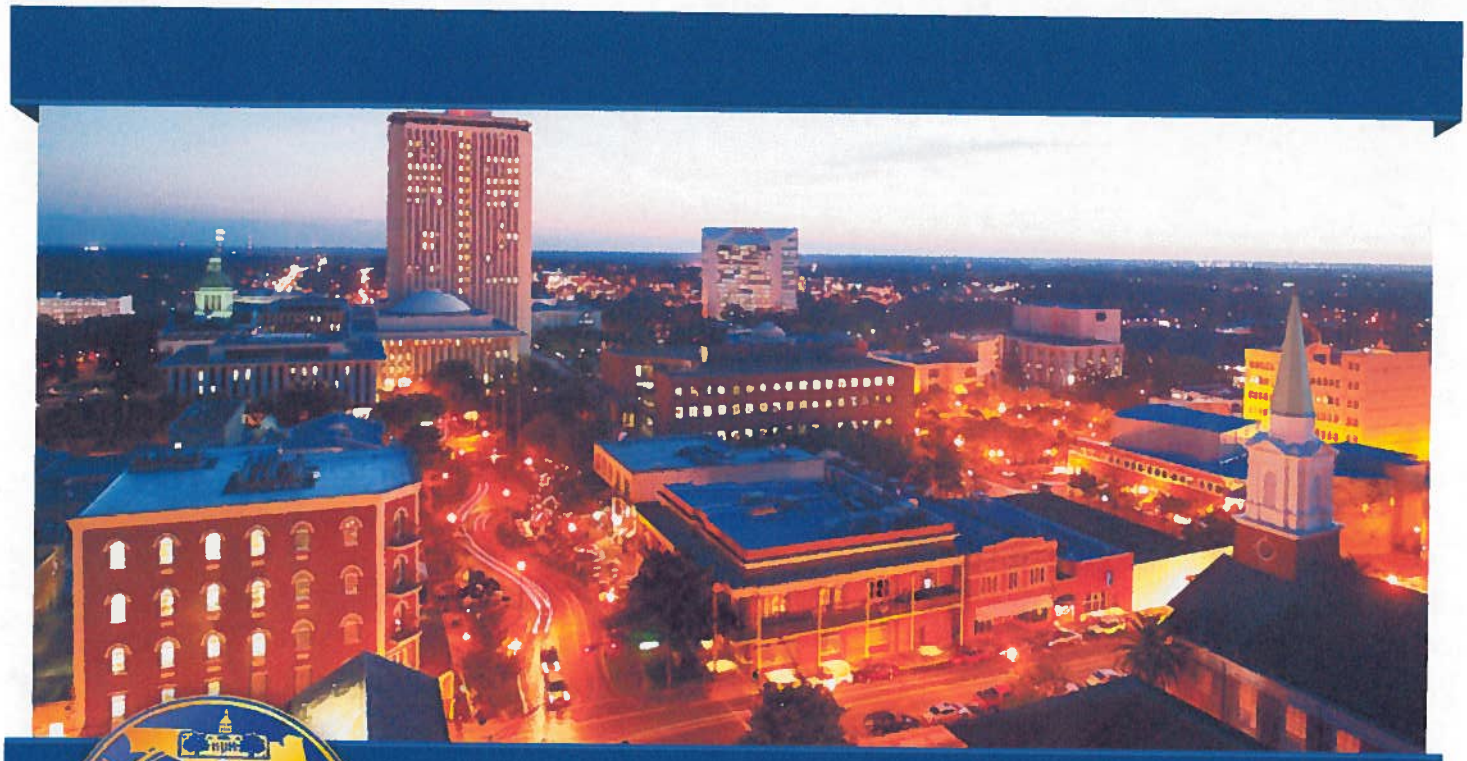


Leon LEADS

A Structure for Success

"People Focused. Performance Driven."

