

Public Information Strategic Plan

Levy County, Florida

2024-2025

DRAFT







Contents

Board of County Commission	6
Levy County Board of County Commission	6
Executive Summary.....	7
Background	7
Next Steps	7
Levy County, Florida	8
History	8
Geography	8
Demographics.....	11
Governance.....	12
Board of County Commissioners	12
Constitutional Officers.....	13
BoCC Organizational Structure and Chain of Command	14
Span of Control	15
The Public Information Officer Position.....	15
Distinguishing Characteristics of Work or Nature of Work	15
Examples of Work Performed or Essential Job Functions	16
The Strategic Planning Process.....	17
Definition of Terms	18



Role of the Public Information Strategic Plan Manager	18
Role of Board of County Commission and Management Team	18
Communication Strategies	19
Environmental Scan	20
Stakeholder Input.....	20
Community Survey	20
Board of County Commission Survey	22
Management Team Survey.....	23
SWOC Analysis.....	26
Strengths	26
Weaknesses.....	27
Opportunities.....	28
Challenges.....	29
Cumulative SWOC Analysis	30
Development of Strategic Initiatives.....	31
Mission, Vision, and Organizational Values	32
Mission.....	32
Vision.....	32
Organizational Values.....	32



Initiative 1: Communication Technology	33
Initiative 2: Community Outreach	36
Initiative 3: Internal Staff Communication	39
Progress Reporting Template	41
Appendix A: Community Survey	46
Appendix B: Board of County Commission Survey ..	56
Appendix C: Management Team Survey	66

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Board of County Commission

Levy County Board of County Commission

- John Meeks, Vice Chair - District 1
- Rock Meeks, Commissioner - District 2
- Desiree Mills, Chair - District 3
- Tim Hodge, Commissioner - District 4
- Matt Brooks, Commissioner - District 5

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Executive Summary

Background

The Levy County Board of County Commission's (BoCC's) first-ever Public Information Officer (PIO) began work on Friday, February 2, 2024. As this was a brand-new position, there were many ideas among the BoCC's various stakeholders about the functions the PIO could, or should, perform.

It is incumbent upon the BoCC to be good custodians of the county's resources. For this reason, the following Public Information Strategic Plan was developed to provide a data-driven evaluation of the priorities of the community, the BoCC Members, and the Members of the BoCC Management Team. For the purposes of this Public Information Strategic Plan, the Management Team includes all Levy County BoCC Department Heads.

The identified priorities were used as the foundation for Strategic Initiatives that were designed to guide the work-efforts of the Public Information Officer through July 2025. This strategic approach will ensure that the County's resources are focused where they can have the most significant benefit for its stakeholders.

Next Steps

This Public Information Strategic Plan provides a detailed roadmap for the BoCC based on the priorities of the community, the BoCC, and the BoCC Management Team. Ideally, the BoCC will adopt this Public Information Strategic Plan, or some variation of the plan. The approved document should then be shared with all members of the community and regularly updated as goals and objectives are completed or modified.



Levy County, Florida

History

Levy County was formed on March 10, 1845, one week after Florida gained statehood on March 3, 1845. It was the 27th Florida County. The County was named for David Levy Yulee, a territorial delegate to Congress prior to Florida statehood who was one of Florida's first two elected United States Senators and the father of the Florida Railroad.

Geography

Levy County is located in north-central Florida. It is approximately 133 miles southeast of Florida's state capitol, Tallahassee, and spans 1,413 square miles, of which 1,118 square miles is land and 295 square miles is water.

Levy County, Florida¹

¹ <https://www.arcgis.com/apps/instant/portfolio/index.html?appid=f0707bf8ea35455ba0f45bb8ce0f92c2>



The Incorporated Communities in Levy County include:

Incorporated Communities in Levy County

1. Bronson
2. Cedar Key
3. Chiefland
4. Fanning Springs
5. Inglis
6. Otter Creek
7. Williston
8. Yankeetown

Census-Designated places in Levy County include:

Census-Designated Places in Levy County

1. Andrews
2. East Bronson
3. East Williston



- 4. Manatee Road
- 5. Morriston
- 6. Raleigh
- 7. Williston Highlands

Other Unincorporated Communities in Levy County include:

Unincorporated Communities in Levy County

Camp Azalea

Ellzey

Fowlers Bluff

Gulf Hammock

Lebanon Station

Rosewood

Turkeytown

Usher

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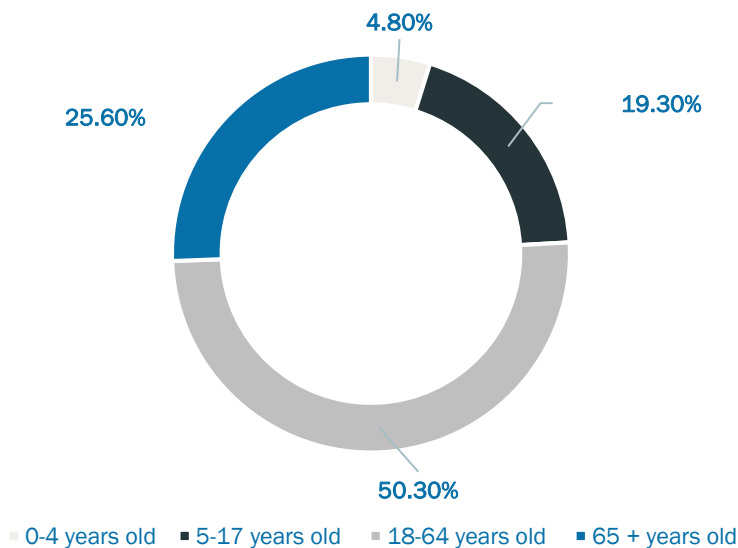


Demographics

As of July 1, 2022, the United States Census estimated the population of Levy County to be 45,260 people living in 17,843 households. The average household includes 2.4 people. The County is also home to 810 businesses that employ 6,712 employees.

Slightly more than half (50.3%) of the residents in Levy County are between the ages of 18 and 64 years old. An additional quarter (25.60%) of the residents are over the age of 65. This is slightly higher than the State of Florida, where residents over the age of 65 comprise 21.6% of the population and in the United States, where they comprise 17.3% of the population.

Levy County Population By Age



Within Levy County, 87.6% of adults over the age of 25 are high school graduates. This is slightly lower than the State of Florida (89.3%) and the United States (89.1%).

As of July 1, 2022, the United States Census reported that there were 4,210 households in Levy County without a subscription for Broadband Internet Service. This number is likely decreasing as Fiber by Central Florida continues to build out its fiber broadband network.

Total Population: 45,260
Population

Number of Households: 17,843
Average Household Size: 2.4
Households

High School Graduate: 87.6
Bachelor's/Graduate/Professional Degree: 16.1%
Education Adults Over 25

810 Businesses
6,712 Employees
Economy

4,210 Households Without a Broadband Internet



Governance

Board of County Commissioners

The BoCC serves as the County governing board for the residents of the unincorporated areas of Levy County. The BoCC is comprised of five commissioners who are elected to four-year terms. Florida law lays out a large number of specific duties for commissioners in non-charter counties. Some of the more important commission duties as specified by Chapter 125.01 of the Florida Statutes include²:

- Adopt an annual budget to control County fiscal year expenditures.
- Levy taxes and special assessments; borrow and expend money; issue bonds, revenue certificates and other obligations.
- Adopt County ordinances, resolutions, and rules of procedure, prescribing fines and penalties for violations of ordinances.
- Provide for the prosecution and defense of legal causes on behalf of the County.
- Provide and maintain County buildings.
- Prepare and enforce comprehensive plans for development of the County.
- Establish, coordinate and enforce zoning and business regulations necessary for public protection.
- Place issues on the ballot at any primary, general, or special election.
- Provide services related to the health and welfare of citizens, such as fire protection, parks and recreation, and waste collection/disposal.
- Appoint members to and create Boards, Authorities, Committees and Commissions as required by law.

² Florida County Government Guide



Constitutional Officers

There are five constitutional officers who are elected County-wide on a partisan ballot with no term limits in all Florida non-charter counties - including Levy County - as well as in almost all charter counties:

Constitutional Officers	Function
1. Clerk of Courts	Maintains public records and is clerk to the County commission.
2. Property Appraiser	Assesses the fair value of all property so that property taxes can be computed.
3. Sheriff	Oversees law enforcement and corrections
4. Supervisor of Elections	Registers voters and organizes all elections in the County.
5. Tax Collector	Receives property tax and other payments for both the County and state.

Each of the five constitutional officers administers their own office, although each must obtain budgets and facilities from the BoCC.

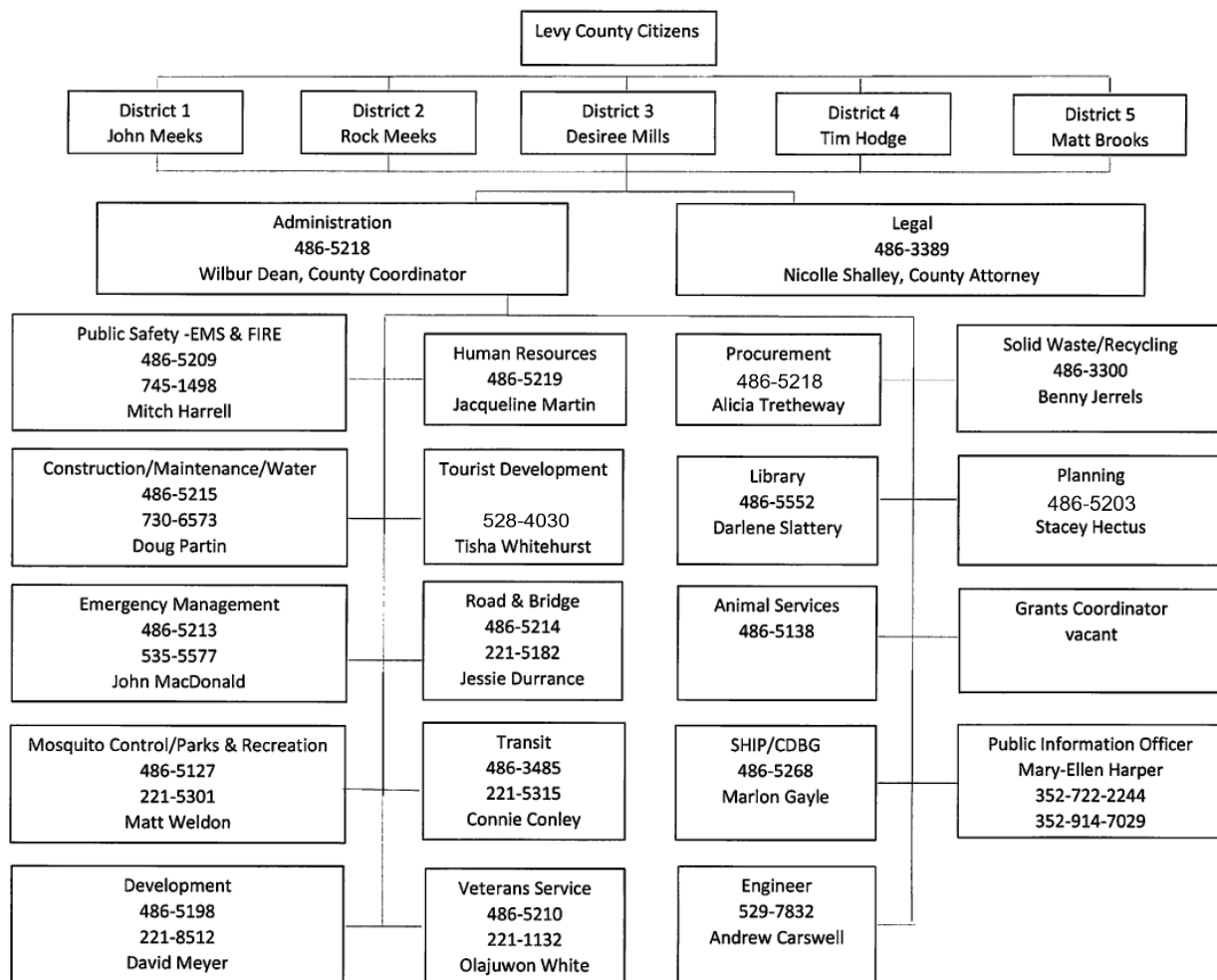
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BoCC Organizational Structure and Chain of Command

An organizational structure is the method by which work should flow through the organization. The chain of command refers to the line of authority that exists within that organizational structure. When appropriately deployed, an effective organizational structure combined with a well-defined chain of command establishes accountability, lines of authority, and decision-making power. An effective chain of command ensures that every task, job position, and division have one person responsible for performance and establishes clear lines of communication throughout the organization.³ The organizational structure within the BoCC as of February 1, 2023 is illustrated below.

