

**BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
FY 2021/2022 Strategic Planning Retreat Minutes
North Florida Fairgrounds
January 24, 2022**

The Leon County Board of County Commissioners met for its FY 2021-2022 Annual Board Retreat at the North Florida Fairgrounds on January 24, 2022, at 9:00 a.m.

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

The meeting began at 9:22 a.m.

1. Welcome

Chairman Bill Proctor welcomed everyone to the FY 2021/2022 Board of County Commissioners Strategic Planning Retreat. He shared the ground rules for the Retreat. The Retreat provides the Board with an annual opportunity to assess our progress and identify new opportunities in our continuous efforts to make Leon County a special place to live, work and play. He shared that this is the report card for the last 5 years, and it is outstanding. This year's Retreat will specifically serve to both close out the current FY 2017 – FY 2021 Strategic Plan and establish the baseline for the FY 2022 – FY 2026 Strategic Plan. He shared that everyone's participation is needed, working together to exchange ideas and build consensus, in order to accomplish the goals established for the Board's Retreat. He thanked Mark Harvey, Executive Director of the North Florida Fairgrounds, and Leola's Crab Shack for the food that was provided. The following ground rules have been identified to help ensure this year's Retreat is both positive and productive:

- Listen carefully to each other's contributions. Be open to new ideas. Avoid thinking about how to express your own response or concerns while someone else is speaking.
- Seek clarification when you do not understand another's point or terminology.
- Everyone participates. No one dominates. Be patient and do not interrupt others.
- Avoid "side-bar" discussions.
- Dig deep, think, and reflect.
- Honor time limits.
- Seek out differences of opinion – it is okay to disagree. Do not react in a way that may be perceived as judgmental.

2. Retreat Overview

County Administrator Long provided a brief overview of the Retreat. He stated that they take the strategic planning process very seriously. He shared that every 5 years they enter a renewal year, and in this year they take a deep dive. In 2021, Leon County continued to make great progress and served our citizens amidst seemingly endless challenges created

by the global COVID-19 pandemic, a human tragedy of historic proportions. While delta variant cases surged, we led efforts to vaccinate and protect our most vulnerable and hardest-to reach communities. While nationwide evictions and business closures soared, we provided tens of millions of dollars in direct assistance to households, businesses, and nonprofit partners. When well-paying jobs were needed most, we recruited Amazon to create the largest private sector job opportunity in our history. We answered these challenges head on all while producing results and delivering on our ambitious vision and bold goals for the organization and the community.

During the second portion of the Retreat, he explained that the Board will focus on the development of a Strategic Plan for the next five (5) years in Leon County. The Board will be presented with the results of a community survey, environmental scan, and Strengths, Weakness, Opportunities, and Threats (SWOT) analysis, which are intended to assist the Board in completing the following tasks:

- Re-examining the Board’s vision for Leon County’s future;
- Updating and establishing the Strategic Priorities for FY 2022 – FY 2026;
- Reaffirming or amending the County’s organizational mission to drive and support the Board’s strategic priorities;
- Adopting new five-year Targets & Bold Goals; and
- Adopting an initial set of Strategic Initiatives for the new five-year plan.

Chairman Proctor invited each Commissioner for opening remarks.

Vice Chair Maddox stated that he was looking forward to today as they prepare for the next 5 years. He stated that as they bring ideas forward, they will put plans in place to get things done.

Commissioner Jackson shared he was looking forward to today. He recalled when the first strategic planning exercise began back in 2017. He discussed the impressive way they have tackled the main goals, especially during the pandemic. He stated his appreciation for the meeting being held in the southside.

Commissioner Welch conveyed his appreciation to staff for their professionalism. He is learning everyday how they lead and move in the community with collegial support. He recalled the 5-year strategic plan and to deliver on it with such results is impressive. He is looking forward to moving, growing, and shaping the next 5 years.

Commissioner Dozier recalled that this would be her last strategic plan meeting sitting with her peers. She noted the work would continue, and she had confidence in the results. She recalled all the accomplishments that have occurred throughout the past 5 years, noting that long-term planning is a catalyst for creating more opportunities in the community. She highlighted the challenges and opportunities that have faced the County throughout the years and to come.

Chair Proctor thanked Commissioner Dozier.

Commissioner Minor shared his appreciation for allowing him to attend virtually. He

pointed out that today they are closing out a 5-year strategic plan. He shared the impact of recent hurricanes and the pandemic, and how they moved forward to meet those obligations with a strategic vision. He gave accolades to all who had a hand in it and what was accomplished.

Commissioner Cummings greeted all and thanked them for allowing her to attend virtually. She thanked the County Administrator for the agenda and supporting binders that gave the history of the County's strategic plans. She stated she was excited to be part of the next 5-year strategic plan.

Chair Proctor thanked Michelle Taylor, Director, Office of Information & Technology, for bringing them into a real time environment. He thanked staff and the Commission Aides for their fantastic work. He stated his appreciation for how the County Administrator thinks big and his can-do attitude.

