LEON COUNTY STRATEGIC PLAN: 2017-2021
IMPACT & PROGRESS REPORT

5 YEARS of BOLD PROJECTS, BIG RESULTS,
and STRIVING TO BE THE BEST
LEON COUNTY BOARD OF COUNTY COMMISSIONERS

(From left) District 2 Commissioner Jimbo Jackson, At-Large Commissioner Carolyn D. Cummings, District 4 Commissioner Brian Welch, District 1 Commissioner Bill Proctor (Chairman), At- Large Commissioner Nick Maddox (Vice Chairman), District 5 Commissioner Kristin Dozier, District 3 Commissioner Rick Minor

VISION
A community that is safe, healthy and vibrant.

MISSION
To efficiently provide public services which serve and strengthen our community.

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.
MESSAGE FROM THE COUNTY ADMINISTRATOR

On behalf of the Board of County Commissioners and the dedicated men and women of Leon County Government, I’m proud to present the 5-Year Impact and Progress Report on the implementation of the FY 2017-2021 Leon County Strategic Plan. The report highlights how the County stayed focused on long-term plans to produce results and deliver on our ambitious vision and bold goals for the organization and our community. And we did so by engaging citizens like never before and remaining agile and innovative in the face of unprecedented challenges such as the COVID-19 pandemic, a human tragedy of historic proportions.

We answered these challenges head on while continuing to achieve significant successes in the areas of Economy, Environment, Quality of Life, and Governance. During the pandemic the County provided tens of millions of dollars in direct assistance to residents, businesses and nonprofits, led efforts to vaccinate our most vulnerable, and ensured healthcare capacity during surges. You can read all about the County’s COVID-19 response and recovery efforts on pages 12-13. In addition, over the past five years we completed major infrastructure projects, launched bold policy initiatives, enhanced efficiencies, fostered innovation and employment opportunities, and improved service delivery to our citizens.

In the pages ahead, you will also read about our five-year targets that kept us focused on tangible results and our bold goals that ensured we stretched ourselves to expand possibilities and exceed expectations. While Leon County has responded with agility, the unprecedented economic impacts and the global recession unsurprisingly made it impossible to achieve some of these goals we set for ourselves five years ago. Necessary restrictions on travel and gatherings impacted the local tourism economy and local unemployment rates.

However, even and perhaps especially in these challenging times, the County has remained focused on the advancement of the County’s strategic priorities. These priority areas were supported by 104 specific strategic initiatives, and I’m proud to report that in a five-year period, 100 (96%) of our strategic initiatives were completed, with only four (4%) still in progress.

And to ensure this continued success in the face of unknown challenges ahead, we must continue to engage citizens as co-creators of this special community we share. We cannot do this alone. Please consider giving your time to volunteer, serve on a committee, or simply learn more about what the County has to offer at www.LeonCountyFL.gov/GetEngaged.
ECONOMY

TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD,
GAME-CHANGING PROJECTS, INCLUDING:

☑ Landed Amazon to bring more than 1,000 full-time jobs and
  leading to $100 million a year in local economic impact

☑ Completed $130 million widening of Capital Circle Northwest to include six lanes of
  traffic, a multi-use trail, sidewalks, and stormwater improvements

☑ Created the nation’s premiere cross country facility at Apalachee Regional Park and hosted the
  2022 NCAA championships

☑ Co-created two microloan lending programs, totaling $4 million, to support local entrepreneurs

☑ Distributed $19.2 million in critical assistance to 930 small businesses, with nearly half the
  funds going to MWSBEs

22 TOTAL INITIATIVES, 22 COMPLETE, 0 IN PROGRESS ▷ 100% ACCOMPLISHED

4 ● FY2017-2021 Impact and Progress Report
2017-2021 PROGRESS ACHIEVED

**BOLD GOAL**

Grow the Five-Year Tourism Economy to $5 Billion*

▷ **90% GOAL ATTAINED** - $4.5 Billion

**5-YEAR TARGETS**

- **Connect 5,000 Students and Citizens to Middle Skilled Job Opportunities**
  ▷ **107% TARGET ATTAINED** - 5,354 Students & Citizens

- **Host 100,000 Residents and Visitors as Part of the Amphitheater County Concert Series**
  ▷ **58% TARGET ATTAINED** - 57,887 Concert Attendees

- **Attract 80 State, Regional, or National Championships across All Sports**
  ▷ **110% TARGET ATTAINED** - 88 championships

- **Co-Create 500 Entrepreneur Ventures and 11,000 New Jobs, including 400 High-Wage Jobs in High Tech Clusters**
  ▷ **82% TARGET ATTAINED** - 412 entr. ventures
  ▷ **43% TARGET ATTAINED** - 4,680 new jobs
  ▷ **106% TARGET ATTAINED** - 422 high-wage jobs in high tech clusters

*Due to unprecedented COVID-19 impacts, progress towards some goals and targets slowed.