Current BoCC Organizational Structure



³ <https://smallbusiness.chron.com/chain-command-organizational-structure-59110.html>



The BoCC's organizational structure has grown in recent years due to the increasing population within the County and the increased demand for services. While the organizational structure and resulting chain of command have changed several times in recent years, the structure is not entirely effective for the BoCC's current and anticipated future needs.

An effective organizational structure and chain of command does not happen by accident. The following five-step process can assist the BoCC in updating the system to best-suit the needs of the County:

1. Leadership must first consider the County's goals; this is because the organizational structure must support its strategy.
2. Leadership should then determine the tasks required to reach the goals.
3. The development of divisions follows as leadership decides how to best group the tasks. It is important to note that grouping affects resource sharing and the ease with which people communicate and coordinate work.
4. After establishing divisions, leadership must assign authority for tasks and areas.
5. Once leadership assigns authority, leaders can effectively lay out the relationships between positions, creating a chain of command.

Span of Control

Span of control is the number of subordinates under a supervisor's direct control. In the current BoCC Organizational Structure, the County Coordinator has a span of control of 1 Coordinator to 19 direct reports.

The Human Capital Hub is a portal where Human Resources experts share articles, case studies, personal experiences, and leading practices. According to the Human Capital Hub, when evaluating span of control, there is no optimal number that can be applied to all organizations. This is because the nature of work, the size of the organization, and the attention each subordinate requires all need to be considered. For this reason, it is the nature of the work being performed and the required attention to subordinates that should govern the assignment of personnel to a manager. It should be noted, however, that a suboptimal span of control can impact employee and organizational performance. As the number of people a manager supervises increases, the amount of time spent coaching subordinates usually decreases. This can lead to poor performance and less development for the employee. The optimum span of control allows the manager to nurture productive relationships with subordinates, as there is more communication between the manager and subordinates.

The Public Information Officer Position

The BoCC's Human Resources Department posted the Public Information Officer position on November 13, 2023. The following information is quoted directly from the Human Resources posting.

Distinguishing Characteristics of Work or Nature of Work

This is highly responsible professional work in the Board of County Commissioners office serving Levy County. An employee assigned to this position is responsible for assisting in developing and implementing effective communication strategies to inform and engage the media, the public, and County staff, about County government initiatives, programs, and services. This employee will act as the official spokesperson for the County as required, and plays a crucial role in maintaining transparency, building public trust, and managing the County's reputations. Work is performed under the general direction of the County coordinator and is reviewed through conferences, reports, and observations of results obtained.



Examples of Work Performed or Essential Job Functions

The following statements describe the principal function of this job and its scope of responsibility, but should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including working in other functional areas to cover absences or relief, to equalize peak work periods or otherwise to balance the work load.

- This is an emergency essential employee position. Upon declaration of a disaster and/or emergency, this employee is required to report to work alongside the Board Chairman and in assistance to the Emergency Operations Mission.
- Exudes a positive customer service focus.
- Advocates building organizational culture through aligning decisions with core values including: integrity, honesty, respect, and accountability.
- Assists in developing and implementing a comprehensive communication plan to effectively communicate County government activities to the public.
- Serves as primary contact for media inquiries, response to information requests, and coordinating interviews with County officials.
- Writes and edits County stories, press releases, social media, and website posts.
- Monitors media coverage and public sentiment about the County and provides regular reports and recommendations to the County Coordinator and Board of County Commissioners.
- Helps organize and coordinate public events, press conferences, and other outreach activities to promote County initiatives and engage with the community.
- Develops relationships with key stakeholders, community organizations, and local leaders to enhance collaboration and communications.
- Prepares County officials for media interviews and public appearances by providing talking points. Assists in writing and editing Op-Eds and position papers.
- Acts as Communications second in command during a declared emergency (Board Chairman is first in command).
- Assists in developing crisis communication strategies to address emergencies, natural disasters, or other critical incidents involving the County.
- Stays up to date with emerging communication trends, tools, and technologies, and recommends innovative approaches to enhance public outreach efforts.
- Performs the duties listed, as well as those assigned, with professionalism and a sense of urgency.

(These essential job functions are not to be construed as a complete statement of all duties performed. Employees will be required to perform other job related marginal duties as required.)



The Strategic Planning Process

"You've got to eat while you dream.

You've got to deliver on short-range commitments, while you develop a long-range strategy and vision and implement it.

The success of doing both.

Walking and chewing gum if you will." —Jack Welch

Having a plan is only half of the formula necessary to achieve success. Developing a plan represents the intention to achieve something. The follow-through to the plan affects actual change. The BoCC committed time, effort, and energy to develop this Public Information Strategic Plan. While the plan is now complete, its success depends entirely on the follow-through by all members to achieve the stated outcomes.

An organization that knows where it is going knows the environment in which it must operate, and identifies how to get there, has the best chance of meeting the needs of its community and achieving its vision. Members of the community stepped forward and helped the BoCC prioritize its strategic initiatives, goals, and objectives. It is now time for the BoCC and the Management Team to roll up their sleeves and get to work. Collaboration, communication, and commitment are the keys to successfully achieving the short-range objectives, while the BoCC works toward accomplishing the longer-range goals that are outlined in this Public Information Strategic Plan.

To the extent possible, the BoCC Public Information Office budget should align with the elements of this Public Information Strategic Plan. The BoCC must allocate funding for the Public Information Strategic Plan elements to keep funding from being the roadblock to successful implementation. The Public Information Strategic Plan should be a "living" document, continuously updated to reflect the changing needs of the Levy County. Goals and objectives can and should change over time. The effective management of the Public Information Strategic Plan will communicate the changes and the reasons for the changes in a timely fashion.



Definition of Terms

There are four main components to this Public Information Strategic Plan: initiatives, goals, objectives, and outcomes. For purposes of this Public Information Strategic Plan, they are defined as follows:

Initiative: The largest overarching element of the Public Information Strategic Plan, an initiative is a broad enterprise where there may be multiple areas of focus.

Goal: A smaller component of and subordinate to an initiative, a goal focuses on one area but is still general in nature. Strategic planners consider initiatives accomplished upon completion of all goals under each initiative.

Objective: A smaller component of and subordinate to a goal, an objective is specific, measurable, action-oriented, realistic, and time-sensitive. Strategic planners consider goals accomplished with the completion of each corresponding objective.

Outcome: The description of the desired result of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, and outcomes are an essential part the Public Information Officer's future work effort. By following these components carefully, the BoCC will accomplish its objectives and, in turn, its goals, and should benefit from reduced obstacles and distractions.

Role of the Public Information Strategic Plan Manager

The Manager for the Public Information Strategic Plan will be the Public Information Officer. The Manager is responsible for tracking the progress made on each of the stated objectives in the Public Information Strategic Plan. A Progress Reporting Template has been included at the end of this report to illustrate the format for tracking the progress of the objectives that were developed as part of this plan.

Role of Board of County Commission and Management Team

Every member of the BoCC and Management Team is responsible for understanding the Public Information Strategic Plan, internalizing its goals and objectives, and helping the organization succeed. Through awareness of the various efforts undertaken to achieve success, the BoCC and Management Team can look for opportunities to assist in achieving its objectives.

While there should be room for unforeseen circumstances that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, these corrections should not be a common excuse for not achieving what was committed to at the inception of this Public Information Strategic Plan.



Communication Strategies

No single method of communication reaches the four corners of any organization, so it is critical to use multiple methods of communication to keep the plan in the front of everyone's mind. Communication Strategies may include but should not be limited to:

- Progress updates from the Public Information Officer, both verbally and in writing.
- Periodic Management Team meetings to review the Public Information Strategic Plan.
- Upload the Public Information Strategic Plan electronically to make it accessible to the community.
- Communicate status updates quarterly, celebrating successes and identifying struggles transparently.
- Convene a meeting of internal stakeholders annually to update the plan and ensure accountability.

These strategies and mechanisms have advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently within the BoCC. By keeping the Public Information Strategic Plan front and center, the plan will remain alive in the minds and hearts of everyone. Celebrating successes as they occur will increase the level of anticipation by the stakeholders for accomplishments in the other elements.



Environmental Scan

Stakeholder Input

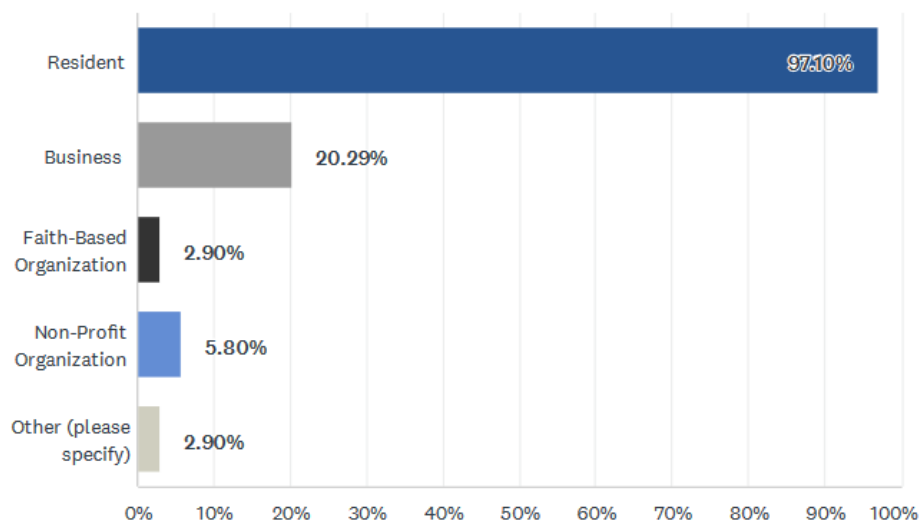
To develop Strategic Initiatives, it is essential to evaluate the external and internal organizational environment. Feedback from community survey and internal surveys of the BoCC and Management Team were used to assess the environment in which the BoCC operates.

