

**BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
FY 2020/2021 Strategic Planning Retreat
FSU Dodd Hall
January 25, 2021**

The Leon County Board of County Commissioners met for its FY 2020-2021 Annual Board Retreat at the Florida State University's Dodd Hall on January 25, 2021, at 9:00 a.m.

Present were Chairman Rick Minor and Vice-Chairman Bill Proctor, Commissioners Brian Welch, Nick Maddox, Kristin Dozier, Jimbo Jackson, and Carolyn Cummings. Also present were County Administrator Vince Long, County Attorney Chasity O'Steen, and Clerk to the Board Beryl H. Wood.

Limited County Staffers and Department Heads were also present in compliance with COVID-19 restrictions.

Chairman Minor welcomed President John Thrasher, Florida State University, and acknowledged FSU as being in the top 20 public universities in the nation for the 2nd year in a row. Chairman Minor thanked President Thrasher for allowing the Board to host its Annual Retreat at Dodd Hall.

President Thrasher welcomed the Leon County Board of Commissioners to Florida State University. He introduced some of his administrative staff that were in attendance.

1. Welcome:

Chairman Minor called the Retreat to order. He offered welcoming remarks and provided an overview of the day's agenda, noting the theme of "Charting the Course for Leon County's Future." 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 reminded the Board that time limits would not be imposed on the Commissioner discussion, however, he asked that they be mindful, and it was his hope to be completed by noon as the Board is only addressing the most pressing issues. He then invited fellow Commissioners to comment and share their thoughts for the day.

Chairman Minor sadly reported the passing of former County Commissioner Anita Davis, who was elected in 1990 and was the first female African American County Commissioner. He shared the Leon County flag has been lowered to half-mast, a display in remembrance of her service to Leon County is in the Courthouse Rotunda, and a proclamation honoring her work has been issued and will be presented to the family with a copy placed in Board records.

Commissioner Maddox commented he was simply looking forward to a great dialogue among the Board.

Commissioner Dozier shared they have a lot of work to complete this year, and she too was eager to have a great discussion.

Commissioner Cummings shared her remorse in the passing of former Commissioner Anita Davis as being the 1st African American female Commissioner, with herself being the second. Commissioner Cummings noted the large shoes that she has inherited and Commissioner Davis' great legacy.

Commissioner Welch thanked staff for their work with the Retreat. He acknowledged that he was looking forward as this was his first Retreat and hoping that today they inspire incredible solutions to solve the problems facing Leon County.

Commissioner Proctor noted that with the two newest members to the Board he felt that the process should not become abstract or so dominated by other Commissioners so that the newer members would have a voice since they had the most recent contact with citizens. Commissioner Proctor stated he would welcome their thoughts coming in.

2. Retreat Overview:

County Administrator Long provided the Retreat overview. He shared that Commissioner Jackson would arrive shortly and asked that they proceed in his absence. He noted this section provides an overview of the FY 2020-2021 Strategic Planning Retreat. In 2020, we faced the most abrupt and serious threat to lives and livelihoods ever experienced. This has been a time that has challenged people and organizations everywhere, but not all in the same way. For Leon County, the coronavirus required our most extensive emergency management response to protect our citizens, especially those most vulnerable. As well as an unprecedented, targeted, and highly coordinated effort to help our local businesses and community members rebound and recover.

Our organization-wide response to the pandemic, the uninterrupted provision of essential services, and the adaptation, innovation, and unrelenting commitment of County employees over the past year demonstrates the importance of having a clear vision and a culture built upon our core values and practices. Because of this, and despite the unprecedented challenges we faced, we were able to realize real progress in 2020, produce results, and deliver on our ambitious goals for the organization and the community. This type of resilience is not new for Leon County. Nine years ago, we put in place a strategic plan to optimize resources and align our efforts to achieve big results for our community even in a slowly recovering economy following the Great Recession. That strategy has since guided our efforts at every level of the organization. And in FY 2016-2017, we delivered an Impact and Progress Report on the last five-year strategic plan in addition to launching the current five-year 2017-2021 plan – advancing our four Strategic Priorities and including the addition of new five-year targets and bold “stretch” goals for each priority in which next year will be the closeout of the five-year plan.

Commissioner Dozier commented that the agenda item for the Rules of Procedure is a great overview, and she felt with the lengthy prior discussion there was no action item

needed. It could be used as information. She voiced her support for more time spent on CARES issues at today's Retreat.

Commissioner Maddox agreed with Commissioner Dozier and stated that he would support an amendment.