Add-On:

Artie White, Planning Director, provided a presentation on the southside update. He commented on the Southern Strategy Area that was adopted into the Comprehensive Plan in 1998 and gave a detailed update. He shared that the mix is 80% City and 20% County. He shared the Southside Action Plan direction of January 2021 and the Community Engagement Strategy approved on April 13, 2021. He noted the pop-up engagement activities that have occurred throughout the community. He shared the survey responses, and what was learned included priorities in beautification, investment, and engaged citizens. He noted the previous planning efforts which included land use and zoning, housing, etc. He shared what was learned was the need for relief, rehab, and development in the southside. He proposed to bring back to the Board and City Commission in Spring/Summer 2022 policy recommendations that can be adapted into the Comprehensive Plan, Comprehensive Plan amendments anticipated for the 2023 Cycle that will begin in September 2022, and opportunities for visible, tangible projects.

County Administrator Long thanked Mr. White for the presentation and his team for all their efforts.

Vice Chair Maddox commented on the Southside Action Plan. He asked if there were any measures in place to show how effective the original plan was and that can show what they have accomplished at this point.

Mr. White stated that they bring an updated report every 3 years to the Board and City Commission to show what was accomplished.

Vice Chair Maddox asked Mr. White to create a report and email it to the Board from 1998 to the present time to show what has been accomplished.

Mr. White stated yes.

Chairman Proctor asked Mr. White if the EAR report still existed.

Mr. White stated yes, the report ensures that any statutory changes through the legislative process on the state level are reflected in the Comprehensive Plan.

Chairman Proctor asked if environment is still part of the Southern Strategy.

Mr. White stated yes.

Chairman Proctor noted the environmental sensitivities and thanked Mr. White for the presentation.

Commissioner Dozier thanked Mr. White for the presentation. She commented on the 3-year EAR reports and asked Mr. White if at some point the updates were discontinued.

Mr. White stated the focus changed but the updates did continue.

Commissioner Dozier asked Mr. White if during the 3-year report updates, they were not adding new initiatives, just measuring base lines. She also asked if this is working hand in hand with the bigger projects on the Comprehensive Plan initiatives.

Mr. White stated yes, he will be working hand in hand with that process.

Vice Chair Maddox discussed the importance of the Comprehensive Plan. He asked the County Administrator to go through the review process for the Comprehensive Plan. He asked the Board to take the Comprehensive Plan very seriously. He asked the County Administrator if there is anything that they need to add to the process to create more checks and balances.

County Administrator Long commented on the amount of time and attention spent updating the Comprehensive Plan. He noted they are constantly updating the various elements of the Comprehensive Plan with the community engagement.

Chair Proctor thanked the County Attorney and asked for her legal advice on Commissioners attending virtually.

County Attorney O'Steen shared that the members who are physically present need to vote to allow Commissioner Minor and Commissioner Cummings to participate virtually.

Vice Chair Maddox moved, seconded by Commissioner Dozier, to allow Commissioner Minor and Commissioner Cummings to participate virtually.

The motion carried 5-0.

3. Final Summary of the FY 2017-FY 2021 Strategic Plan

County Administrator Long stated that this section provides a final summary of the FY 2017 – FY 2021 Leon County Strategic Plan. Specifically, the section provides a progress

report on the 20 Targets and Bold Goals and 104 Strategic Initiatives that comprise the County's current five-year Strategic Plan.

The following provides a final status of all the Strategic Initiatives, Targets, and Bold Goals categorized by Strategic Priority alignment (Economy, Environment, Quality of Life, or Governance). Staff also presented a printed *Impact and Progress Report* summarizing the results of the FY 2017 – FY 2021 Strategic Plan, which will be shared with the community.

- **Economy**
 - 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.
 - Hosted the 2022 NCAA championships.
 - \$4 million to local entrepreneurs.
 - Distributed \$19.2 million in critical assistance to 930 small businesses.

- **Environment**
 - Developed the County's Integrated Sustainability Action Plan.
 - Launched both a residential and commercial Property Assessed Clean Energy (PACE) Program.
 - Adopted a countywide fertilizer ordinance.
 - Closed the landfill.
 - Launched the nationally recognized Leon County Water website.

- **Quality of Life**
 - Protected lives and livelihoods during the COVID-19 pandemic by distributing more than \$130 million in federal aid.
 - Expanded community human services funding in areas of high poverty (including the 32304-zip code).
 - Opened or expanded 13 parks for all to enjoy.
 - Established the County's first Community Land Trust.
 - Improved traffic safety.

- **Governance**
 - Coordinated communitywide efforts to respond to and recover from the COVID-19 pandemic.
 - Implemented 145 specific recommendations following hurricanes Irma and Michael.
 - Continued to host Created Equal to discuss racial inequity and other issues.
 - Achieved an updated AA+ bond rating and avoided nearly \$40 million of costs.
 - Implemented a \$14/hour living wage.

County Administrator Long gave an update on additional highlights of the FY 2017 – FY 2021 Strategic Plan and thanked everyone for these accomplishments.

Chairman Proctor expanded on the accomplishments of achieving the Bold Goals. He asked the County Administrator to publish the outcome of the report in the newspapers, so that citizens could see what was accomplished.