Community Survey

The Public Information Officer conducted an online survey for the residents and business owners in Levy County to provide input into the Strategic Plan. This survey was available for participation from Friday, February 16, 2024 through Friday, March 1, 2024. A total of 69 people participated in the community survey, which represents an opportunity for the BoCC to improve community engagement for the future.

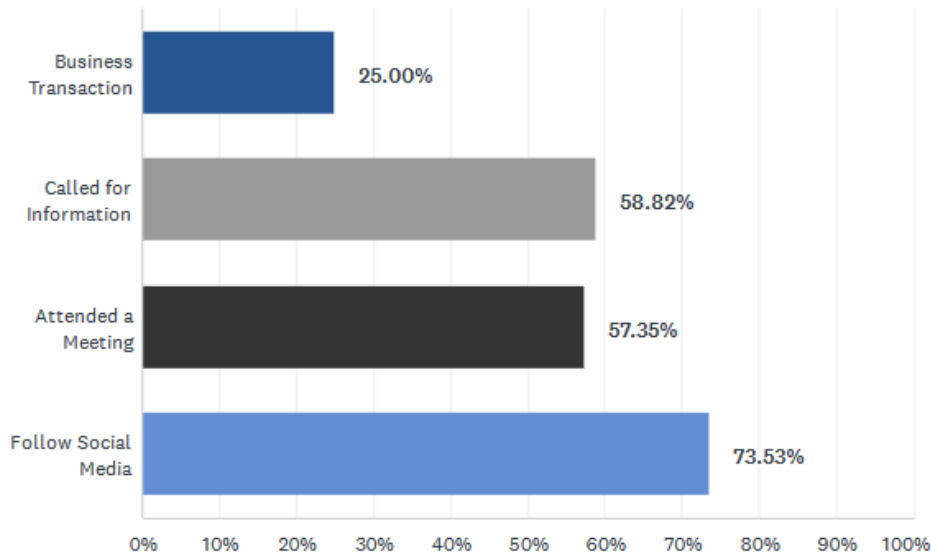
As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Among those who participated in the Community Survey, 97.10% were residents.

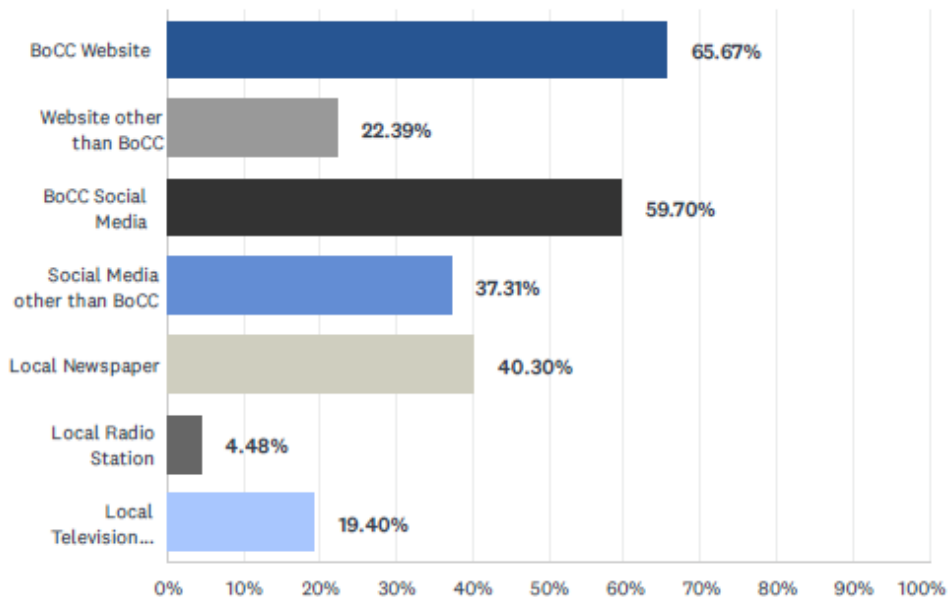




The most common way survey participants interacted with the BoCC was to follow social media (73.5%), followed by calling for information (58.82%) and attending a meeting (57.35%).

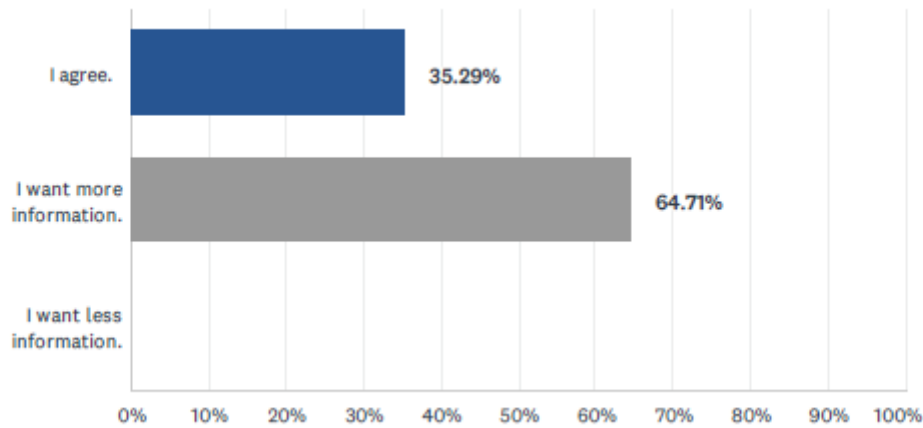


More than half of the survey participants look for information about the BoCC from the BoCC Website (65.67%) and BoCC Social Media (37.31%).





More than half (64.71%) of the survey participants would like the Levy County BoCC to share more information.



The most common information requested to be shared was agenda items related to county business. Survey participants were most interested in receiving this information on the website, through live meeting broadcasts, and by email.

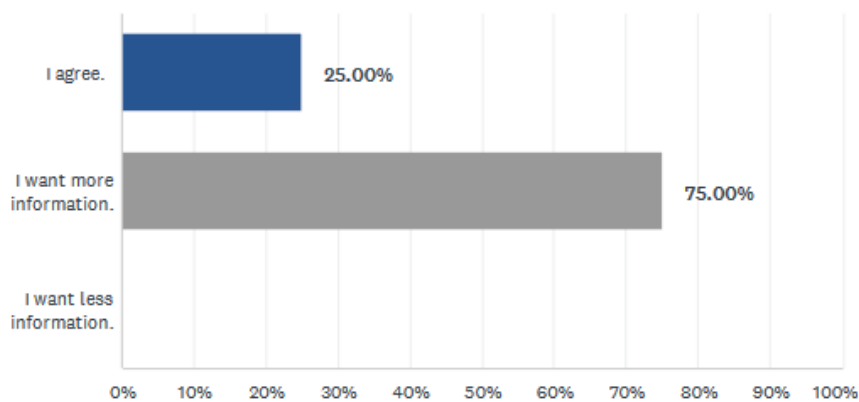
The results of the surveys were the foundation for the evaluation of the Levy County BoCC's SWOC Analysis. The cumulative results of the Community Survey are included in Appendix A of this Public Information Strategic Plan.

Board of County Commission Survey

The Public Information Officer conducted an online survey for the members of the BoCC to provide input into the Public Information Strategic Plan. This survey was available for participation from Friday, February 16, 2024, through Friday, February 23, 2024. A total of four of the five members of BoCC participated in this survey. This represents 80% of the BoCC.

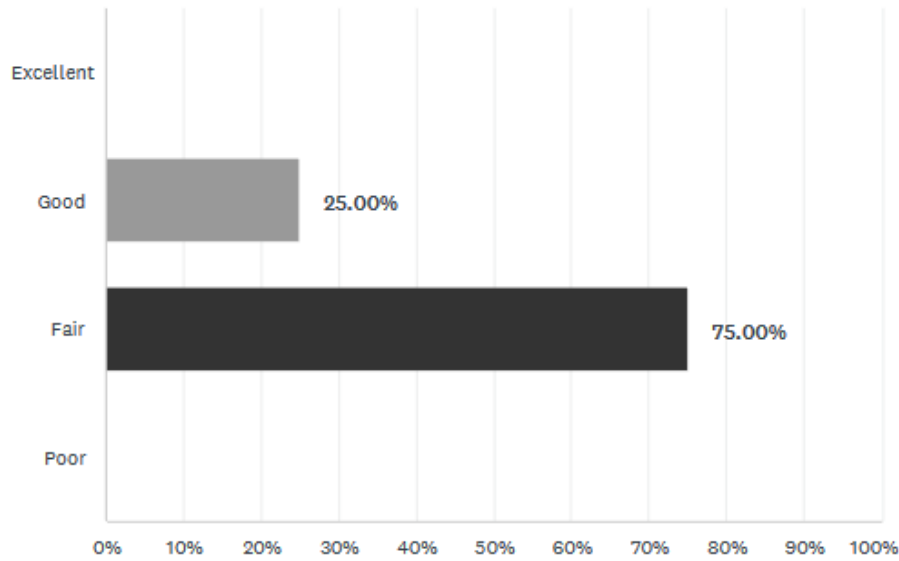
As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Just as members of the public wanted more information, the majority of BoCC Members – 75% - want to share more information.





Members of the BoCC see opportunities for improvement as it relates to internal communications. The majority – 75% - rated the quality and timeliness of internal communications as “Fair”. BoCC Members were interested in increasing communications. This included but was not limited to formal staff meetings, interoffice messages, newsletters and the like.



BoCC Members were most interested in sharing information about events and agenda items with the community. This is the same information the community is interested in receiving.

The results of the surveys were the foundation for the evaluation of the Levy County BoCC's SWOC Analysis. The cumulative results of the BoCC Survey are included in Appendix B of this Public Information Strategic Plan.

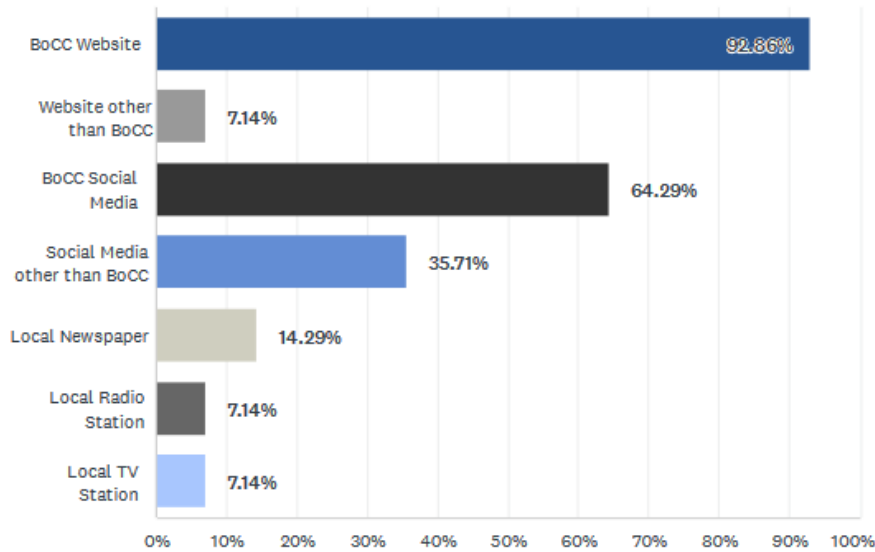
Management Team Survey

The Public Information Officer conducted an online survey for the members of the BoCC Management Team to provide input into the Public Information Strategic Plan. This survey was available for participation from Friday, February 16, 2024, through Friday, February 23, 2024. A total of 15 of the 21 members of BoCC Management Team participated in this survey. This represents 71.4% of the BoCC Management Team.

