

**BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
FY 2019/2020 Strategic Planning Retreat
FSU Dodd Hall
January 27, 2020**

The Leon County Board of County Commissioners met for its FY 2019-2020 Annual Board Retreat at the Florida State University's Dodd Hall on January 27, 2020 at 9:00 a.m.

Present were Chairman Bryan Desloge and Vice-Chairman Rick Minor, Commissioners Mary Ann Lindley, Nick Maddox, Kristin Dozier, Jimbo Jackson and Bill Proctor. Also present were County Administrator Vince Long, County Attorney Herb Thiele and Clerk to the Board Beryl H. Wood.

County Staffers and Department Heads were also present.

Chairman Desloge welcomed President John Thrasher, Florida State University and thanked him for allowing the Board to host their Annual Retreat.

President John Thrasher welcomed the Leon County Board of Commissioners to Florida State University.

1. Welcome:

Chairman Desloge called the Retreat to order. He offered welcoming remarks and provided an overview of the day's agenda, noting the theme of "Turning the Page: Re-Envisioning the Possibilities of the Public Library". He then gave the ground rules for the retreat. He suggested looking at Government in a manner to make it more conducive to improving service delivery and hoped that this was something they could do annually to look at certain parts of the organization. He then invited fellow Commissioners to comment and share their thoughts for the day.

Commissioner Minor expressed how pleased he was by the organization and leadership of the County. He discussed how strategic planning has evolved. He discussed the coordination of the County and City to start planning the 2024 Bi-Centennial Celebration.

Commissioner Jackson commented on the importance of literacy, especially through the eyes of an educator, and the utilization of the libraries meeting the needs of people.

Commissioner Maddox discussed the redevelopment of the Phase 1 of the Orange Avenue Apartments. He shared his excitement for other areas such as the Springfield Area and Joe Louis Street that are in dire need of improvements. He asserted that if they are going to make affordable housing a priority, they need to look at those that are currently in the worse locations. He also expressed his excitement to hear the progress of the current 5-year Strategic Plan.

Commissioner Dozier spoke of capabilities approach. You must be able to meet your basic needs (housing, food, healthcare, and education). She shared the importance of basic access that allows you the capability to be a full member of your society.

Commissioner Lindley thanked them for exploring the possibilities of library innovation. She recalled the previous retreat where they discussed social infrastructure and how it has arrived now.

Commissioner Proctor spoke of how over the last 5 years the County have been stable. He saluted staff for being unique in its planning, implementation and the different levels of leadership that have grown the County nationally and looked forward to the discussion today.

2. Retreat:

County Administrator Long provided introductory remarks and expressed appreciation for the consistent direction provided by the Board. He shared the Retreat serves as the Board's annual review and update of the County's FY 2017-2021 Strategic Plan, which provides a road map to guide our continuous efforts to make Leon County a special place to live, work and play. To ensure the County remains on track to accomplish the established five-year targets, bold goals, and strategic initiatives, a progress update will be presented. The Retreat will also provide an opportunity for the Board to adopt additional strategic initiatives that reflect new challenges and opportunities in our community. Building upon the progress made at last year's Retreat, which explored efforts to build social infrastructure, FY 2019-2020 Board Retreat will also include a discussion on re-envisioning the possibilities of the Leon County Public Library System. He acknowledged that this would be last retreat for County Attorney Herb Thiele and Commissioner Lindley.

3. Library Tours (Update on the Leon County Public Library & the Multi-City/State Tour of Innovative Public Library Systems

Wanda Hunter, Assistant County Administrator and Heather Peeples, Special Projects Coordinator along with Debra Sears, Library Services Director, appeared before the Board to share the update on Leon County Public Library System & the Multi-City/State Tour of Innovative Public Library Systems. Mrs. Hunter shared that the Multi-City/State Tour was made possible by funding through a grant from the Knight Foundation. The tours served to provide examples of counties that have experienced shifting trends in library use and devised a plan to maintain and increase their relevancy. She noted they looked at the trends for how citizens are using libraries in order to create innovative approaches. She shared that in Leon County and communities across the nation, local governments are seeing a shift in what people want from their public libraries. She commented how they were afforded the opportunity to travel to several cities to visit libraries and all had experienced the same declines and devised a plan to maintain and increase their relevancy. She noted that while each library addressed the needs of their community,

their collective experiences underline many of the same best practices supported by the Aspen Institute's national research.