Commissioner Jackson thanked County staff and the Board for Leon County Cares, which helped 8,000 families stay in their homes during the pandemic through the \$28.5 million dollars that were awarded. He commented on planning for the future, not just the present, and to strategize on the ways to make sure Leon County residents have a roof over their heads

during these difficult times. He commented on the \$4.1 million in meals that were delivered as quickly as possible to the less fortunate in our community who needed it the most.

Commissioner Welch commended the County Administrator and staff for the work they have done with such a high level of success. He noted agreement with Chairman Proctor on publishing these successes in the newspapers.

Commissioner Dozier commented on the measurable goals, that the work of local government is never done, and that they are looking forward to what is next. She commended staff for the great work.

Vice Chair Maddox commented on the 40% downfall in minority businesses, especially the black businesses between the months of February and April of 2020. He discussed the minority business that was able to stay afloat during the pandemic while waiting for federal help. He thanked Tourism Department for their amazing work. He supported publishing the goals and accomplishments for the community to see.

Commissioner Minor reflected on the 40% of minority businesses that failed during the pandemic. He recalled the creation of the micro-loan program with the FAMU Credit Union and all that they have done to help minority businesses. He thanked Vice Chair Maddox for leading this discussion.

Chair Proctor commended the Fairgrounds for the number and variety of events that have occurred at that site.

The Board paused for a 10-minute break at 10:55 am. The meeting resumed at 11:08 a.m.

4. Community Survey Results *(Dr. Karen Cyphers, Sachs Media Group)*

County Administrator Long introduced Dr. Karen Cyphers of Sachs Media Group. He added that this section presents the results of a community-wide survey used to assess resident satisfaction and perceptions as well as gather input for the development of the FY 2022 – FY 2026 Strategic Plan.

Dr. Karen Cyphers, Partner & Vice President of Research for Sachs Media Group, appeared virtually. She thanked Commissioners and staff for the opportunity to appear virtually and for the service towards the community and having the chance to partner with the Leon County government on this important work. She stated that what makes Leon County so special is what we go through to get back thoughts and opinions from the community. She provided the 2021 Leon County Resident Survey.

Objectives

- Gauge resident satisfaction.
- Collect suggestions from residents.
- Determine sentiment relating to Leon County's broad strategic priorities.

Methodology:

- Survey Conducted on November 10-27, 2021, by Sachs Media.
- 4,090 residents began the survey and 3,145 completed the final question.
- Respondents recruited through two methods:

- (1) Random sampling
- (2) Recruitment.
- Results are represented in terms of age, race and ethnicity, and homeownership status.
- Positive responses (excellent, good, and fair) are separated from poor responses.
- Average margin of error is less than 2%.

Limitations

- Residents unsure about which services or amenities are provided.
- Survey results should be interpreted with these factors in mind.

The results of the survey suggest that the preferences of Leon County residents are well aligned with the goals and priorities set in the Strategic Plan. Residents are largely satisfied with progress made in each of the areas.

Overall Satisfaction

- Rate quality of essential services provided by Leon County as positive (94%).
- Likely to recommend Leon County as place to live, work, and raise a family (81%).
- Approve of the job Leon County is doing (78%).

Commissioner Dozier thanked Dr. Cyphers for the report. She asked, based on the surveys, if people don't have a strong knowledge in one area, are they more likely or not to answer questions.

Dr. Cyphers stated that what they did for this analysis was to give everyone the opportunity to give their satisfaction rate or to say, "I don't know" or "I haven't used this."

Commissioner Dozier asked how to engage more millennials to participate in how we shape our community's future and making sure they show up at public meetings. She also spoke about corruption, poverty, and job creation.

Chair Proctor expressed his concerns about the findings on government corruption. He stated that Leon County has not done anything to contribute to corruption and that this topic doesn't deserve to be on our report card. He shared his disagreement with the survey taking in the south side of Tallahassee. He asked Dr. Cyphers to have the report cleaned in reference to corruption.

Dr. Cyphers stated she will make a note regarding this topic in the presentation.

Vice Chair Maddox asked about the zip codes with the greatest dissatisfaction with the county and spoke about the crime rate in incorporated areas versus unincorporated areas. He commented on government corruption, stating the need to continue to operate with the high ethical standards that we uphold.

County Administrator Long noted the good points acknowledged by Vice Chair Maddox in terms of government services.

Vice Chair Maddox stated that they should work to lift the negative items into a more positive range.

Commissioner Jackson stated that they must work harder to communicate the message regarding the great work they have done for the people of Leon County.

Commissioner Welch thanked Dr. Cyphers for the survey. He expressed his concern on government corruption, stating he is constantly assuring citizens that government is not corrupt. He stated it is their job to try to change that perception, re-instilling faith in our institutions and accepting the fact that most people don't get their information from objective sources.

Commissioner Cummings thanked Dr. Cyphers for the survey and the results. She commented on the positive and negative points. Regarding government corruption, she stated the way to maintain integrity, honesty, and decency is through how they handle government operations and County business with the citizens. She said to celebrate the high percentage scores and continue to work hard on areas that affect direct services to Leon County citizens.