**STRAVING TO BE THE BEST**

Tallahassee/Leon County one of the South's best cities and a Top College Town

Awarded Excellence in Economic Development for data analysis, sharing, and business support

Hosted NCAA National Cross Country Championships, first time ever held in Florida
TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:

☑ Developed the County’s Integrated Sustainability Action Plan with 91 action items to promote sustainability

☑ Launched both a residential and commercial Property Assessed Clean Energy (PACE) program to finance energy effective projects at homes and businesses

☑ Adopted a countywide fertilizer ordinance to protect water quality and limit pollution

☑ Continued progress on the long-term project to close the landfill and protect our environment while increasing offerings at the Apalachee Regional Park

☑ Launched the nationally recognized Leon County Water website and installed public information kiosks at all County boat ramps to educate and inform

▷ 23 TOTAL INITIATIVES, 21 COMPLETE, 2 IN PROGRESS ▷ 91% ACCOMPLISHED
2017-2021 PROGRESS ACHIEVED

**BOLD GOAL**

Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone

- **122% GOAL ATTAINED** - 610 Septic Tanks Complete or In Progress

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**5-YEAR TARGETS**

- **Plant 15,000 Trees Including 1,000 in Canopy Roads**
  - **109% TARGET ATTAINED** - 16,126 Trees with 1,226 in Canopy Roads

- **75% Community Recycling Rate**
  - **84% TARGET ATTAINED** - 63% Recycling Rate in 2020

- **Construct 30 Miles of Sidewalks, Greenways and Trails**
  - **105% TARGET ATTAINED** - 31.6 Miles

- **Ensure 100% of New County Building Construction, Renovation and Repair Utilize Sustainable Design**
  - **100% TARGET ATTAINED** - Building Sustainability Policy Adopted December 2021

- **Plant 15,000 Trees Including 1,000 in Canopy Roads**
  - **109% TARGET ATTAINED** - 16,126 Trees with 1,226 in Canopy Roads

- **75% Community Recycling Rate**
  - **84% TARGET ATTAINED** - 63% Recycling Rate in 2020

- **Construct 30 Miles of Sidewalks, Greenways and Trails**
  - **105% TARGET ATTAINED** - 31.6 Miles

**STRIVING TO BE THE BEST**

- National designation recognizing County’s commitment to addressing solar energy barriers
- Awarded Best Project honors for Meridian Road improvements to alleviate area flooding and stormwater
- Recognized for the 15th consecutive year as a Tree City USA
QUALITY OF LIFE

TAking on BOLD Projects

In just five years, the strategic plan led to bold, game-changing projects, including:

☑ Protected lives and livelihoods during the COVID-19 pandemic by distributing more than $130 million in federal aid, 1.7 million pieces of PPE to frontline healthcare workers, increasing testing capacity, supporting vaccine rollouts, and sharing critical health updates.

☑ Expanded Community Human Services Partnership (CHSP) funding in areas of high poverty (including 32304 zip code), providing access to basic healthcare, mental health support, and other essential services.

☑ Opened or expanded 13 parks for all to enjoy, including dog parks, trails, and the County’s first dedicated park for children of all abilities.

☑ Established the County’s first Community Land Trust to increase affordable housing inventory.

☑ Improved traffic safety through the launch of new neighborhood street and rural road repair programs.

▷ 30 TOTAL INITIATIVES, 28 COMPLETE, 2 IN PROGRESS ▷ 93% ACCOMPLISHED

8 ● FY2017-2021 Impact and Progress Report
Leon County EMS named Service of the Year for outstanding service, safety, and community engagement
Recognized with Trailblazer Award for the preservation of African-American History and Culture all throughout project development
Received statewide recognition as top local government distributor of coronavirus housing relief funds

▷ 2017-2021 PROGRESS ACHIEVED

Secure More Than $100 Million in Veteran Affairs Benefits for Veterans & their Families
▷ 118% GOAL ATTAINED - $118 Million in Veteran Affairs Benefits

Construct 100 Fire Hydrants
▷ 102% TARGET ATTAINED - 102 Hydrants

Train 8,500 Citizens in CPR/AEDs
▷ 87% TARGET ATTAINED - 7,396 Citizens Trained

Open 1,000 New Acres of Park Land to the Public
▷ 106% TARGET ATTAINED - 1,063 Acres Complete or In Progress

Double the Number of Downloadable Books at the Library
▷ 164% TARGET ATTAINED - 22,178 New Downloadable Books

▷ STRIVING TO BE THE BEST

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BOLD GOAL

5-YEAR TARGETS

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 Leon County Government 9
GOVERNANCE

▶ TAKING ON BOLD PROJECTS

IN JUST FIVE YEARS, THE STRATEGIC PLAN LED TO BOLD, GAME-CHANGING PROJECTS, INCLUDING:

- Coordinated communitywide efforts to respond to and recover from the COVID-19 pandemic with the longest and most extensive activation of the County’s Emergency Operations Center, lasting two years and counting

- With a commitment to resiliency, implemented 145 specific recommendations following hurricanes Irma and Michael to be even better prepared for the next disaster