Commissioner Welch commented that as a new Commissioner, he would like to skip the agenda item to spend more time having a more robust discussion on other items.

Commissioner Cummings noted she was in favor of skipping this item as well.

Commissioner Jackson arrived at this juncture of the meeting for the vote.

Commissioner Dozier moved, seconded by Commissioner Maddox, to skip the presentation for Agenda Item 4: Review & Discussion of Policy No. 01-05, "Rules of Procedure for Meetings of the Leon County Board of County Commissioners" and use it as background information to provide more time to discuss CARES issues. The motion carried 7-0.

3. Leon CARES Community Impact Report

County Administrator Long stated this item provides a comprehensive review of Leon County's efforts to address the community's highest public health and human service needs resulting from the COVID-19 public health emergency through the Leon CARES assistance programs. This review includes a detailed final report of the County's expenditure of \$62.2 million in Coronavirus Relief Funds allocated under the federal CARES Act, of \$51.2 million to the County in June 2020 as well as an additional \$11 million consisting of an initial allocation in December 2020 by the Florida Housing Finance Corporation.

Staff Recommendation:

1. Accept the Leon CARES Community Impact Report.

Alan Rosenberg, Assistant County Administrator, gave a presentation on the Leon CARES program as well as its impact. He noted that the average award for individuals was \$2,337. The average award for a small business was \$19,450. He also reported on the plan to launch the Micro-Loan program in partnership with the FAMU Credit Union to help minority-owned businesses.

Chairman Minor commented that the CARES Act program is one of the largest programs of its kind rolled out by the County.

Commissioner Proctor commended the County and the preparation of staff for the execution of the CARES program. He voiced his concern over renters not paying their rent with the money received through rent assistance programs. He believes that the funds should be sent to the landlords instead of the renters.

Commissioner Maddox thanked staff for its work in the Frenchtown area and with local nonprofits.

Chairman Minor stated in response to Commissioner Proctor's comments that landlords could apply for assistance through rental programs through the U.S. Treasury.

Commissioner Proctor asked for clarification on the program.

Commissioner Jackson agreed with Commissioners Proctor and Maddox. He noted that the virus has impacted minority communities harshly, and he commended the aid that has been offered in these neighborhoods.

Commissioner Welch agreed with the other Commissioners' comments on the CARES Act.

Commissioner Cummings also agreed with the other Commissioners.

Commissioner Dozier thanked the staff. She commended County Attorney O'Steen for her work during the pandemic. She commended the rollout for the CARES ACT program funding. She shared that it was her opinion that the County needs to be more aggressive with the creation of jobs for the future. County partners should be encouraged to plan for the future in terms of employment and community aid.

Commissioner Maddox agreed with Commissioner Dozier's remark on how the County tracks data. The County breakdown for the aid given to small businesses and individuals has provided essential data on the CARES program.

Commissioner Dozier thanked Commissioner Maddox for his comments. She believed that access to specific data is beneficial for policy development and should be provided in 2022.

Commissioner Maddox moved to adopt Option 1, seconded by Commissioner Dozier. The motion carried 7-0.

4. Review & Discussion of Policy No. 01-05, "Rules of Procedure for Meetings of the Leon County Board of County Commissioners" - Skipped

This item was skipped as stated in the above motion.

5. Strategic Plan Update

County Administrator Long introduced this item. This section provides an overview and update on the FY 2017-2021 Leon County Strategic Plan, which was adopted at the 2016 annual Retreat. Specifically, the section describes the vision and mission statements, and Strategic Priorities of Economy, Environment, Quality of Life, and Governance.

Staff Recommendation: No Board action necessary.

Background: The following section outlines the significant and extensive effort of the Board at the 2016 annual Retreat in developing the current Strategic Plan. Due to the thoughtful and deliberate work that went into establishing the FY 2017-2021 Strategic Plan, the Board may choose to briefly review the County's vision and mission statements before spending more time amending or adding to the plan's Strategic Initiatives.

Analysis: The County's vision and mission statements are included below for ease of reference, as are the Strategic Priorities and Initiatives. 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.

Strategic Priorities:

Leon County's Strategic Priorities are high-level categories of focus in the County's major areas of responsibility: Economy, Environment, Quality of Life, and Governance. The Priorities consider the County's future in each area and are critical to the success of the community. As part of the Strategic Plan, these Priorities inform every decision and every initiative made by Leon County.

Each Strategic Priority is identified with:

- A Title (which is a general area of focus),
- A General Statement (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- Directional Statements (to provide focus and additional specificity for each area).