Commissioner Minor thanked Dr. Cyphers for the presentation, data analysis, and the survey. He stated that survey data is very important because it rates homelessness, crime, poverty, housing, and basic health. He spoke about reducing the labor shortage and increasing economic expansion.

Chairman Proctor noted the tourism figures in the report and asked how local citizens would evaluate services from a tourist perspective. He expressed his concerns about the numbers not matching between the 90% of the tourism goal and the 66% opinion from local citizens. He noted the 53% word of mouth response for the way Leon County residents obtain information, and he stated they must do better in communicating the great story as demonstrated by the survey results. He thanked Dr. Cyphers for the report.

5. Environmental Scan

County Administrator Long introduced this section, which presents the results of an environmental scan conducted by each County department. An environmental scan is an analysis of emerging internal and external trends that impact the organization.

Mathieu Cavell, Assistant to the County Administrator for Community Relations and Resilience, spoke about external trends and the way they analyze each of them by using long-term engagement with community partners, neighborhood leaders, homeowner's association presidents, and the people they interact with on social media. He noted the need to bring in more millennials to engage civically and participate in public meetings. He noted how social media misinformation and disinformation jeopardizes the civic landscape. He also spoke about internal trends, stating information sources will further multiply and diversify.

Cristina Paredes, Director of the Office of Economic Vitality, presented the External and Internal Trends on Economic Analysis. She stated that they obtained this data from 20 different agencies and partners, including the Florida Department of Economic Opportunity, Tallahassee Board of Realtors, US Bureau, etc. She highlighted job growth and stated that they continue to see gradual job growth in the area. From 2010 to 2020, the metro area gained

under 12,000 jobs in the private sector, and 40% of those were for professional business services. She spoke about the cost of living which, in 2020, Leon County was 3% below the average cost of living. Leon County maintains a consistently lower cost of living than the national average. She spoke about GDP growth and how the community has been more resilient to the economic effects of COVID than both the state and the nation. Lastly, she spoke about rebounding commerce. Recent data shows that, in 2021, taxable sales from January through August were 20% higher than the January through August average for 2015 through 2019.

Commissioner Welch commented on the 3% lower average cost of living, and that this is a great opportunity to communicate this information to Leon County citizens.

Alan Rosenzweig, Deputy County Administrator, presented the External and Internal Trends for Financial Health of Leon County, and spoke about increasing revenues and inflation.

Commissioner Welch asked about the County's bond rating and if the rating went up during COVID.

Mr. Rosenzweig confirmed the rating is reviewed every 2 years and that the bond rating has increased.

Chairman Proctor asked what prevents them from receiving a AAA credit rating.

Mr. Rosenzweig stated it is very difficult to get a rating higher than what the County has achieved.

Barry Wilcox, Director of Development Support and Environmental Management, presented the External and Internal Trends for Development Activity. He stated that since 2011, the number of permits issued has increased by 86%, with new single-family permits issued increasing 500%. This has taken place at the same time they have reduced staff by 10% and improved time to issue permits by 30%. He acknowledged staff's dedication. He also stated that they still need to improve communication with the community.

Commissioner Welch asked if there were any expectations regarding the volume of permitting for residential development.

Mr. Wilcox stated it is unknown.

Commissioner Dozier asked if they are tracking just general data about the price point of those homes.

Mr. Wilcox stated that they retain and make available the data regarding the types of houses, size, and selling price. They do not track other information.

Chairman Proctor asked if the 14% permit increase consisted of add-ons or brand-new homes.

Mr. Wilcox stated they saw an increase in both types of construction.

Chairman Proctor asked the County Administrator to share with Commissioner Welch and Commissioner Cummings that the Growth Management Department is paying for itself.

County Administrator Long confirmed that the Building Division of Growth Management is self-supporting.

Artie White, Tallahassee-Leon County Planning Director, presented the External and Internal Trends for Planning. He stated that there is an increase in residential urban infill following private investment and a huge increase in the amount of mixed-use development. He spoke about the challenges they face with residential urban infill and the differences between urban and suburban patterns of development. He also mentioned that DesignWorks continues to provide urban design as a public service.

Chad Abrams, Director of the Office of Public Safety and Chief of Emergency Medical Services, presented the External and Internal Trends for Emergency Medical Services. He stated that they continue to respond to the pandemic and everyday emergencies. He spoke about the medical and technological advances available to paramedics and the increase in requests for ambulance services.

Kerri Post, Director of the Division of Tourism, presented the External and Internal Trends for Tourism Development. She spoke about the growing economic impact of youth and adult sports competitions, the continued new hotel development, and the increased demand for home-sharing lodging. From the internal trends, she noted the increased tourism alignment with destination/community development agencies. She also noted how important it is to promote visiting Tallahassee and Leon County to communities outside of Tallahassee and Leon County.

