment of organizational metrics, progress on current strategies, customer and employee "voices", technologies, strengths, weaknesses, opportunities and threats.
Performance Monitoring and Evaluation	Organizational success is monitored against desired outcomes and benchmark measures. Employee appraisals include an assessment of behavioral alignment with core practices.
Performance Improvement	Progress is evaluated through a leadership team approach, with adaptations and the realignment of resources made when appropriate. Employees at all levels are encouraged to identify areas for improvement and to participate in operational improvement teams.
Reporting	Annual performance, financial and State of the County reports are presented to the Board and to the public.
Core Practices	Leon County employees are committed to the following workplace practices, which set the stage for the desired workplace culture, and put our core values in action.

Leon County's 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.*

ALIGN AND INTEGRATE TO LEAD



LEAD BY LISTENING, INNOVATING, AND INSPIRING

Citizens want their tax dollars spent wisely, efficiently, and effectively. To that end, Leon County continuously engages citizens and customers to identify customer perceptions and develop strategic recommendations to improve business operations, employee satisfaction, and customer experience. Reflecting our "People Focused, Performance Driven" culture, we strive to be a government that listens to the citizens we serve, solves our problems, and ensures that our community continues to be a place like nowhere else.

LEADS Listening Sessions – Every other year, all Leon County departments and divisions engage directly with their customers in a facilitated listening session surrounding one fundamental question: "How do you experience what we do, and can we make it better?" Each cycle, more than 30 separate listening sessions are conducted involving roughly 300 citizens, representatives from businesses and not-for-profit organizations, representatives from County Constitutional Offices, and other stakeholders. Through LEADS Listening Sessions, each work area identifies customer perceptions with regard to service delivery, quality, efficiency, relevance, and customer experience, resulting in actionable recommendations to improve business operations, employee satisfaction, customer experience, cost avoidance, and increased efficiencies.

Cross Departmental Innovation Team – To find and implement the most innovative ideas and cost-saving measures throughout the organization, Leon County convenes a cross-departmental innovation team to brainstorm, collaborate, and align resources and processes. Called the "SMARTIES Committee," this team serves as a catalyst for **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**imely (SMART) innovations and employee-led improvements that reinforce Leon County's Core Practices in the workplace and the County's relevance in the community. The County's cross-departmental innovation efforts have generated millions of dollars in cost savings and dozens of actionable ideas that have been implemented to help our employees serve citizens even better.

Employee Recognition Program – The County's I² (Innovator/Inspirator) Employee Awards Program provides a framework for recognizing employees for their outstanding contributions and noteworthy achievements or actions. I² Awards convey the value Leon County government places on employee-led improvements. Employees may submit their projects for either the Inspirator Award or the Innovator Award consideration. Inspirator projects are those that focus upon reinforcing Leon County's core practices in the workplace, and/or raising the public's awareness of Leon County's relevance in the community. Innovator projects are those that focus on increasing the quality, quantity, timeliness, or efficiency by which Leon County's services or products are delivered. Projects carried out by a team, or by an individual employee, are eligible. Projects meeting the award criteria may receive a cash award or gift card. An annual awards ceremony is held to recognize I² Award winners and to announce the Employee and/or Team of the Year.

County Administrator's Strategic Intent - The County Administrator's Strategic Intent provides clarity, focus, and inspiration to guide the collective efforts of Leon County employees in achieving the vision of the Leon County Board of County Commissioners and fulfilling our obligations to our community.

County Administrator's Strategic Intent

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

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

- **Citizens** are empowered, engaged and have a sense of community. They feel that County government is on their side, that decisions are made equitably and that their voice is heard. They feel respected and believe that county officials are responsible stewards of the community's resources.
- **County Commissioners** are continually growing in their confidence that County staff and the organization have the capacity to carry out the Board's vision on the behalf of citizens. They are prepared, receiving timely, accurate and complete information and analysis upon which to make the best policy decisions. They recognize that County employees, at all levels, are innovative problem solvers who respect the will of the Board and are committed to exceeding the highest expectations of customer service.
- **County Employees** fully embrace and live by our core practices, and enhance our people focused, performance driven organizational culture. County employees demonstrate pride in their work and in their community, always strive to improve levels of service and performance, and are empowered to help the people they serve.
- **The Leon County Organization** has the continuously increasing political and fiscal capacity to pursue bold opportunities and weather difficult challenges.

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