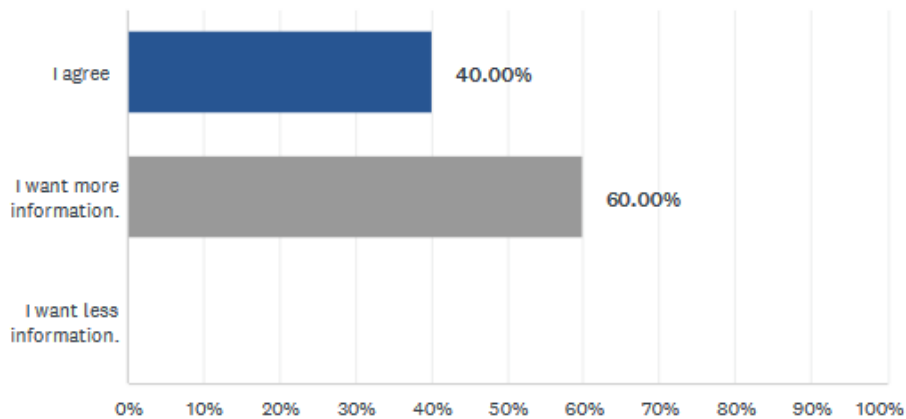
As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.



Similar to the Community and BoCC survey participants, the majority of the Management Team survey participants looked to the BoCC Website (92.86%) and BoCC Social Media (64.29%) for information.

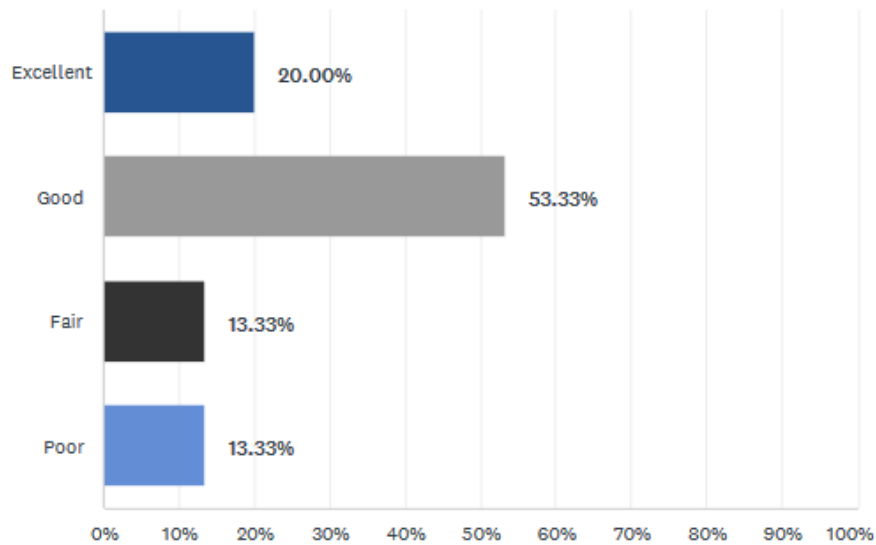


Also similar to the Community and BoCC survey participants, the majority of Management Team survey participants – 60% - desire more information.





More than half – 53.33% - of the Management Team survey participants considered the quality and timeliness of internal communication to be Good, and an additional 20% considered it to be Excellent.



Fourty percent of the Management Team survey participants requested additional oportunites for communication, including staff meetings. An additional 40% felt that more information should be shared with the community. The Mangement Team survey participants further expressed an interest in an updated website and were excited about the new Public Information Officer Program.

The results of the surveys were the foundation for the evaluation of the Levy County BoCC's SWOC Analysis. The cumulative results of the BoCC Survey are included in Appendix C of this Public Information Strategic Plan.



SWOC Analysis

The following analysis compares the BoCC’s Strengths, Weaknesses, Opportunities, and Challenges (SWOC). For this evaluation the three most common answers as identified by the community, BoCC, and Management Team were used.

As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Strengths

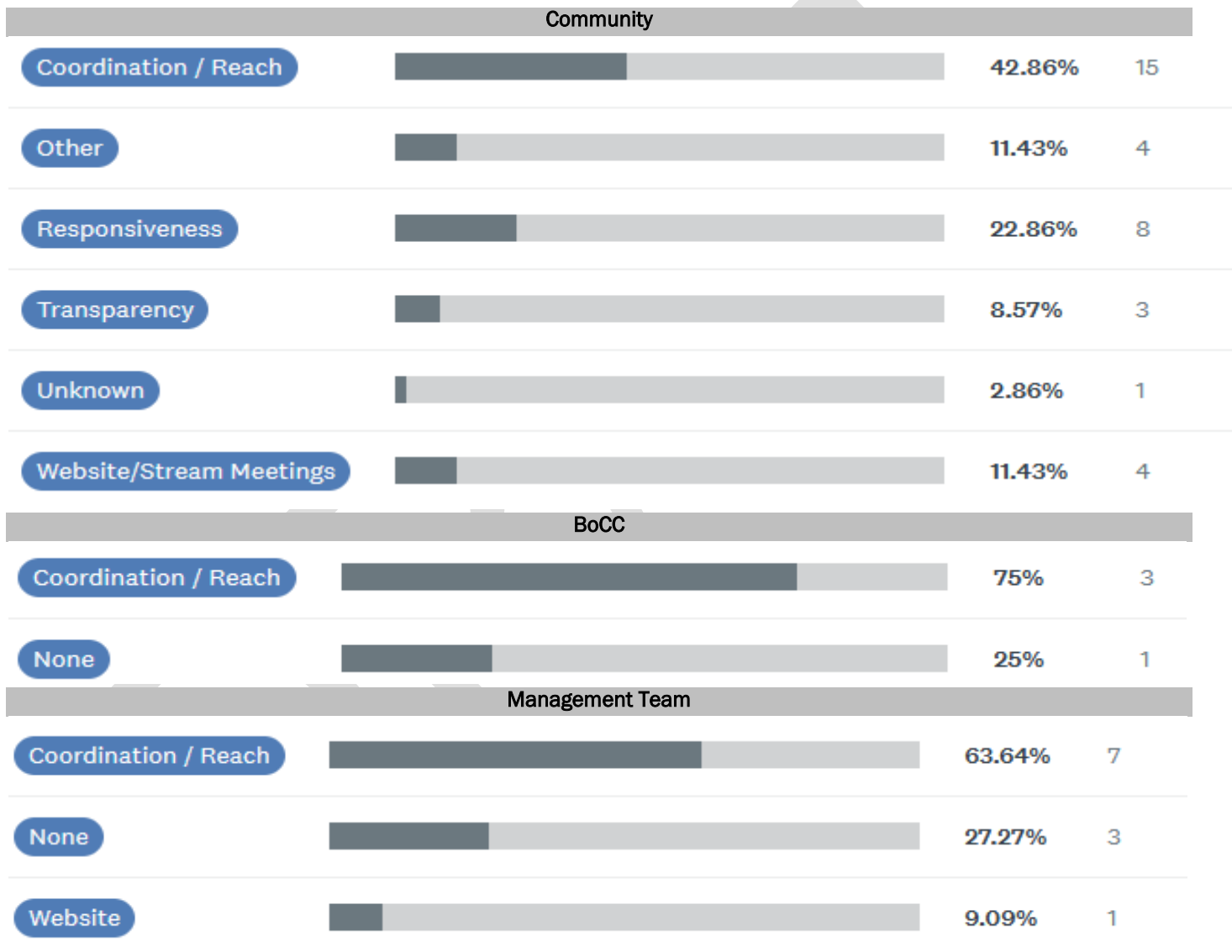
It is essential for any organization to identify strengths as they provide assurances of the organization's ability to deliver the services requested by customers and to ensure strengths are consistent with the organization's issues. Often, identifying organizational strengths leads to channeling efforts toward primary community needs that match those strengths. Organizations should carefully review programs that do not match organizational strengths or the organization's primary function to evaluate the rate of return on precious staff time.

Community			
None		40%	14
Other		11.43%	4
Provides Basic Info		25.71%	9
Trying to Improve		14.29%	5
Website/Social Media		8.57%	3
BoCC			
Honesty / Transparency		50%	2
None		50%	2
Management Team			
None		60%	6
Other		10%	1
Provides Basic Info		30%	3



Weaknesses

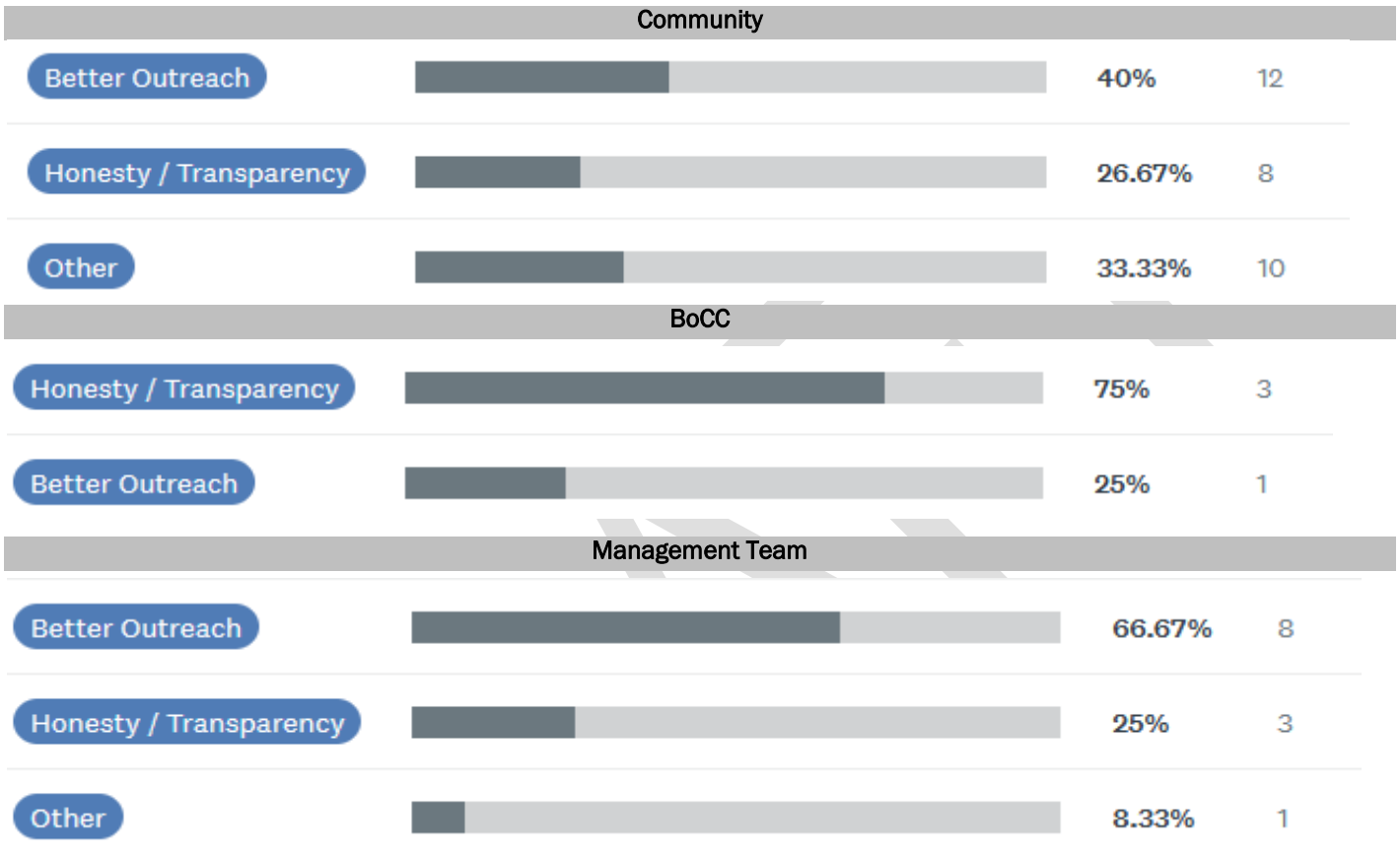
Performance, or lack of performance, within an organization depends on identifying weaknesses and determining how the organization confronts these weaknesses. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is uncommon for organizations to identify and deal with these issues effectively on their own. For any organization to either begin or continue to move progressively forward, it must be able to identify its strengths and those areas where it does not function well or even at all. These areas of needed enhancements differ from the challenges identified later in this document. Weaknesses include those day-to-day issues and concerns that may slow or inhibit progress.