Libraries visited:

- Gwinnett County Public Library (Gwinnet County, GA)
- Orange County Library System (Orange County, FL)
- Broward County Library (Broward County, FL)
- Charlotte Mecklenburg Library (Mecklenburg County, NC)
- Richland Library (Richland County, SC)

They noted the summary of Tour Findings:

- “More than Just Book” – The purpose of a library has always been to connect people to information and resources.
- Aligning Library Programs & Services with Community Goals
- Community Engagement & Partnership
- Creating a Sense of Place
- Building a Culture of Innovation & Learning
- Data-Driven Programs & Services
- Efficiency through Technology

Debra Sears, Library Services Director, gave the history of the library. She shared 5-year trends for Leon County Library usage. She stated that Leon County provides services at the Main Library and all six branch libraries in addition to offering outreach services to select senior residential communities. She noted the vital role that public libraries play in our community, Leon County has made extensive efforts in recent years to enhance facilities and services provided by the Leon County Public Library System. She shared the list of select physical and programmatic enhancements to the County's library system since 2010:

- Added over 25,000 square feet to the Library system.
- Created new lending programs
- Launched the Leon County Public Library mobile app and online library card registration.
- Created a new Library Lecture Series program with selected speakers and topics that engage and inspire, appealing to the interests of all citizens. All Library Lecture Series events are free and open to the public.
- Partnered with CareerSource Capital Regional to establish all seven library locations as CareerSource affiliate locations, providing resources for job seekers and those seeking to improve their career options.
- The Main Library served as a Comfort Station following Hurricanes Hermine, Irma, and Michael to provide an air-conditioned space for affected citizens to cool off, hydrate, recharge their mobile devices, and get information about recovery assistance.

- Unveiled a new tree sculpture at the Main Library. The sculpture was carved by a local sculptor from the trunk of an approximately 160-year- old live oak tree that stood in front of the library. The tree was in poor health and rather than removing it entirely, the tree was transformed into a sculpture to reflect and enhance the library's history.

She shared that while the County has incrementally made significant and industry - leading improvements to the Library over time, a new phase of innovation is called for to ensure the changing needs of our diverse and growing population are being met with Library Card Registration, Circulation Rates, Facility and Technology Use, Programs and Services, Literacy Services and Homework Assistance, and Volunteering.

4. Charles Pace, Executive Director of the Gwinnett County Public Library

Charles Pace, Executive Director of the Gwinnet County Public Library appeared before the Board and thanked them for the invitation. He noted his presentation would further explore why and how the roles of public libraries are changing to meet the needs of their communities with examples from his experience leading the Gwinnett County Public Library through major organizational change. His presentation explored how libraries are undergoing a process of identifying the changing roles of libraries, refocusing their priorities on the needs of the community, and engaging citizens for their input to help develop new strategies to maintain relevance. He shared the most essential recommendations from his county: Building partnerships to benefit the community; self-service technology; downsizing the service desk and transitioning to “mobile staff, along with a new service model and staff empowerment. He highlighted other helpful strategies:

- Removing barriers to access such as late fines
- Demand for digital services
- Building locations near communities or access to public locations
- How e-books should be sold and offered
- Educational Role of libraries
- Social Engagement vs. Community Development
- Adjusting services to meet local needs
- Integration of physical and virtual services
- Increased use of automation

The Board then discussed these findings. The following is a brief summation.