Wanda Hunter, Assistant County Administrator for Citizen Services, presented the External and Internal Trends for Public Safety. She spoke about the recent increase in property and violent crimes following a steady decline in previous years, along with national and local efforts for bail reform. She expressed her concern on the jail population, as 1,175 inmates are currently housed in the Leon County Jail, 25 are housed in the Wakulla County Jail, and 5 are housed in the Jefferson County Jail. She stated that the Sheriff's Office is in discussions with the Walton County Jail regarding taking some of Leon County's inmates if necessary. She noted that this situation should be constantly monitored, and they will bring back recommendations to the Board to identify ways to ensure that they are doing the most cost-effective measures to manage the Jail population.

Vice Chair Maddox asked about the maximum jail population.

Ms. Hunter stated the maximum capacity is 1,200.

Shington Lamy, Director of Human Services and Community Partnerships, presented the External and Internal Trends for Human Services. He stated that Covid-19 continues to have significant impacts on the demand for human services in our community. In the coming months there will be additional pop-up testing events to help with capacity at established health department locations and will involve more outreach workers.

Maggie Theriot, Director of the Office of Resource Stewardship, presented the External and Internal Trends for Energy and Sustainability. She stated that sustainability is an area that is ever evolving, and to stay on top of the newest trends and best practices they have to maintain involvement both locally and nationally. Locally, they meet monthly with a group of local

advocates and experts, while nationally they are an active member in the country's biggest sustainability network for government.

County Administrator Long commented that they have the best leadership team of any county anywhere and all are at the very top of their game in the industry.

The Board recessed for lunch at 1:10 p.m. and returned at 1:31 p.m.

6. SWOT Analysis

County Administrator Long suggested that they defer this item for the sake of time and will answer any questions Commissioners may have regarding the SWOT Analysis.

7. Vision Statement & Mission Statement

County Administrator Long introduced this item. This section provides an analysis of Leon County's current vision and mission statements, including an overview of the guiding principles for developing effective statements.

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.

Some general guiding principles about vision statements are that they are:

- Focused: An effective vision statement should help maintain focus on long-term strategic priorities, orient energies and resources, and serve as a guide to action.
- Inspirational: Vision statements should challenge and inspire County divisions to achieve their missions.
- Uniting: Vision statements should unite people toward the pursuit of a common focus.

The County's current vision statement meets those criteria. Furthermore, based upon the results of the most recent community survey and Commissioner feedback, the vision statement continues to reflect the values and priorities of Leon County residents. For these reasons, no revisions to the vision statement are recommended at this time.

Mission Statement

Mission statements are similar to vision statements, but 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, and its overall intent. The mission statement supports the vision statement and serves to communicate purpose and direction to employees, citizens, vendors, and other stakeholders. The mission statement also 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.

Some general guiding principles about mission statements are that they are:

- **Memorable:** A mission statement can help guide the actions of employees and decision makers, but not if it is impossible to remember. To make a mission statement memorable, be concise and use descriptive words that can inspire action.
- **Outcome-Oriented:** Mission statements explain the overarching outcome the organization is working to achieve. They answer the questions about what we do, how we do it, and to whom we do it for.
- **Inclusive:** Good mission statements are inclusive and relevant to all parts of the organization as well as the people working within them.
- **Clear:** A mission statement serves as a “North Star”, keeping all staff clear on the direction of the organization and thus providing a guide for decision making. It should also provide a clear understanding to those outside the organization of what the organization does and why.
- **Promotes Strategic Change:** The right mission statement should help to shape the most effective strategies possible to accomplish the goal of the organization, and promote a culture that welcomes change when warranted to work toward accomplishing the mission.

The County's current mission statement also follows best practices and effectively supports the County's vision statement. Additionally, the mission statement reflects the values and priorities highlighted in the community survey, environmental scan, SWOT analysis, as well as Commissioner feedback. For these reasons, no revisions to the mission statement are recommended at this time.

Vice Chair Maddox moved, seconded by Commissioner Minor, to approve Option # 1: Approve the County's current vision and mission statements with no revisions.

Motion carried 7-0.

Commissioner Dozier commented on the strength of the SWOT Analysis. She stated that this exercise was significant and very helpful.

8. Strategic Priorities

County Administrator Long introduced this item. He stated that this section

recommends the Board affirm the County's four (4) Strategic Priorities (Economy, Environment, Quality of Life, and Governance) and seeks consideration of revisions to the proposed directional statements based upon the findings of the community survey analysis, environmental scan, SWOT analysis, and feedback from Commissioners.

Strategic Priority – Economy.

- (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, workforce development, economic equity, and mobility.
- (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 and essential library offerings thorough our libraries and community centers which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.
- (Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services ~~and welfare services~~ to our community members most in need.
- ~~(Q5) Support strong neighborhoods.~~
- (Q5) Promote livability, health, and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.
- (Q6) Assist local veterans and their dependents with securing entitled benefits and advocating their interests.
- (Q7) Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters.

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 cocreation, 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) Inform and engage citizens through multiple outreach platforms to ensure consistent, high value, transparent communication on our most important issues. ~~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.

Commissioner Welch moved, seconded by Commissioner Dozier, to approve Option #1: Approve the County's Strategic Priorities and amended directional statements as presented.

The motion carried 7-0.