The four Strategic Priorities outlined in Leon County's FY 2017-2021 Strategic Plan are:

- Economy
- Environment
- Quality of Life
- Governance

Strategic Priority – Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place that attracts and retains talent, to grow and diversify our local economy, and to realize our full economic vitality. (E)

- (EC1) Do well-designed public infrastructure which supports business, attracts private investment, and has long-term economic benefits.
- (EC2) Support programs, policies, and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.
- (EC3) Leverage university and community partnerships to increase entrepreneurial, technology transfer, and commercialization opportunities.
- (EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.

Strategic Priority – Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength, and social offerings. (EN)

- (EN1) Protect the quality and supply of our water.
- (EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.
- (EN3) Promote orderly growth and sustainable practices.
- (EN4) Reduce our carbon footprint.

Strategic Priority -Quality of Life

To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- (Q1) Maintain and enhance our parks and recreational offerings and green spaces.
- (Q2) Provide relevant library offerings which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services.
- (Q4) Support and promote access to basic health and welfare services to our community members most in need.
- (Q5) Support strong neighborhoods.
- (Q6) Promote livability, health and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people.
- (Q7) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

Strategic Priority – Governance

To be a model for local governance with innovative, competent, and responsible public servants, committed to promoting integrity, creating meaningful opportunities for citizen engagement and co-creation, and ensuring fiscal stewardship. (G)

- (G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- (G2) Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- (G3) Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community.
- (G4) Retain and attract a highly skilled, diverse, and innovative County workforce, which exemplifies the County’s Core Practices.
- (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

Key Community Metrics

As part of the strategic plan, we track very closely the progress towards accomplishing our bold goals and targets. Building on this effort of tracking our progress, at last year's retreat, the County added a series of Key Community Metrics to the strategic plan. These key metrics provide a representative snapshot of how we are doing in each of the four strategic priority areas. As reflected later in this section, the data is presented in a very straightforward graphic showing where we were (2010), where we are today (2020) and where we are projected to be in five years (2025).

Ken Morris and Wanda Hunter presented the status of the five-year targets. Ms. Hunter commented that, due to the pandemic, unemployment rates increased in 2020. Regarding the tourism economic impact, 2019 broke records while the County was hit by the pandemic and shut down in 2020. The County has remained on target for environmental goals. Ken Morris has reported that it is feasible to pass the bold goal set in the five-year plan.

Commissioner Welch asked if tournaments reported in the presentation included youth sports. Ken stated that youth sports were included, and the County is on target for the event goal.

Commissioner Maddox thanked the staff, specifically the Sports Council, for their improvements throughout the year.

Commissioner Dozier specified that youth sports are a component that the County has focused on throughout the past years. She commented that she believed that tourism would have dropped in a larger capacity due to not only the pandemic but Hurricane Michael. Emergency services should be reviewed as an impact on the County's tourism. She noted that there has been a reduction in construction and demolitions which impacted the County's recycling numbers. She believes that the County needs to focus on job creation as the County has not met that bold goal.

Commissioner Maddox noted that coming out of the pandemic, economic vitality will be the focus. He added that a schedule should be created for the economy to help focus on goals such as job creation. It should include not only the Commission but other departments as well.

Commissioner Dozier believed that the amount of time and money required for economic vitality projects will be similar to the Innovation Park project. The Office of Economic Vitality will need to have a creative approach to its projects.

Commissioner Maddox shared that the Commissioners need to focus on the process of job creation. While the policy is important, it is difficult to pinpoint what is necessary for the creation of jobs.

Commissioner Welch stated that he agreed with Commissioners Dozier and Maddox. As a schoolteacher, he does not know how the government creates jobs. He asked for a workshop on the process with community leaders.

Commissioner Proctor shared his support for the idea of a workshop in partnership with community leaders to help create jobs. He does not believe that government provides jobs but rather provides the environment for job creation.

Commissioner Maddox raised a point of order. He asked if it was possible to move for the establishment of a workshop. County Attorney O' Steen stated an agenda item could be brought back for discussion at a later Board meeting.

Commissioner Dozier stated that there is a Blueprint meeting on Feb. 28th. She noted that this item should be brought up at that meeting.

Commissioner Maddox moved, seconded by Commissioner Dozier, to create an agenda item on job creation for the Feb. 28th Blueprint meeting. The motion carried 7-0.

County Administrator Long stated that the County has a two-pronged approach to quality of life and job creation.