Commissioner Proctor commented on resocialization and changes to physical libraries. Libraries becoming thinking centers and having different variables. He inquired how do they address the citizen that only wants to come in out of the weather.

Commissioner Dozier discussed the diversity of the community in Leon County. She commented on the need for programs on civic education. She recommended gauging a sense of the community.

Commissioner Maddox expressed the measure that was of importance to him. He discussed scaling libraries and changing the scope of libraries. He noted they aren't just books, but a place to host meetings and other non-traditional uses for libraries. He felt they had invested properly in the libraries, but where will they go from here. He shared he was not in favor of giving library cards, if citizens weren't willing to use them.

Commissioner Minor shared his thoughts were that library cards were essential and was in favor of all Leon County students having them. He also expressed outreach support was important.

Mr. Pace stated that they do add more staff when doing outreach in the communities.

Commissioner Jackson stated that reaching out to childcare facilities would be helpful. He shared that 56% of early childhood and kindergarteners are ready for school. He shared if you want the families to support libraries then start with the children.

Commissioner Lindley commented on getting the attendance up with visits and special programs hosted by the library.

Chair Desloge felt it was important to refresh access to library card and how it works.

5. Essential Libraries Initiative

Heather Peeples, Special Projects Coordinator and Debra Sears, Library Director, shared discussion on the essential libraries throughout Leon County. She stated to address the changing needs of Leon County residents and trends in library use, this item recommends the adoption of what they are calling the *Essential Library Initiative*. She asserted the Initiative aims to follow in this tradition by utilizing the Aspen Institute's framework for re-envisioning public libraries. She shared with these changes in place, the Aspen Institute recommends a process involving three distinct steps or "*pathways*". (1) Learning, (2) Leading, and (3) Implementing on which she expanded.

The Board suggested the proposed mission statement and tagline be modified to highlight the important role the Library plays as a place to engage citizens. The recommended revision of the mission statement and tag line to read:

Mission Statement: To be an essential resource and place for learning, ~~creativity,~~ engagement and innovation that provides for our community's changing needs.

Tagline: Learn. ~~Create~~. Engage. Innovate.

Commissioner Maddox moved, duly seconded by Commissioner Lindley, to adopt the following Strategic Initiative into Leon County's Strategic Plan: Implement the Essential Libraries Initiative to re-envision the Leon County Public Library. The motion carried 7-0.

Commissioner Maddox moved, duly seconded by Commissioner Lindley, to approve the creation of the Innovation Officer position within the department of Library Services through

the realignment of an existing position thereby having no fiscal impact. The motion carried 7-0.

County Administrator Long commented on the new initiative to inform the public as to what is going on.

Commissioner Lindley concurred on the recommended proposed changes.

Commissioner Minor inquired what Leon County could do to help parents protect their children against the dark side of the internet. He noted that Leon County Schools and FDLE are coordinating with each other to provide seminars about online safety to parents. Commissioner Minor recommended that Leon County libraries explore ways to coordinate with them, as well as LCSO and other partners, to help more parents gain the knowledge and tools they need to protect their children from online predators and scammers.

6. Strategic Plan Update

County Administrator Long presented the Strategic Plan Update. He announced that this section provides an overview and update on the FY 2017-2021 Leon County Strategic Plan, which was adopted at the 2016 Annual Retreat. He detailed the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

Vision Statement:

A vision statement is an aspirational description of what an organization would like to achieve or accomplish in the future. Leon County's Vision Statement describes what the future of Leon County should be, in an ideal state, as well as what people will perceive of Leon County in the future. Leon County's vision statement reads as follows:

A community that is safe, healthy and vibrant.

Mission Statement:

Mission statements are similar to vision statements, but they are more concrete and action-oriented.