Opportunities

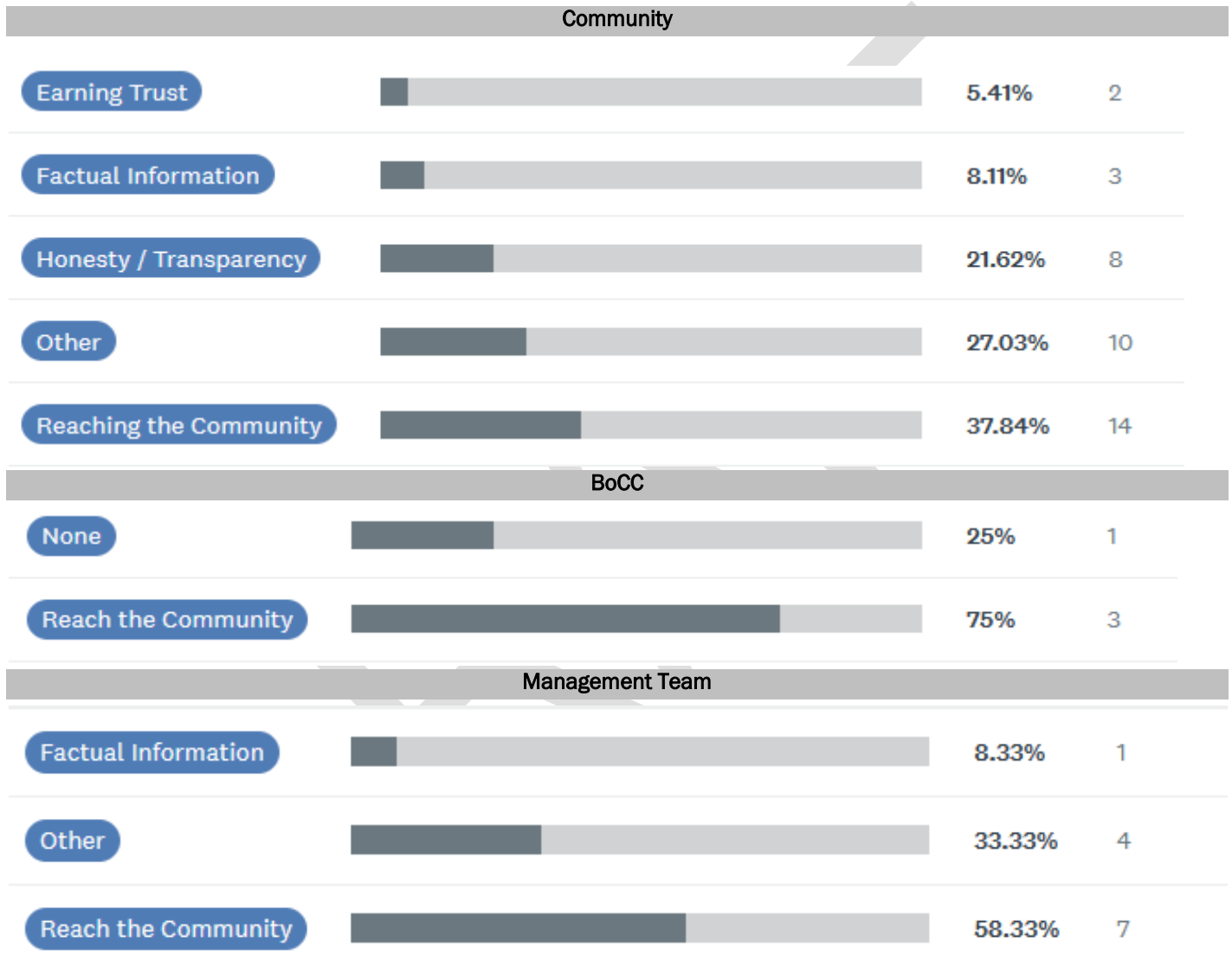
The opportunities for an organization depend on the identification of strengths and weaknesses and how the organization uses the strengths and overcomes the weaknesses. The focus of opportunities is not solely on existing services but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the BoCC.





Challenges

There are conditions in the external environment that are not under BoCC's control. Identifying these conditions allows the organization to develop plans to mitigate or respond when a challenge becomes an obstacle. By recognizing these challenges early, the BoCC can hopefully anticipate, react to, and minimize the impacts of various challenges before they become overwhelming.





Cumulative SWOC Analysis

The following table correlates the three most commonly cited Strengths, Weaknesses, Opportunities, and Challenges identified by both Levy County Community, the BoCC, and the members of the BoCC Management Team and recognizes the common themes as the Cumulative SWOC Results.

	Community Members	BoCC	Management Team	Cumulative SWOC Results
Strengths	None	None	None	None
	Provides Basic Information	Honesty / Transparency	Provides Basic Information	Provides Basic Information
Weaknesses	Trying to Improve Coordination / Reach	Coordination / Reach	Coordination / Reach	Coordination / Reach
	Responsiveness Website / Stream Meetings	None	None Website	Website / Stream Meetings
Opportunities	Better Outreach Honesty / Transparency	Honesty / Transparency Better Outreach	Better Outreach Honesty / Transparency	Better Outreach Honesty / Transparency
	Challenges	Reach the Community	Reach the Community	Reach the Community
Challenges	Honesty / Transparency Factual Information	None	Factual Information	Factual Information



Development of Strategic Initiatives

Following a review of the Cumulative SWOC Results, the Strategic Initiatives were established for the Levy County BoCC Public Information Strategic Plan, with priority given to subjects that were identified as priorities by members of the community, the BoCC, and / or the BoCC Management Team.

Strategic Initiatives

1. Communication Technology
2. Community Outreach
3. Internal Staff Communication

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Mission, Vision, and Organizational Values

Mission

A Mission Statement is an explanation of the organization's reason for existence. The Mission Statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions "What is our organization's purpose?" and "Why does our organization exist?"

The BoCC does not presently have a Mission Statement. The BoCC should solicit input from both internal and external stakeholders and develop a Mission Statement to guide the work efforts of the BoCC.

Vision

A Vision Statement establishes the ideal image that the organization wishes to achieve. The Vision Statement should answer the questions "Where are we headed?" and "If we achieved all strategic goals, what would we look like ten years from now?"

The BoCC does not presently have a Vision Statement. The BoCC should solicit input from both internal and external stakeholders and develop a Vision Statement to guide the work efforts of the BoCC toward the desired future outcomes.

Organizational Values

An Organizational Values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard to gauge and assess all actions.

The Organizational Values Statement should answer the questions "What values should guide the operations of our organization?" and "What conduct should our members uphold?" Establishing values embraced by all members of an organization is extremely important. Values define those features and considerations that make up the personality of the organization.

The BoCC does not presently have an Organizational Values Statement. The BoCC should solicit input from both internal and external stakeholders and develop an Organizational Values Statement that clearly sets forth the core principles of the organization.



Initiative 1: Communication Technology

Goal 1.1	Launch a more user-friendly and informative website.
Objectives	1.1.1 Request approval from the BoCC to award a vendor contract to redesign the website.
	Due Date: March 19, 2024
	1.1.2 Website Phase 1: Initiate (Project Kick-Off Meeting, Planning, and Scheduling).
	Due Date: April 15, 2024
	1.1.3 Website Phase 2: Analyze (Deliverable Submission, Design Discovery Meeting, and Content Process Meeting).
	Due Date: June 1, 2024
	1.1.4 Website Phase 3: Design and Configure (Design Concept Development, Content Development, Agendas and Minutes Migration, and Website Completion).
	Due Date: August 15, 2024
	1.1.5 Website Phase 4: Optimize (Website Finalization).
	Due Date: September 1, 2024
	1.1.6 Website Phase 5: Educate (Training Engagement).
	Due Date: September 15, 2024
	1.1.7 Website Phase 5: Launch (Launch Confirmation Meeting, Website Launch).
	Due Date: October 15, 2024
Outcome: A more user-friendly and informative BoCC Website.	



Goal 1.2	Investigate the feasibility of live-stream video of the BoCC Meetings.
Objectives	1.2.1 Research whether / how other counties live-stream video their meetings, including the associated costs of both video and archiving. Due Date: July 1, 2024
	1.2.2 Present a formal plan to the BoCC for consideration and possible action on the live-streaming of meetings. Due Date: July 16, 2024
	Outcome: A definitive plan for the future about whether or not the BoCC meetings will be live-streamed.

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Goal 1.3	Investigate the feasibility of improving the acoustics in the BoCC Meeting Room.
Objectives	1.3.1 Identify vendors that specialize in improving the acoustics in public meeting rooms. Due Date: May 1, 2024
	1.3.2 Meet with vendors to identify the potential scope of work and estimated costs related to improving the acoustics in the BoCC Meeting Room. Due Date: June 1, 2024
	1.3.3 Present a formal plan to the BoCC for consideration and possible action to improve the acoustics in the BoCC Meeting Room. Due Date: September 1, 2024
	Outcome: A definitive plan for the future about whether or not the acoustics of the BoCC Meeting Room will be improved.

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Initiative 2: Community Outreach

Goal 2.1	Expand the BoCC Social Media Reach.
Objectives	2.1.1 Increase the number of followers of the BoCC Facebook Page from 3,740 to 4,000. Due Date: September 1, 2024
	2.1.2 Increase the number of followers of the BoCC Facebook Page from 4,000 to 4,500. Due Date: February 1, 2025
	2.1.3 Increase the number of followers of the BoCC Facebook Page from 4,500 to 5,000. Due Date: July 1, 2025
	Outcome: An expanded BoCC Social Media Reach.