Wanda Hunter presented the five-year plan for improving the quality of life in Leon County.

Commissioner Maddox commended the statistic of implementing 440 out of 500 citizen suggestions and ideas. He would like a report highlighting the 25 most impactful ideas implemented.

Commissioner Proctor complimented the staff for its phenomenal hard work, meeting goals and completed tasks that they brought before the Board along with the work performed on the CARES Act. He expressed that he received a couple of comments on the library from citizens who were unable to retrieve tax information and would like to make it more transparent regarding library services. He also wanted to know the group of recommendations for the library.

Commissioner Dozier expressed her support for the County Administrator's remarks before the presentation. She revisited the idea of the basic capability approach. She shared in meeting the basic capabilities, such as health care and education, citizens would be able to actively participate in their community.

Commissioner Proctor agreed with Commissioner Dozier's statement on community civic engagement. He recognizes the need for civic education within the community, especially for the youth.

County Administrator Long noted that there has been Board direction to include a civic component to the youth events.

Commissioner Maddox trusts that Leon County has been taking the initiative to engage with the youth to educate them on the importance of civics. He would expand on that effort to create a civic engagement program to reach out to high school students.

Commissioner Dozier shared that Leon County could be a model for other counties. She believed that the County could work in tandem with other organizations to create a plan for a statewide program for another year.

Commissioner Welch has noted that as an educator, he has witnessed the impact of the current political atmosphere. His stance was that the Board should look to outside resources for such a program.

Commissioner Maddox agreed with Commissioner Dozier and Commissioner Welch that the program could be led by outside organizations.

Commissioner Proctor noted that the current state of government is concerning.

Chairman Minor suggested having an agenda item on this idea to come back later after staff has researched the resources available.

Commissioner Dozier agreed with Chairman Minor's suggestion. She added that she could discuss the issue with the State Institute for County Government that she chairs about taking on this idea.

Commissioner Cummings suggested a partnership with the school system for a civic program is a great idea.

Commissioner Proctor inquired about FSU and the Blueprint Intergovernmental Agency. Ken Morris stated that FSU has raised some concerns about its funding, and a report will be drafted.

Commissioner Maddox commenting on bringing more awareness by working with Community Partners to make May 20th as Florida's Emancipation Day. He asked for information/numbers on partnerships for the past year.

Commissioner Maddox moved, seconded by Commissioner Cummings, to add an initiative to work with community partners to raise awareness of Florida's Emancipation Day on May 20th. The motion carried 7-0.

Chairman Minor shared that Florida Association of Counties has been working on this initiative on a state level with the legislature. He asked Commissioner Maddox if he had been able to reach out to state officials regarding a state policy to recognize May 20th as Emancipation Day.

Commissioner Maddox responded that he has held conversations with state officials, and they are hoping to get it passed during this legislative session.

Commissioner Welch moved, seconded by Commissioner Maddox, to include a relocation of the Northeast Park to the Welaunne Area and support Blueprint accelerating the funding of the project in coordination with the Northeast Gateway Project. The motion carried 7-0.

Commissioner Welch moved, seconded by Commissioner Dozier, to include an initiative to evaluate and implement options to address chronic speeding and traffic issues in the Northeast and along Deer Lake Road. The motion carried 7-0.

Commissioner Dozier noted that there is a safety issue for both pedestrians and bike riders. She added that she would like to see the safety issue and the traffic issue separated.

County Administrator Long responded that the current wording is correct for a strategic initiative and does not need to be separated unless it is the will of the Board.

Commissioner Dozier supported the current wording as stated by Commissioner Welch.

Commissioner Cummings moved, seconded by Chairman Minor, to add an initiative to provide Children Services Council a loan to support its initial operations. The motion carried 7-0.

Commissioner Proctor asked County Attorney O'Steen if the County can provide startup funds. County Attorney O'Steen stated that there is no legal prohibition, and other Counties have provided such support.

Commissioner Maddox inquired if the loan would come from the County itself. County Administrator Long responded the loan would come exclusively from the County.

Commissioner Cummings moved, seconded by Commissioner Jackson, to add an initiative to implement targeted outreach and education to minority communities to encourage vaccinations. The motion carried 7-0.

Commissioner Maddox asked if there is any targeted outreach and education at this point. County Administrator Long stated that there is an agenda item for the next Board meeting. Commissioner Maddox asked Commissioner Cummings if an educational aspect could be included in her motion. Commissioner Cummings and Commissioner Jackson agreed to the amendment.