A CULTURE OF PERFORMANCE AND COMMUNITY RELEVANCE

The following framework for Leon LEADS will guide us in our transformational efforts and strategic implementation of Leon County's organizational culture, a culture of performance and community relevance ("People Focused. Performance Driven."). Leon LEADS is a new model for the "new normal" and will be essential to successfully carrying out the County Commission's vision, mission and strategic priorities amid unprecedented challenges and ever-changing conditions. Leon LEADS will enable Leon County to continue to lead as a 21st 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, 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 of looking inward to strengthen what works (and to abandon what does not), and of looking outward to leverage community partnerships and to receive systematic feedback from citizens, while providing for ongoing adjustments 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 practices as our drivers *(how we live our core values and core practices in carrying out the Board's vision, mission and strategic priorities)*
- **Aligning** the key strategic processes *(vision, mission, strategic priorities, strategic initiatives, business plans, 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: A Structure for Success

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

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

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

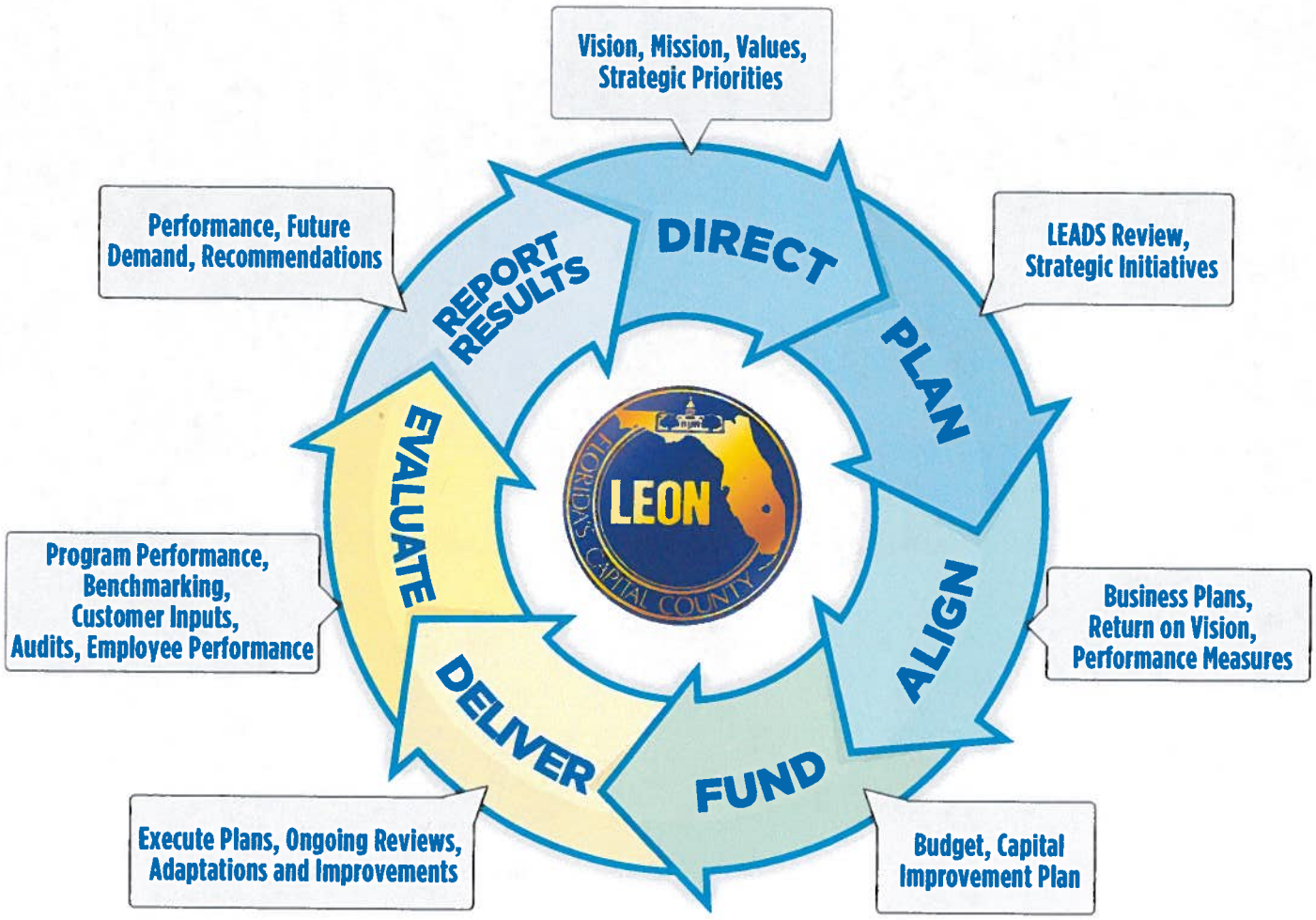
TO BE ESTABLISHED BY THE BOARD AND REAFFIRMED AT ITS ANNUAL BOARD RETREAT:

Vision Statement	The long-term aspirations Leon County government has for the world in which it operates and has some influence over. The desired future state of the organization, where it is headed, what it intends to be, or how it wishes to be perceived.
Mission Statement	The overall function of Leon County government and what it can (and/or does) do or contribute to fulfill those aspirations. What is it attempting to accomplish and how it plans to move toward the achievement of the vision.
Core Values	The guiding principles that form the foundation on which we perform work and conduct ourselves as an organization. The values embody how the organization and its people are expected to operate, thereby guiding its accomplishments through appropriate manners.
Strategic Priorities	These are the vital strategic issues or topics that need to be successfully addressed if the County is to move forward to its stated vision. These are high-level "guiding vision" statements that articulate long-term priorities in order to focus effort, resources and performance. The Board will revisit these priorities annually to evaluate progress and refine efforts if necessary.

TO BE DEVELOPED AND CARRIED OUT BY STAFF:

Strategic Initiatives	Upon adoption of the above, the County Administrator will ensure 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. These strategic initiates will be identified and presented to the Board for approval as part of the budget process.
Action Plans	Resource commitments and time horizons for the accomplishment of strategic initiatives. Various organizational units (departments, divisions, offices or teams) may be responsible for carrying out strategic initiatives for Board strategic priorities.
Business Plans	Each responsible organizational unit will develop a business plan, prepared as part of the budget process, which identifies departmental roles in carrying out the strategic initiatives, desired outcomes, benchmark measures, and performance measures aligned with desired outcomes. A leadership team will review the business plans to gain borrowed perspective, eliminate silos and determine Return on Vision (ROV).
LEADS Review	"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 will be monitored against desired outcomes and benchmark measures. Employee appraisals will include an assessment of behavioral alignment with core values and core practices.
Performance Improvement	Progress will be evaluated through a leadership team approach, with adaptations and the realignment of resources made when appropriate. Employees at all levels will be encouraged to identify areas for improvement and to participate in operational improvement teams.
Reporting	Annual performance, financial and State of the County reports will be presented to the Board and to the public.
Core Practices	Workplace practices which set the stage for the desired workplace culture.

ALIGN AND INTEGRATE TO LEAD



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 our 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 behalf of and along side our 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.

CORE PRACTICES

WE BELIEVE IN:

Delivering the "wow" factor in customer service. Deliver exemplary service with pride, passion and determination. Be responsible for anticipating problems, finding solutions and taking appropriate action in "real time." Listen, be empathetic, be courteous, prioritize customers' satisfaction, and exceed expectations. **Customers know that they are the reason we are here.**

Connecting with citizens to go beyond customer service to community relevance. Convey the County's mission, connect with citizens and engage citizens as stakeholders in the community's success. Communicate regularly, solicit ideas and embrace partnerships. **Citizens know they are part of the bigger cause.**

Demonstrating the highest standards of public service. Be honorable, truthful, and sincere. Adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety, and carry out the public's business in a manner that benefits the public interest and the common good. Align the County's core values and core practices with words and actions. **Citizens know that we are on their side.**