9. Targets & Bold Goals

County Administrator Long introduced this item. This section presents for the Board's consideration four (4) recommended Targets and one (1) Bold Goal for each of the County's current Strategic Priority areas. If approved, the Targets and Bold Goals will be included in the County's new FY 2022 – FY 2026 Strategic Plan.

Environment

Maggie Theriot presented the area of Environment.

Priority Statement: 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.

Bold Goal: Upgrade or eliminate **500** septic tanks in the Primary Springs Protection Zone.

The results of the community survey found that "Water Quality" is a top priority for residents, as 85% of respondents said it is "very important" to them and their family. This is more than any other local issue in the survey. For Leon County, improving and maintaining water quality requires the upgrade or elimination of poorly maintained septic tanks, one of the major causes of water pollution in the Primary Springs Protection Zone (PSPZ). The PSPZ covers a significant portion of southern Leon County where soils are more permeable and pollutants on or near the land surface are more likely to find their way into the Florida aquifer as well as nearby Wakulla Springs and the

Upper Wakulla River. For these reasons, upgrading and eliminating 500 septic tanks in the PSPZ is proposed to remain a Bold Goal in the next Strategic Plan.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Environment and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and Commissioner feedback.

- Reduce Greenhouse Gas Emissions stemming from County operations by **25%**.
- Double solar power generation at County facilities.
- Divert **3 million** pounds of household hazardous waste from the landfill.
- Increase the number of fully electric vehicles in the County's fleet by **500%**.

Quality of Life

Shington Lamy presented the area of Quality of Life.

Priority Statement: 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.

Bold Goal: Support community partners to place **100** residents experiencing chronic homelessness in permanent supportive housing.

Globally, the COVID-19 pandemic has exacerbated the social and economic factors that cause homelessness. However, at the local level, Leon County and the City of Tallahassee responded by making a historic \$6.2 million investment to both address and prevent homelessness. A critical use of these funds will be to provide permanent supportive housing to residents who are chronically homeless, meaning they have been homeless repeatedly or for a least a year. The 2021 Point in Time (PIT count) identified 197 residents who are experiencing chronic homelessness. It is proposed that the County's Bold Goal in the area of Quality of Life be to support our partners in placing more than half of these residents in housing where they receive rent and utility assistance as well as wrap-around services.

The focus of this goal is chronic homelessness as this is the most vulnerable population experiencing homelessness in our community. These individuals are most likely to have disabilities including mental health and substance abuse issues. Additionally, those experiencing chronic homelessness are more likely to be unsheltered living in encampments or residing in emergency shelters such as the Kearney Center for more than one year. Permanent supportive housing will provide this population with long-term housing and wrap around services to improve their quality of life such as case management, physical and mental health programming, and fiscal management. Investment in permanent supportive housing will also reduce the number of homeless individuals that reside in emergency shelters more than one year, and therefore provide greater capacity that will reduce the wait time at the shelters for individuals and families seeking immediate housing assistance.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Quality of Life and were developed based upon the results of the community survey,

environmental scan, SWOT analysis, and Commissioner feedback.

- Secure more than **\$150 million** in federal, state, and local benefits for Leon County Veterans and their families.
- Support **900** community events, sporting competitions, festivals, performances, and cultural programming.
- Construct an additional **90** miles of sidewalks, greenways, trails, and bike lanes.
- Host **100,000** residents and visitors through County-supported performances at the Amphitheater.

Governance

Mathieu Cavell presented the area of Governance.

Priority Statement: 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.

Bold Goal: Implement **600** citizen ideas, improvements, solutions & opportunities for co-creation.

While this goal is a continuation from the previous five-year Strategic Plan, it continues to be the best demonstration of Leon County's commitment to being a learning organization that is continuously improving by engaging those we serve. By capturing this information in real time and reporting it regularly as part of the strategic planning process, the County is able to show citizens that we are listening and responsive to their ideas, both big and small. As a result, this goal promotes trust in local government and further encourages staff to engage citizens to help solve problems, improve our services, and identify new opportunities. However, to ensure the County continues to raise the bar, this goal has grown from 500 to 600 total implemented citizen ideas. Achieving this goal will require the County to actively solicit ideas using both "high tech" and "high touch" methods including LEADS Listening sessions, surveys, and citizen committees just to name a few.

5-Year Targets:

The following proposed Targets advance the County's Strategic Priorities in the area of Governance and were developed based upon the results of the community survey, environmental scan, SWOT analysis, and commissioner feedback.

- Connect **50,000** volunteers with service opportunities communitywide.
- Reach **100,000** more citizens across all County platforms and programming.
- Offer **100%** online permitting for licensed contractors, engineers, and architects.
- Communicate more than **1.5 a million** disaster preparedness messages to create resilient households, businesses, and nonprofits.

Vice Chair Maddox asked Cristina Paredes about the growing numbers on MWSBE for the previous 5 years.

Ms. Paredes replied that the number is over 300 plus maintaining certification over the next 2 years.

Vice Chair Maddox asked about the stretch number.

Ms. Paredes responded 30%.