Goal 2.2 Explore the potential to increase BoCC Member and Staff In-Person Community Interactions

2.2.1 Explore the feasibility of running a Community Academy.

Due Date: January 1, 2025

2.2.2 Present a formal plan to the BoCC for consideration and possible action on running a Community Academy.

Due Date: March 1, 2025

2.2.3 Explore the feasibility of running a Levy County Day to showcase the services provided to the county by the BoCC.

Due Date: October 1, 2024

2.2.4 Present a formal plan to the BoCC for consideration and possible action on running a Levy County Day.

Due Date: June 1, 2024

2.2.5 Explore the feasibility of running a Student Government Day at the Levy County Government Center.

Due Date: July 1, 2024

2.2.6 Present a formal plan to the BoCC for consideration and possible action on running a Student Government Day at the Levy County Government Center.

Due Date: December 1, 2024

Outcome: Increased interactions between BoCC Members and Staff with members of the Community.

Objectives



Goal 2.3 Share BoCC Information in a way that is more user-friendly to the community.

2.3.1 Post the links to all BoCC Agendas on Social Media.

Due Date: April 1, 2024

2.3.2 Post the links to all BoCC Meeting Audio Recordings on Social Media.

Due Date: April 1, 2024

2.3.3 Issue a summary sheet of every BoCC Agenda that briefly explains each agenda item.

Due Date: April 1, 2024

2.3.4 Issue a summary sheet of every BoCC Meeting that briefly explains the action taken for each agenda item.

Due Date: April 15, 2024

Outcome: Better community access to BoCC information.

Objectives



Initiative 3: Internal Staff Communication

Goal 3.1	Increase communication among BoCC Staff Members.
Objectives	3.1.1 Host a monthly Informational Meeting for members of the Management Team to share the current activities of their departments. This will aid the PIO in sharing this information with the community and will encourage more collaboration among Staff Members. Due Date: May 1, 2024
	3.1.2 Coordinate with Human Resources to share information about promotions and retirements with all staff members in a timely fashion. Due Date: May 1, 2024
	Outcome: Increased communication among BoCC Staff Members.

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Goal 3.2	Improve the flow of communication between BoCC Members and Staff Members.
Objectives	3.2.1 Develop a communication plan that defines the roles and responsibilities of BoCC Members and Staff Members, identifies the type and quantity of information that will be shared, and how it will be shared.
	Due Date: January 1, 2025
	3.2.2. Present a draft communication plan to the BoCC for consideration and possible action.
	Due Date: February 1, 2025
Outcome: An improved flow of communication between the BoCC Members and Staff Members.	

DRAFT



Progress Reporting Template

The Public Information Strategic Plan Manager will use the following Progress Reporting Template to track the progress of each Objective and report quarterly to the BoCC.

Date	Objective	Status:		Explanation
		Ahead of Schedule	On Schedule Behind Schedule	
March 19, 2024	1.1.1 Request approval from the BoCC to award a vendor contract to redesign the website.			
April 1, 2024	2.3.1 Post the links to all BoCC Agendas on Social Media.			
April 1, 2024	2.3.2 Post the links to all BoCC Meeting Audio Recordings on Social Media.			
April 1, 2024	2.3.3 Issue a summary sheet of every BoCC Agenda that briefly explains each agenda item.			
April 15, 2024	1.1.2 Establish Branding for the BOCC to include county seal, color scheme, and fonts.			
April 15, 2024	1.1.3 Website Phase 1: Initiate (Project Kickoff Meeting, Planning, and Scheduling).			



Date	Objective	Status:		Explanation
		Ahead of Schedule	On Schedule Behind Schedule	
April 15, 2024	2.3.4 Issue a summary sheet of every BoCC Meeting that briefly explains the action taken for each agenda item.			
May 1, 2024	3.1.1 Host a monthly Informational Meeting for members of the Management Team to share the current activities of their departments. This will aid the PIO in sharing this information with the community and will encourage more collaboration among Staff Members.			
May 1, 2024	3.1.2 Coordinate with Human Resources to share information about promotions and retirements with all staff members in a timely fashion.			
May 1, 2024	1.3.1 Identify vendors that specialize in improving the acoustics in public meeting rooms.			
June 1, 2024	1.1.4 Website Phase 2: Analyze (Deliverable Submission, Design Discovery Meeting, and Content Process Meeting).			
June 1, 2024	2.2.4 Present a formal plan to the BoCC for consideration and possible action on running a Levy County Day.			
June 1, 2024	1.3.2 Meet with vendors to identify the potential scope of work and estimated costs related to improving the acoustics in the BoCC Meeting Room.			



Date	Objective	Status:		Explanation
		Ahead of Schedule	On Schedule Behind Schedule	
July 1, 2024	1.2.1 Research whether / how other counties live-stream video their meetings, including the associated costs of both video and archiving.			
July 1, 2024	2.2.5 Explore the feasibility of running a Student Government Day at the Levy County Government Center.			
July 1, 2024	2.3.5 Explore the feasibility of presenting Levy County Annual State of the Union Address to publicly share the work of the BoCC.			
July 16, 2024	1.2.2 Present a formal plan to the BoCC for consideration and possible action on the live-streaming of meetings.			
August 1, 2024	2.3.6 Present a formal plan to the BoCC for consideration and possible action on presenting a Levy County Annual State of the Union to publicly share the work of the BoCC.			
August 15, 2024	1.1.5 Website Phase 3: Design and Configure (Design Concept Development, Content Development, Agendas and Minutes Migration, Website Completion).			
September 1, 2024	1.1.6 Website Phase 4: Optimize (Website Finalization).			
September 1, 2024	2.1.1 Increase the number of followers of the BoCC Facebook Page from 3,740 to 4,000.			



Date	Objective	Status:		Explanation
		Ahead of Schedule	On Schedule Behind Schedule	
September 1, 2024	1.3.3 Present a formal plan to the BoCC for consideration and possible action to improve the acoustics in the BoCC Meeting Room.			
September 15, 2024	1.1.7 Website Phase 5: Educate (Training Engagement).			
October 1, 2024	2.2.3 Explore the feasibility of running a Levy County Day to showcase the services provided to the county by the BoCC.			
October 15, 2024	1.1.8 Website Phase 5: Launch (Launch Confirmation Meeting, Website Launch).			
December 1, 2024	2.2.6 Present a formal plan to the BoCC for consideration and possible action on running a Student Government Day at the Levy County Government Center.			
January 1, 2025	3.2.1 Develop a communication plan that defines the roles and responsibilities of BoCC Members and Staff Members, identifies the type and quantity of information that will be shared, and how it will be shared.			



Date	Objective	Status:		Explanation
		Ahead of Schedule	On Schedule Behind Schedule	
January 1, 2025	2.2.1 Explore the feasibility of running a Community Academy.			
February 1, 2025	2.1.2 Increase the number of followers of the BoCC Facebook Page from 4,000 to 4,500.			
February 1, 2025	3.2.2. Present a draft communication plan to the BoCC for consideration and possible action.			
March 1, 2025	2.2.2 Present a formal plan to the BoCC for consideration and possible action on running a Community Academy.			
July 1, 2025	2.1.3 Increase the number of followers of the BoCC Facebook Page from 4,500 to 5,000.			

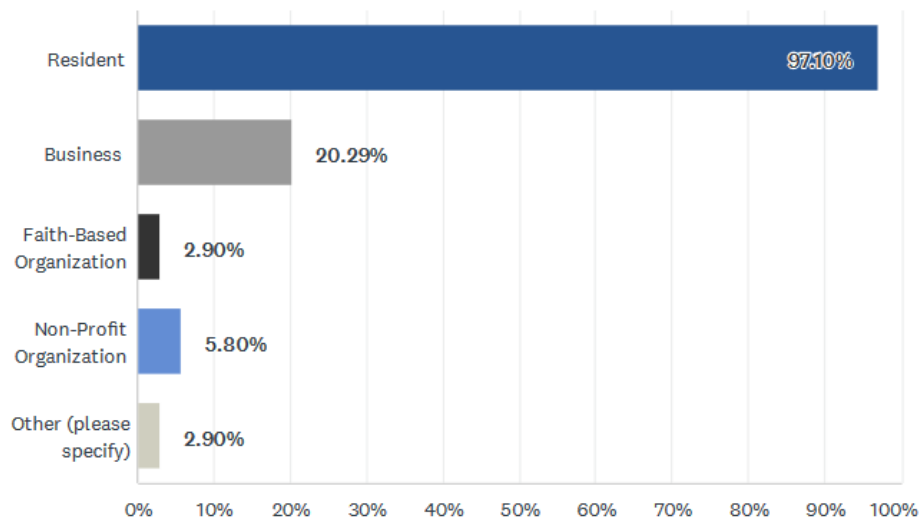


Appendix A: Community Survey

As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Q1 I am or represent (check all that apply)

Answered: 69 Skipped: 0

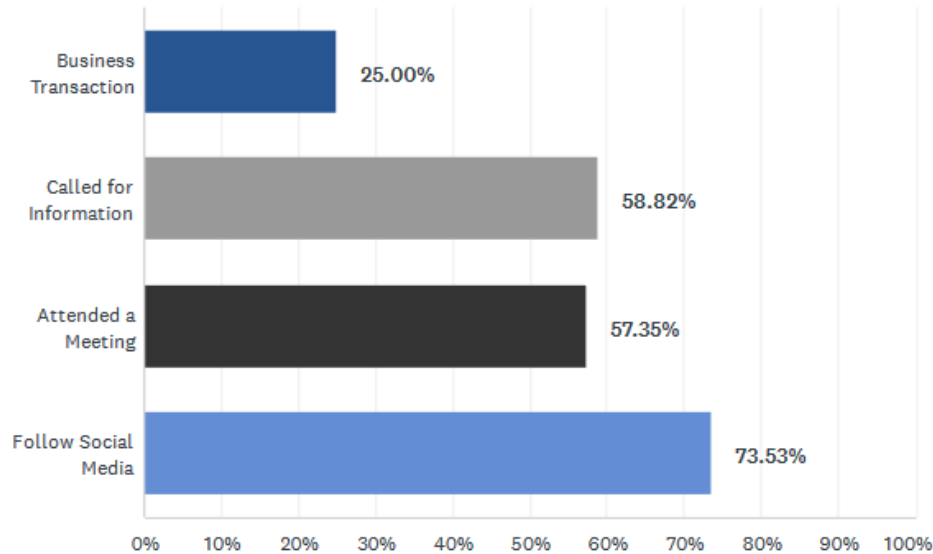


ANSWER CHOICES	RESPONSES	
Resident	97.10%	67
Business	20.29%	14
Faith-Based Organization	2.90%	2
Non-Profit Organization	5.80%	4
Other (please specify)	2.90%	2
Total Respondents: 69		

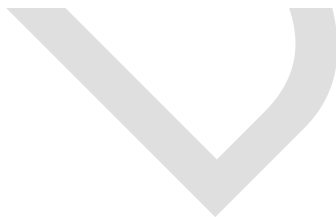


Q2 In what ways have you personally interacted with the Levy County BoCC Departments? Please check all that apply)