Accepting individual and organizational accountability. Take responsibility for our decisions, actions, behavior, and for the quality of work performed individually and in teams. Actively promote transparency. Own and learn from mistakes, and move on. Mistakes born of initiative will be celebrated as learning experiences, mistakes born of neglect will not be tolerated - as responsibilities to citizens, community and co-workers are too important. **Leon County is a learning organization.**

Exhibiting respect for people, diversity and fairness. Provide employees with the necessary equipment, resources and training. Ensure employees receive equitable opportunity for growth, learning, and recognition. Make employment decisions impartially. Respect the diversity of citizens, co-workers and elected officials. Do not tolerate discrimination. **Leon County exercises an ethic based on respect.**

Employing a team approach. Build a collaborative work environment which promotes interdepartmental coordination and cooperation, and an organizational competition of ideas. Utilize interdepartmental teams to optimize employee innovation and talents. Ensure team members are clear of their role and where they fit in. Ensure team members feel they can depend on other team members to achieve well articulated organizational goals. Value the strengths that result from varied experiences, ideas and perspectives. **Employees can produce bigger and better ideas to address the problems and seize the opportunities which face our community.**

Being responsible stewards of our community resources. Demonstrate value in delivering cost effective, high quality services. Continuously seek out new and efficient ways to raise the bar and do more with less. Show respect for the environment by implementing, and being a community catalyst for, sustainable practices. Engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life. **Employees tirelessly enhance our community's livability, sustainability and economic competitiveness.**

Demonstrating performance, value and results. Be the standard for performance as a 21st century county government. Drive performance through a people focused, performance driven culture. Provide a structure for employees to succeed through Leon LEADS which will perpetuate persistence and consistency of vision and alignment of key processes. Employees will understand the County vision, embrace the core values and engage in the core practices. Establish goals, measure results, and report successes. Define the bar for performance for others to benchmark against. **Employees have a structure in place to succeed and are empowered to help people.**

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

CITIZENS

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

County Commissioners are continually growing in their confidence of County staff and the capacity of the organization to carry out the vision of the Board on behalf of our 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

County Employees fully embrace and live by our core practices, and enhance our people focused, performance driven organizational culture. Demonstrate pride in their work and their community, Always strive to improve levels of service and performance, and are empowered to help the people they serve.

THE LEON COUNTY ORGANIZATION

The Leon County Organization has the continuously increasing political and fiscal capacity to pursue bold opportunities and weather difficult challenges.

LEAD WITH STRATEGIC AND SMART TEAMS

Citizens want their tax dollars spent wisely, efficiently and effectively, and to that end, LEAD Teams will be an essential component of our performance driven culture. Teams are a basic component of transforming an organization's culture. Effective teams bring complimentary skills and experiences together, they build trust and understanding, and they bridge operations and agencies. Effective teams must be committed to a common purpose, performance goals and approach for which they hold themselves accountable. Just as sports teams are formed to win games, our LEAD Teams will be formed to accomplish strategic initiatives and improve operational performance.

- **LEAD Strategically** – Strategy teams will be formed to accomplish strategic initiatives in a responsive timeframe. Success requires teamwork, coordination, and integration across structural boundaries.

  We will hold department and cross department accountability meetings around the strategic initiatives to assess progress, ensure collaboration and accountability for achieving the desired outcomes. These meetings will be used to improve performance, planning and decision making; to better allocate resources; and to identify the need for strategic initiative teams.

- **LEAD Smart** – Smart teams will be formed, as needed, to achieve operational improvements with one or more of the following desired effects:

1. Improve Customer Service
2. Increase Employee Productivity
3. Promote Employee Wellness
4. Ensure Employee Accountability
5. Provide Rapid Response
6. Improve Operational Safety and/or Reliability
7. Improve Energy Efficiency or Other Sustainable Practices

Listens for changing needs

Engages citizens and employees

Aligns key strategic processes

Delivers results & relevance

Strives for continuous improvement