A mission statement is a standard element of an organization's strategic plan and explains its reason for existence. It describes the organization, what it does, its reason for existence, and its overall intention. The mission statement supports the vision and serves as a foundational guide in the establishment of organizational priorities. Leon County's mission statement is as follows:

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

He reminded the Board of the four Strategic Priorities set forth in Leon County's FY 2017-2021 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

County Administrator Long further highlighted the Strategic Priority – Economy; Strategic Priority – Environment; Strategic Priority – Quality of Life; Strategic Priority – Governance and Key Metrics.

a. Targets

Kerri Post, Division of Tourism Director, highlighted at the 2016 Retreat, staff recommended and the Board approved the adoption of specific targets that Leon County expects to realize as an organization over the next five-year plan cycle. These targets are aligned with each priority area and will communicate to the public and staff throughout the County the specific results that we expect to achieve through the collective execution of Strategic Initiatives.

Additionally, the Board approved a bold goal, for each priority area. Bold goals differ from targets in that they are truly stretch goals which will be big and difficult to achieve. The adoption of bold goals is something the best organizations do because they recognize that all goals should not be tied to specific programs or current resources. Bold goals, rather, require the County to explore new partnerships, identify new opportunities, and inspire new ideas.

She summarized Leon County's progress towards reaching each priority area's bold goals and five year-targets. Each Strategic Priority section begins with graphical update to the FY2017-2021 Strategic Plan that shows Leon County's progress towards each goal and target. She added, behind each Strategic Priority is a narrative analysis of staff's efforts.

She highlighted the Bold Goals along with the 5-Year Targets:

- Economy (Grow the five-year tourism economy to \$5 billion). Presenters: Kerri Post, Director, Division of Tourism noted the following:
 - Attract 80 state, regional, or national championships across all sports
 - Co- create 500 entrepreneur ventures and 11,500 new jobs, including 400 high-wage jobs.
 - Connect 5,000 students & citizens to middle skilled job career opportunities.
 - Host 100,000 residents & visitors as part of the Amphitheater County Concert Series.

- Environment (Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone). Presenters: Maggie Theriot, Director, Office of Resource Stewardship and Brent Pell, Director, Public Works discussed the following:
 - Plant 15,000 trees including 1,000 in canopy roads
 - Ensure 100% of new County building construction, renovation and repair utilize sustainable design
 - 75% community recycling rate
 - Construct 30 miles of sidewalks, greenways and trails

- Quality of Life (Secure more than \$100 million in Veteran Affairs Benefits for Leon County Veterans and their Families). Presenters: Wanda Hunter, Assistant County Administrator, Citizen Services and Shington Lamy, Director, Office of Human Services and Community Partnerships discussed the following:
 - Double the number of e-books available to the public at the library
 - Construct 100 fire hydrants
 - Train 8,500 citizens in CPR/AEDs
 - Open 1,000 new acres of park land to the public

- Governance (Implement 500 citizen ideas, improvements, solutions & opportunities for collaboration). Presenters: Alan Rosenzweig, Deputy County Administrator and Mathieu Cavell, Assistant to the County Administrator expanded on the following:
 - Reduce by at least 30% the average time it takes to approve a single-family building permit.
 - Achieve 90% employee participation in the County’s “My Rewards” Well Being Program.
 - Reduce by 60% the outstanding debt of the County.
 - 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace.

b. Strategic Initiative

County Administrator Long noted this section provides an update on the Strategic Initiatives that are complete or in progress. At this point in the retreat, the Board discussed amending or adding Strategic Initiatives to the current FY 2017-2021 Strategic Plan. Strategic Initiatives are specific projects, policies or programs which direct and align organizational action to advance Strategic Priorities. He concluded with the closing remarks and that he would come back with initiatives for ratification.

Chair Desloge asked the Board for their final remarks. The following reflects the new strategic initiatives the Board proposed and, if approved, will be included in the updated 2017-FY202 Strategic Plan.