Commissioner Dozier emphasized that this was a strong initiative.

Commissioner Proctor moved, seconded by Commissioner Jackson, to add an initiative to evaluate reducing the existing 1 unit per 10-acre requirement for housing to 1 unit per 3 acres for the rural zoning category.

Commissioner Dozier shared that creating this initiative would provide a signal that the Board would like to change the requirement. There will be pushback from the community on this initiative. She stated she couldn't support the motion today.

Commissioner Maddox He emphasized they need to be careful in how they word this item. He noted he was comfortable with an agenda item, and he gave his support.

Commissioner Cummings confirmed that staff would follow up on this item.

Commissioner Welch indicated the need for balance and would like to see the agenda item. He mentioned that his district is very rural. He shared he couldn't support this item right now.

Commissioner Proctor withdrew the motion.

Commissioner Proctor moved, seconded by Chairman Minor, to add an initiative to request that Leon County Sheriff's Office evaluate creating a mental health officer position. The motion carried 7-0.

Commissioner Proctor moved, seconded by Commissioner Maddox, to develop a plan to address poverty and inequities in 32304 area in collaboration with the City and community partners. The motion carried 7-0.

Commissioner Dozier inquired as to what other efforts Commissioner Proctor would like to see in these areas. She suggested adding an initiative to address inequities in certain parts of the County.

Commissioner Maddox confirmed with Commissioner Proctor that he was trying to address inequities and poverty in the 32304-zip code. Commissioner Maddox agreed with him and stated that they are doing some of this now. He noted creating a name being associated with the initiative would be vital to create data. A precise plan that includes all community partners that creates a goal to improve the quality of life for those in the 32304 area. He noted that the universities are in that area and asked was it because of the university students that are the cause of the high rate of poverty. He asked would it be that high if it was more citizens than students and asked how it would look if the students were taken out.

Commissioner Cummings emphasized that the creation of a plan would show the dedication of the Board to helping the area.

Commissioner Dozier stated she would also like to see the population data for the 32304 zip-code. The information can be helpful moving forward.

Commissioner Maddox noted that the issue falls within Commissioner Proctor's and Jackson's districts.

Commissioner Dozier moved, seconded by Commissioner Welch, to add an initiative to accept any COVID relief funding from the federal government. The motion carried 7-0.

Commissioner Dozier moved, seconded by Commissioner Jackson, to add an initiative to have an agenda item focused on bike and pedestrian safety in the future. The motion carried 7-0.

Commissioner Dozier moved, seconded Commissioner Proctor, to add an initiative to direct staff to explore options for supporting property owners in addressing inheritance and title issues for the purpose of subdividing property. The motion carried 7-0.

Commissioner Dozier moved, seconded by Commissioner Maddox, to add an initiative to create a public engagement coordination and planning process with the City and Big Bend Continuum of Care for the siting of all future homeless shelters and support facilities. The motion carried 7-0.

Commissioner Jackson moved, seconded by Chairman Minor, to add an initiative to evaluate potential enhancements to the Lake Talquin/Urban Fringe zoning district to provide more opportunity for commercial uses that are functionally supportive and related to eco-tourism or natural resource-based activities along the southern shoreline of Lake Talquin. The motion carried 7-0.

Commissioner Dozier moved, seconded by Commissioner Welch, to add an initiative to create a Citizen's North Monroe Street Task Force with City of Tallahassee participation, staffed by the city/county planning department, charged with identifying opportunities to reduce crime and improve conditions along the North Monroe corridor between Fred George Road and Tharpe Road. The motion carried 6-0. (Commissioner Proctor was not present for the vote).

Commissioner Dozier moved, seconded by Commissioner Jackson, to add an initiative to work with community partners and the City of Tallahassee to develop possible options for those struggling with food insecurity by utilizing the results of Feeding Florida's recent study data on food insecurity that provides granular information down to the Neighborhood Block Group Level. The motion carried 6-0. (Commissioner Proctor was not present for the vote).

6. Closing Comments and Adjournment

Chairman Minor shared his gratitude with staff and the Board for their hard work during the pandemic. He thanked them for the work done in preparing for today's workshop.

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

ADJOURNMENT

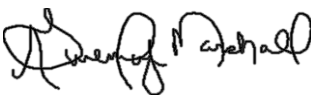
There being no further business to come before the Board, Chairman Minor adjourned the meeting at 1:20 p.m.

LEON COUNTY, FLORIDA

ATTEST:



BY: 
Rick Minor, Chairman
Board of County Commissioners

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