Vice Chair Maddox made a motion for Goals and Targets to bump the MWSBE Goal from 20% to 30%.

Commissioner Dozier asked about required certifications.

Ms. Paredes stated that the most focused area is within the procurement. She stated the goal is to build in a true economic assistance for these businesses.

Commissioner Dozier stated she will hold her second and asked about ways to ensure there was a more robust program for all minorities.

Commissioner Cummings asked for the correct number for skilled job opportunities. Was it 7,000 or 5,000?

Ms. Paredes confirmed 7,000.

Commissioner Minor congratulated the team on removing 500 septic tanks.

Commissioner Dozier expressed her concern about the goal for co-creating 10,000 new jobs and 500 entrepreneur adventures. She noted there are times where they are in a competitive environment with other locations and might not win those jobs. She shared her concern with not meeting the 10,000 new jobs and asked how they would attract jobs if there is no funding for this purpose.

Cristina Paredes stated that the Office of Economic Vitality works with local businesses with different mechanisms, that incentives come into the conversation and all the work they are doing is designed to recruit business and technology. She also commented on the \$13 million that is not allocated (which doesn't come into play until 2028). She commented on the virtual works expo, and they hope to continue to work with the community and partners.

Commissioner Dozier thanked Ms. Paredes and stated that she is willing to walk with the staff but believed that meeting these goals will be hindered if they don't have the necessary funds.

Vice Chair Maddox moved, seconded by Commissioner Dozier, to approve Option #1: Approve the FY 2022-FY 2026 Targets and Bold Goals as presented.

Commissioner Minor asked about increasing the number of fully electric vehicles in the County's fleet by 500% and requested to push that number further.

Ms. Theriot stated this will fall under the category of known/unknown; this goal is specific to fully electric vehicles. They might bring up the use of hybrid or partial electric vehicles.

County Administrator Long stated that 500% is a stretch goal.

Chair Proctor commented on septic tanks and asked if they can go up from 500 to 750 septic tanks, noting that in the previous 5-year period, they had a bold goal of 500 septic tanks.

County Administrator Long stated the numbers are coming from anticipated programs and funding and is not based on the previous 5 years. This contemplates the next 5 years and wanted to keep the goals achievable.

Chair Proctor pointed out that the City needs to improve and recognize there are greater urgencies. We should not want to deal with septic tanks failing. He does not want to treat one side of the community and not the other side. He also commented on civil rights issues and access to voting.

Chairman Proctor proposed a motion to increase the number for septic tank removal from 500 to 750 units.

Vice Chair Maddox asked County Administrator why it was so challenging to get to 610 septic tanks in the previous 5 years.

County Administrator Long stated it is primarily driven by anticipated funding.

Mr. Rosenzweig stated there is \$36 million in anticipated funding.

Chairman Proctor withdrew the motion.

Commissioner Dozier commended Public Works on hazardous waste removal and asked if an increase in current goals is achievable.

Ms. Theriot stated that there is a brand-new site and confirmed that it will more than double rural waste capacity.

Commissioner Dozier asked about the Renew Center.

Ms. Theriot stated the Hazardous Waste Center is up and running.

Commissioner Dozier asked about the increase in large vehicles, and if there are any opportunities to explore in the next few years to work with public or private sector partners who are testing these vehicles.

Ms. Theriot stated they are part of a working group with the Federal Department of Transportation.

Vice Chair Maddox rescinded the motion due to chairing the meeting.

Commissioner Dozier moved, seconded by Chairman Proctor, for approval of the staff recommendation to extend the goal from 20% to 30%.

The motion carried 7-0.

Commissioner Maddox moved, seconded by Commissioner Dozier, for approval of the FY 2022-FY 2026 Targets and Bold Goals on Environment.

The motion carried 7-0.

Chairman Proctor moved, seconded by Commissioner Welch, for approval of the FY 2022-FY 2026 Targets and Bold Goals on Quality of Life, with amendments to include diversity, promoting integrity, and creating meaningful opportunities for citizens.

The motion carried 7-0.

Commissioner Dozier asked about beds available for sex offenders. She shared that they are a group that is hard to house, and they tend to have more chronic homelessness.

Mr. Lamy responded that they are looking into those groups and have been working closely with providers for support and opportunities to ensure they can secure those dollars.

Commissioner Minor thanked Mr. Lamy and the rest of the team for the bold goal on Quality of Life.

Commissioner Proctor moved, seconded by Commissioner Dozier, for approval of the FY 2022-FY 2026 Targets and Bold Goals on Governance.

The motion carried 7-0.

Commissioner Dozier asked if there is a way to segment a portion of the 600 citizen ideas from youth.

Mr. Cavell stated yes, they can engage on all levels.

Chairman Proctor agreed with Commissioner Dozier and asked about a literacy program that would include more students.

County Administrator Long stated there would be an agenda item brought to the Board with all the opportunities available if the Board decided not to pursue those items in another program.

Vice Chair Maddox suggested that this item be brought to the next regular Board meeting and asked if there are any amendments that have been made to the strategic initiatives.

County Administrator Long stated no, they will start off with a list that represents items that were incomplete, or that represent the next logical step.