Answered: 68 Skipped: 1



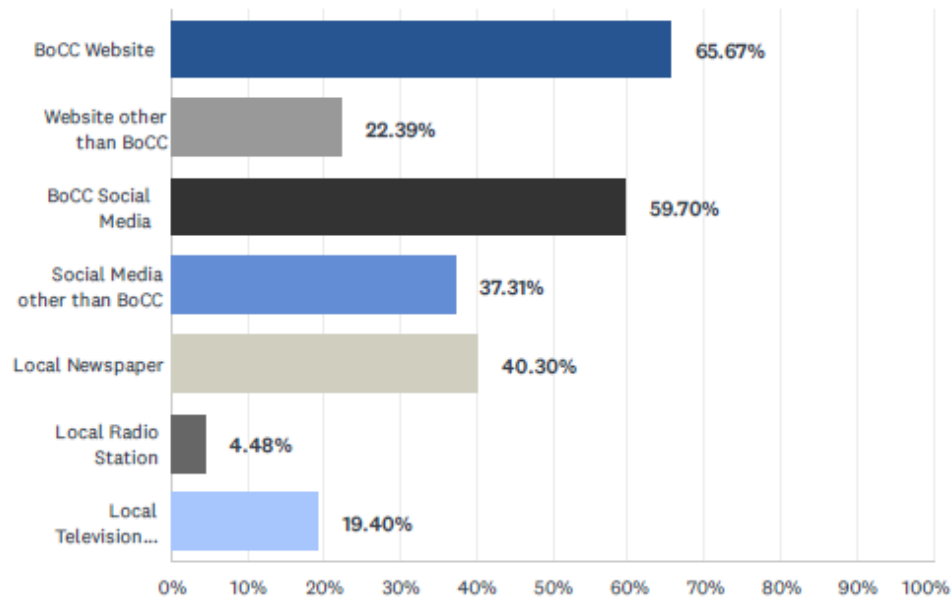
ANSWER CHOICES	RESPONSES	
Business Transaction	25.00%	17
Called for Information	58.82%	40
Attended a Meeting	57.35%	39
Follow Social Media	73.53%	50
Total Respondents: 68		





Q3 Where do you look for information from the Levy County BoCC? (Please check all that apply):

Answered: 67 Skipped: 2



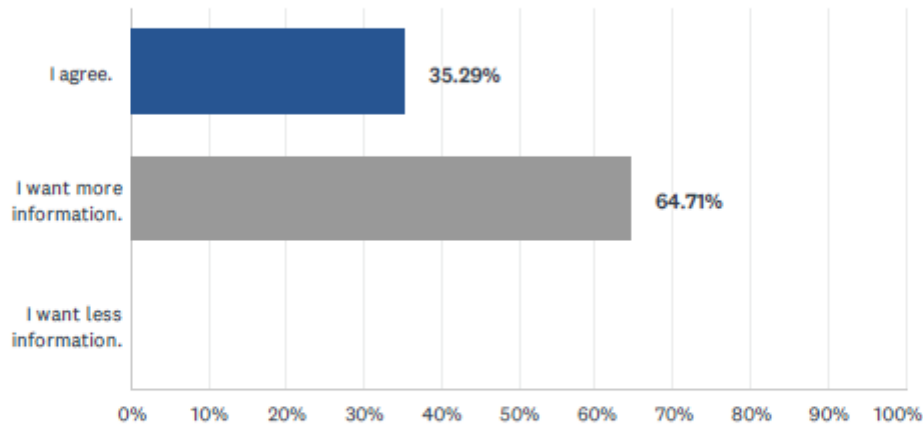
ANSWER CHOICES	RESPONSES	
BoCC Website	65.67%	44
Website other than BoCC	22.39%	15
BoCC Social Media	59.70%	40
Social Media other than BoCC	37.31%	25
Local Newspaper	40.30%	27
Local Radio Station	4.48%	3
Local Television Station	19.40%	13
Total Respondents: 67		





Q4 The Levy County BoCC shares an appropriate amount of information with the public.

Answered: 68 Skipped: 1



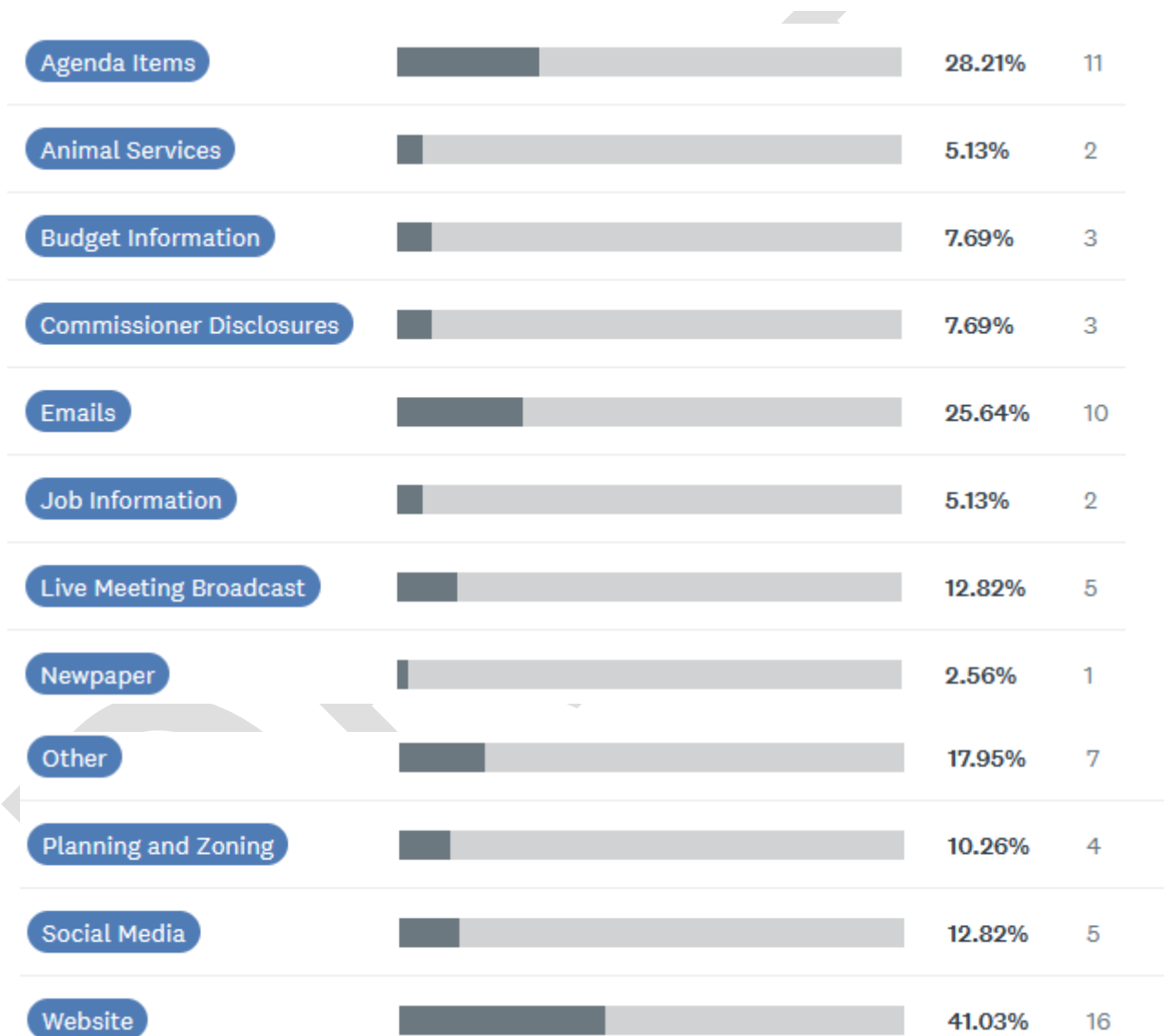
ANSWER CHOICES	RESPONSES	
I agree.	35.29%	24
I want more information.	64.71%	44
I want less information.	0.00%	0
TOTAL		68





Q5 If you want the Levy County BoCC to share more information, please describe the type of information you are interested in receiving and how you would like to receive it?

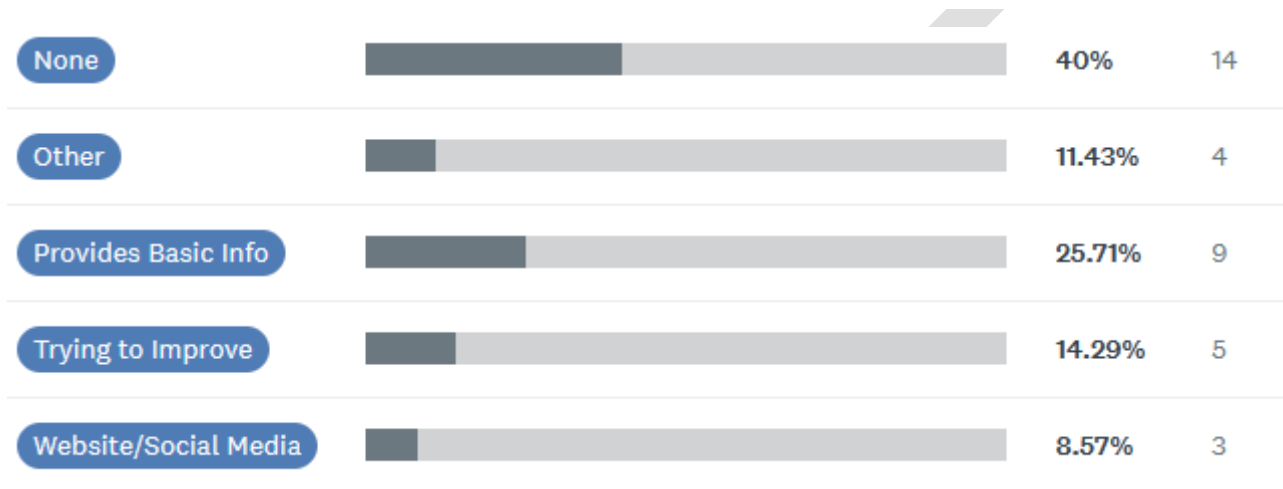
Answered: 39 Skipped: 30





Q6 What are the strengths of the current Levy County BoCC Public Information Program?

Answered: 35 Skipped: 34

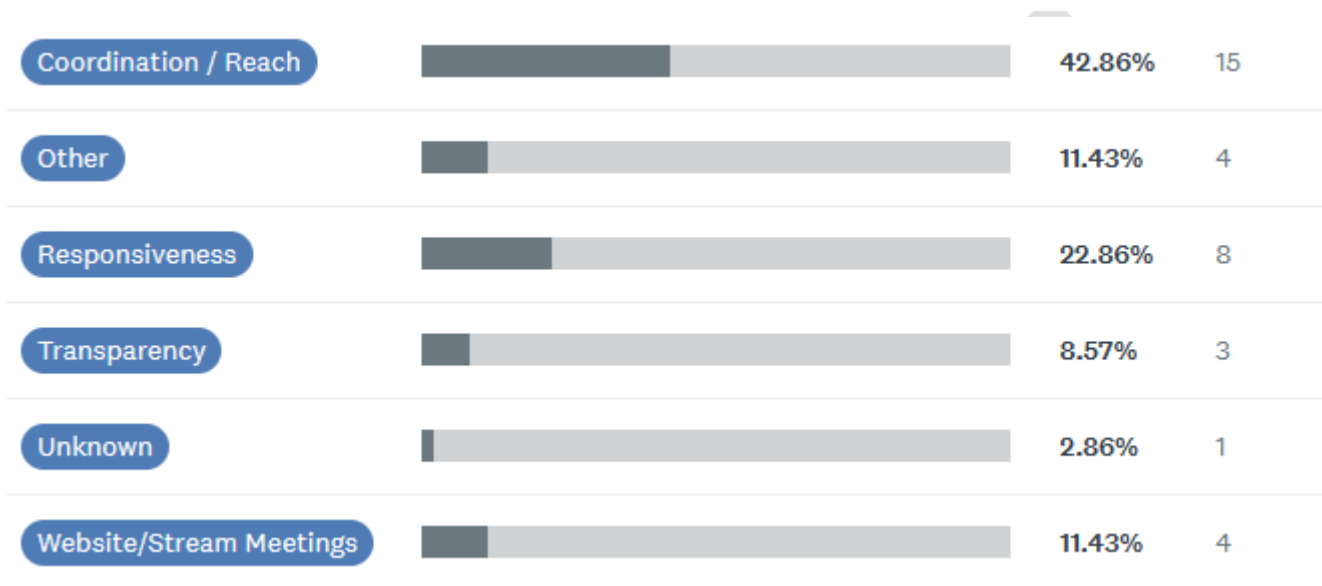


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Q7 What are the weaknesses of the current Levy County BoCC Public Information Program?