- Continued to host Created Equal, an innovative partnership with The Village Square to discuss racial inequity and other issues

- With a focus on sound fiscal stewardship, achieved an updated AA+ bond rating and avoided nearly $40 million of costs through employee innovation and listening to citizen input

- Implemented a $14/hour living wage for all County employees

▶ 29 TOTAL INITIATIVES, 29 COMPLETE, 0 IN PROGRESS ▶ 100% ACCOMPLISHED
2017-2021 PROGRESS ACHIEVED

Implement 500 Citizen Ideas, Improvements, Solutions and Opportunities for Co-Creation

▷ 104% GOAL ATTAINED - 520 Implemented

5-YEAR TARGETS

Reduce By At Least 30% the Average Time It Takes to Approve a Single Family Building Permit

▷ 100% TARGET ATTAINED - 30% Reduction (3 Days Faster)

Reduce By 60% the Outstanding Debt of the County

▷ 123% TARGET ATTAINED - 73.7% Debt Reduction

Achieve 90% Employee Participation in the County’s “My Rewards” Well Being Program

▷ 100% TARGET ATTAINED - 90% participation

100% of Employees Are Trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace

▷ 100% TARGET ATTAINED - 100% County Employees Trained

STRIVING TO BE THE BEST

Received 85 awards since 2013 for cost-effective, high-quality services and programs, with special Best in Category distinction for Created Equal, 9/11 Day of Service and DesignWorks

Named the nation’s first #HurricaneStrong community, recognizing County’s commitment to exceptional disaster response, resilience, and learning

Recognized for nationally shared COVID-19 gator graphic, educating the public on social distancing

Leon County Government ● 11
ASSISTING THOSE IMPACTED BY COVID-19

CARING FOR LIVES AND LIVELIHOODS

Through the Leon CARES program, Leon County Government successfully leveraged over $138 million in federal funding in 2020-21 to address the community’s greatest needs resulting from the COVID-19 pandemic. The following statistics summarize the positive impacts of the Leon CARES program throughout the community.

DIRECT ASSISTANCE TO HOUSEHOLDS, BUSINESSES, AND COMMUNITY PARTNERS

- 8,000+ individuals and families assisted with past due rent, mortgage, and utilities | $28.5 million awarded
- 930+ local businesses assisted with expenses or losses due to COVID-19; 6,600+ local jobs retained/created | $19.2 Million awarded
- 120 community human service agencies assisted to continue providing vital services | $6.6 million awarded
- 180+ local nonprofit organizations assisted with expenses or losses due to COVID-19; 152 grants awarded | $4.4 million awarded

SUPPORT TO VULNERABLE POPULATIONS AND THE HUNGRY

- 4.1M meals distributed or soon-to-be distributed to food insecure $4.7 million
- $6.2M dedicated to improving four homeless shelters and addressing homelessness and housing instability due to COVID-19
- 400 children of essential workers received no-cost childcare $980,000 allocated
- $295K allocated to support access to mental health resources and two new positions at 2-1-1 Big Bend, resulting in over 1,200 referrals to service providers

Leon CARES

Leon County Government

12 ● FY2017-2021 Impact and Progress Report
Leon County EMS responded to 17,000+ COVID-19 calls

Increased community-wide testing with 55+ additional mobile events serving 4,300 residents

$6.7 million allocated to strengthen public health operations related to COVID-19, including the hiring of 93 additional public health personnel

The Board approved more than $1 million to execute the largest public information campaign in County history to inform and educate the community on public health information and vaccines; all told, 31+ million times seen, read or heard
**STRATEGIC INITIATIVES** are action items that align with and advance the County’s Strategic Priorities to serve and strengthen the community. The following table summarizes Leon County’s progress toward the Strategic Initiatives across each Strategic Priority category (Economy, Environment, Quality of Life, or Governance). As shown below, the County has completed almost all of the current Strategic Initiatives. A total of 100 (96%) of the Strategic Initiatives have been completed, with the remaining 4 (4%) in progress.

<table>
<thead>
<tr>
<th></th>
<th>Complete</th>
<th>In Progress</th>
<th>Total</th>
<th>% Complete</th>
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<tr>
<td><strong>ECONOMY</strong></td>
<td>22</td>
<td>0</td>
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<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>21</td>
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<td>28</td>
<td>2</td>
<td>30</td>
<td>93</td>
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<td><strong>Total</strong></td>
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<td>4</td>
<td>104</td>
<td>96%</td>
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<td>PRIORITY AREAS</td>
<td>BOLD GOAL</td>
<td>PROGRESS TO DATE</td>
<td>5-YEAR TARGETS</td>
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Leon County needs your help in shaping our next five years together.

To volunteer at the County or in a local nonprofit, call (850) 606-1970 or visit VolunteerLEON.org

To serve on a Citizen Committee, call (850) 606-5300 or visit LeonCountyFL.gov/Committees

To provide feedback or make a service request, call (850) 606-5300 or visit LeonCountyFL.gov/CitizensConnect