10. Establish Strategic Initiatives

County Administrator Long introduced this item. This section presents for the Board's consideration a list of potential Strategic Initiatives that align with the County's current Strategic Priority areas and their proposed directional statements. During this portion of the Retreat, the Board may wish to amend or add to the list of potential Strategic Initiatives. He presented the Potential Strategic Initiatives for Board consideration:

Economy

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

- (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, job creation, workforce development, economic equity, and mobility.
- (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.

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.

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 and essential offerings thorough our libraries and community centers which promote literacy, life-long learning, and social equity.
- (Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.
- (Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.
- (Q5) Promote livability, health, and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.
- (Q6) Assist local veterans and their dependents with securing entitled benefits

and advocating their interests.

- (Q7) Build, sustain and improve resilience to mitigate against, prepare for, respond to and recover from man-made and natural disasters.

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) Inform and engage citizens through multiple outreach platforms to ensure consistent, high-value, transparent communication on our most important issues.
- (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.

Economy:

Commissioner Minor proposed the following for consideration:

- Collaborate with regional workforce and talent partners to connect companies and education institutions with training programs to inform, support, and recruit entry-level technology talent.

Commissioner Dozier agreed with Commissioner Minor's suggestion and does not want to add anything to the list because it is unknown what resources they will have.

Chairman Proctor proposed the following for consideration:

- Add the Fairgrounds and support completion of the Master Plan by Blueprint.

Chairman Proctor moved, seconded by Commissioner Jackson, to approve the additional items under Economy.

The motion carried 7-0.

Environment:

Commissioner Dozier proposed the following for consideration:

- New and innovative ways to address water quality.
- Initiate Basin Management Plan updates for the unincorporated area once the state adopts new stormwater standards.
- Partner with the Apalachee Regional Planning Council (ARPC) to address long term resiliency through a Florida Department of Environmental Protection (FDEP) grant.

Chairman Proctor moved, seconded by Commissioner Dozier, to approve the additional items under Environment.

The motion carried 6-0. (Vice Chair Maddox out of chambers.)

Quality of Life:

Chairman Proctor proposed the following for consideration:

- Support the Sheriff in the implementation of the Council on Men and Boys to address the issues brought forth in the Sheriff's Anatomy of a Homicide Project Report.

Commissioner Cummings proposed the following for consideration:

- Partner with the Children's Services Council of Leon County on opportunities to collaborate and coordinate on the funding program delivery, program evaluation, and outcome measures for children and family services.

Commissioner Minor proposed the following for consideration:

- Implement the recommendations of the Citizen's North Monroe Street Task Force to reduce crime and improve conditions on the North Monroe Corridor.
- Coordinate with America's Second Harvest of the Big Bend and the City of Tallahassee to conduct community meetings in the neighborhood block groups with greatest food insecurity to determine their barriers to food security.
- Partner with the Leon County Sheriff's Office in raising community awareness on issues such as child abuse prevention programs, human trafficking, sexual abuse, exploitation, and domestic violence.

Commissioner Welch proposed the following for consideration:

- Request staff to pursue federal funding for internet services.
- Roadside litter.

Commissioner Jackson proposed the following for consideration:

- Research and negotiate purchasing the Ft. Braden Community Center.

Chairman Proctor proposed the following for consideration:

- Continue to support updating the Comprehensive Plan to encourage the annexation of Southside properties within the urban services area.
- Work with the City of Tallahassee on the Neighborhood First Program which will engage the residents and develop plans to address poverty and equity, including 32304.

Commissioner Dozier proposed the following for consideration:

- Climate migration issues.
- Working relationship with the City of Tallahassee to find a strategic way to substantiate more collaboration.

Chairman Proctor moved, seconded by Commissioner Dozier, to approve additional items under Quality of Life.

The motion carried 6-0. (Vice Chair Maddox out of chambers).

Governance:

Commissioner Welch proposed the following for consideration:

- Add neighborhood groups at a social media level when they have development reviews for mailing and to be transparent as possible.

Commissioner Dozier spoke about the 41% of Leon County's workforce due to retire in the next 5-10 years, stating that this is an enormous number. She also spoke about population growth in Leon County and the loss of population since Hurricane Michael.

Chairman Proctor expressed his concern about the reviews and comments in Leon County towards staff and the need to keep fighting public perception.

Commissioner Jackson left at this juncture of the meeting and there was no quorum for the governance vote.

11. Closing Comments and Adjournment

County Administrator Long acknowledged staff for their work and Commissioners for their direction. He thanked Heather Peoples who has successfully tracked all the data generated for the Retreat. He shared that the Retreat results would come back for an official vote at the upcoming Board meeting.

Chair Proctor thanked all for their thoughts and comments at today's Retreat. He congratulated staff for their dedication and hard work.

ADJOURNMENT

There being no further business to come before the Board, Chairman Proctor adjourned the meeting at 3:30 p.m.

LEON COUNTY, FLORIDA

ATTEST:



Bill Proctor

BY: _____
Bill Proctor, Chairman
Board of County Commissioners

Gwendolyn Marshall

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