1. Implement the Leon County Essential Libraries Initiative.

2. Implement text-to-911 in coordination with the Consolidated Dispatch Agency so that individuals in emergency situations may text 911 to call takers.
3. Complete an updated Building Permit Fee Study.
4. *Update Existing Initiative:* Complete and implement the joint County/City disparity and enhancements to MWSBE program.
5. Implement zoning changes that allow for solar energy farms in the unincorporated area while preserving the rural character of our community.
6. *Update Existing Initiative:* In partnership with the Canopy Roads Committee, update and implement the long-term management plan for the Canopy Roads including an active tree planting program.
7. *Update Existing Initiative:* Develop and enact ~~an action plan~~ the County's Integrated Sustainability Action Plan to further reduce the County Government's carbon footprint.
8. Support the Complete County Committee in educating the community and promoting the 2020 Census.
9. Conduct an updated market feasibility study and evaluation of the Fairgrounds relocation/modification.
10. To further reduce litter and trash in rural areas and the Apalachicola National Forest, launch a targeted public outreach effort encouraging the use of County Rural Waste Service Centers.
11. In coordination with the Leon County Health Department, work to identify an operator for a local Syringe Exchange Program.
12. Work with the City of Tallahassee to develop a branding strategy for the community's trail system.
13. In coordination with community partners, celebrate the centennial of women's right to vote by conducting a multimodal public information/education campaign culminating with a special community event.
14. Coordinate with community partners to implement training for parents and students on the safe use of online applications.
15. To celebrate Leon County/Tallahassee bicentennial in 2024, the County will coordinate and enhance local planning efforts with government agencies, businesses, organizations, and citizens.
16. Participate in the MIT Sloan School of Management USA Lab to explore opportunities to further enhance re-entry efforts.

Agenda Items and Other Administrative Items:

- Prepare a budget discussion item analyzing Tourism Development Tax (TDT) revenues and expenditure history in recent years.
- Prepare an agenda item with an update on cultural/historical tourism.
- Prepare an agenda item to evaluate the Division of Tourism promotion and support for fishing tournaments at Lake Talquin.
- Evaluate creating an oral history kiosk as part of the Leon County/Tallahassee bicentennial celebration.

- Prepare an agenda item to evaluate the County's progress on trail development and long-term goals.

Commissioner Minor moved, seconded by Commissioner Jackson that they move the Strategic Initiatives with the amended suggestions. The motion carried 7-0.

7. Adjournment

Chairman Desloge shared, in honor of the library, if the Board would give their favorite book and superhero.

Chairman Desloge:

- Book - A Land Remembered/ Last Train to Paradise/ The Ed Ball Story
- Superhero – Batman

Commissioner Minor:

- Book – The Stand/Long Walk to Freedom
- Superhero – Aquaman

Commissioner Jackson:

- Book - Spring Creek Chronicles
- Superhero – Hulk

Commissioner Maddox:

- Book – When Breath Becomes Air
- Superhero – The Flash

Commissioner Dozier:

- Book – Harry Potter/The Century Trilogy
- Superhero – Captain Marvel

Commissioner Lindsey:

- Book – A Gentleman in Moscow/Educated
- Superhero – Christian Dozier

Commissioner Proctor:

- Book – Soul of Black Folk/Up from Slavery/The United States Constitution
- Superhero – Black Panther

County Attorney Thiele:

- Book -Ehrhardt's Florida Evidence

- Superhero – Captain America

County Administrator Long:

- Book - Anything County Commission
- Superhero - Deadpool

County Administrator Long expressed his appreciation to the Board for its continued leadership and clear guidance.

The Board thanked staff for its hard work in planning the Retreat. There being no other comments, Chairman Desloge adjourned the Retreat at 1:52 p.m.


Adjourn:


There being no further business to come before the Board, the meeting was adjourned at 7:10 p.m.

LEON COUNTY, FLORIDA

ATTEST:



BY: 
Gwendolyn Marshall, Clerk of Court
& Comptroller, Leon County, Florida


BY: _____
Bryan Desloge, Chairman
Board of County Commissioners