Answered: 35 Skipped: 34

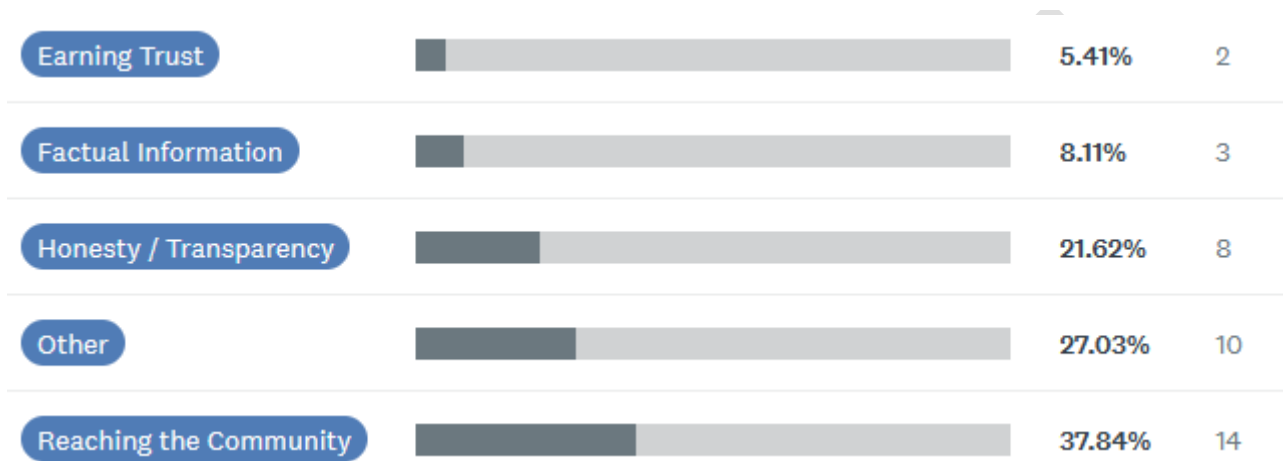


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Q8 What do you see as the biggest future challenges for the Levy County BoCC Public Information Program?

Answered: 37 Skipped: 32

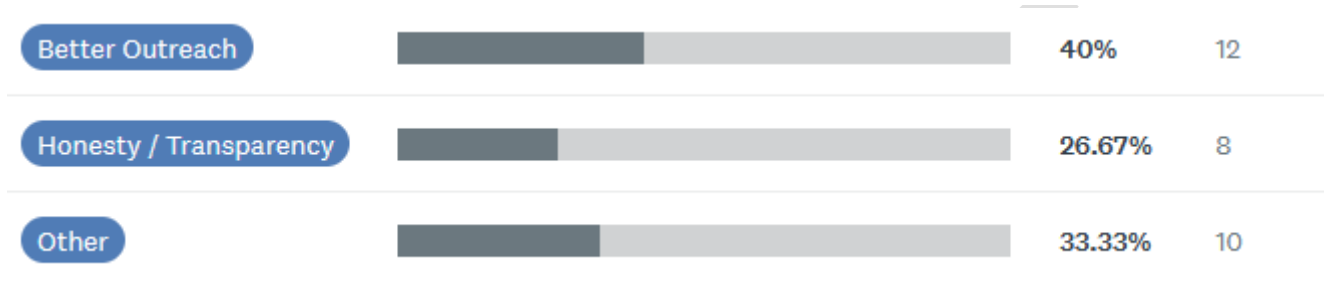


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Q9 What do you see as the biggest future opportunities for the Levy County BoCC Public Information Program?

Answered: 30 Skipped: 39

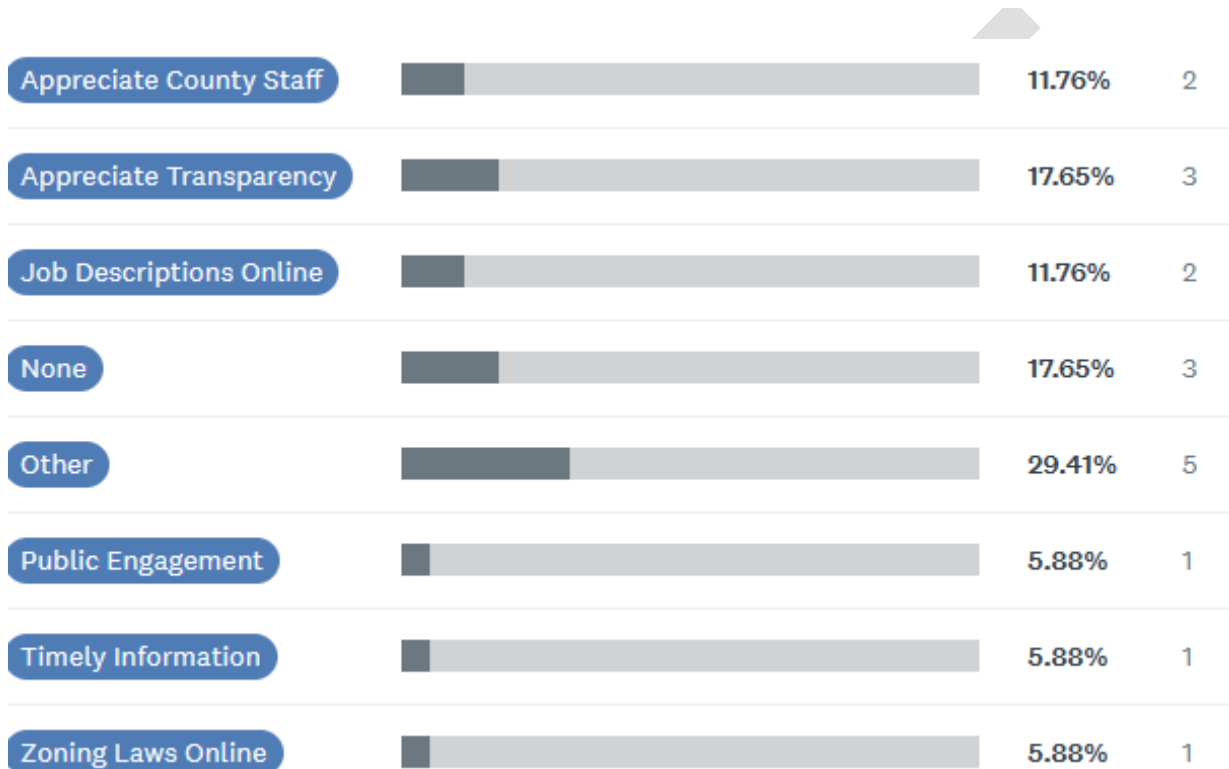


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Q10 Other feedback you would like to share regarding the Levy County BoCC Public Information Program:

Answered: 17 Skipped: 52



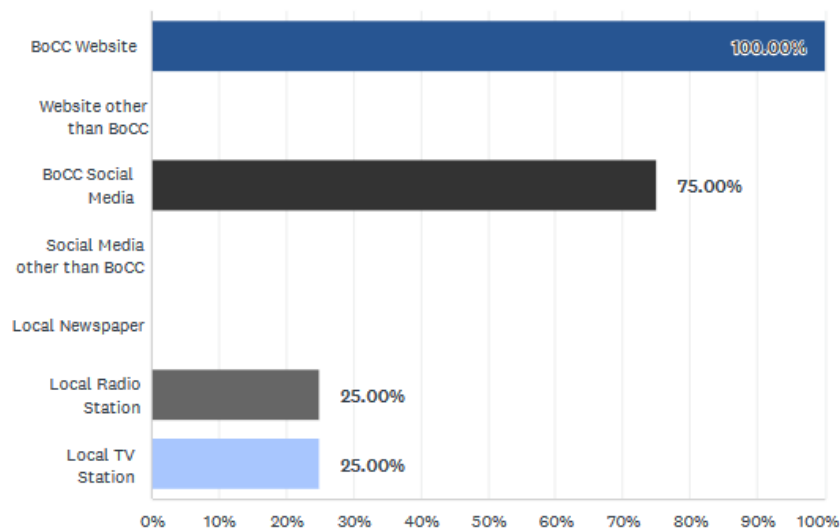


Appendix B: Board of County Commission Survey

As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Q1 Where do you look for information from the Levy County BoCC? (Please check all that apply):

Answered: 4 Skipped: 0

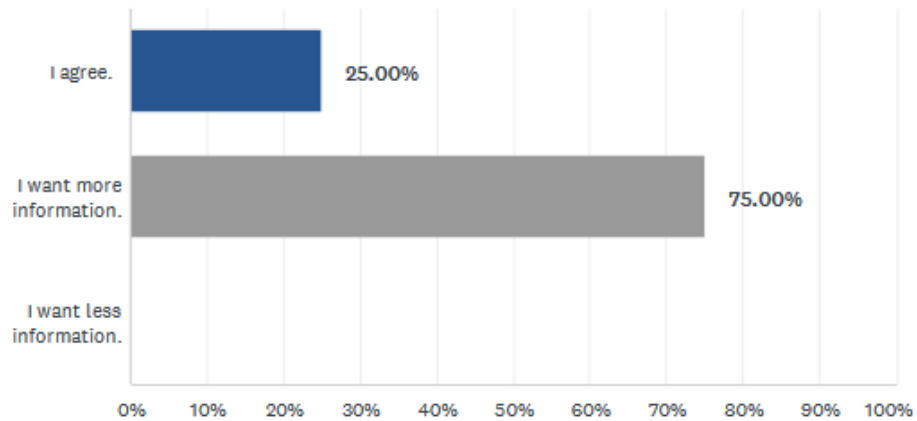


ANSWER CHOICES	RESPONSES	
BoCC Website	100.00%	4
Website other than BoCC	0.00%	0
BoCC Social Media	75.00%	3
Social Media other than BoCC	0.00%	0
Local Newspaper	0.00%	0
Local Radio Station	25.00%	1
Local TV Station	25.00%	1
Total Respondents: 4		



Q2 The Levy County BoCC shares an appropriate amount of information with the public.

Answered: 4 Skipped: 0



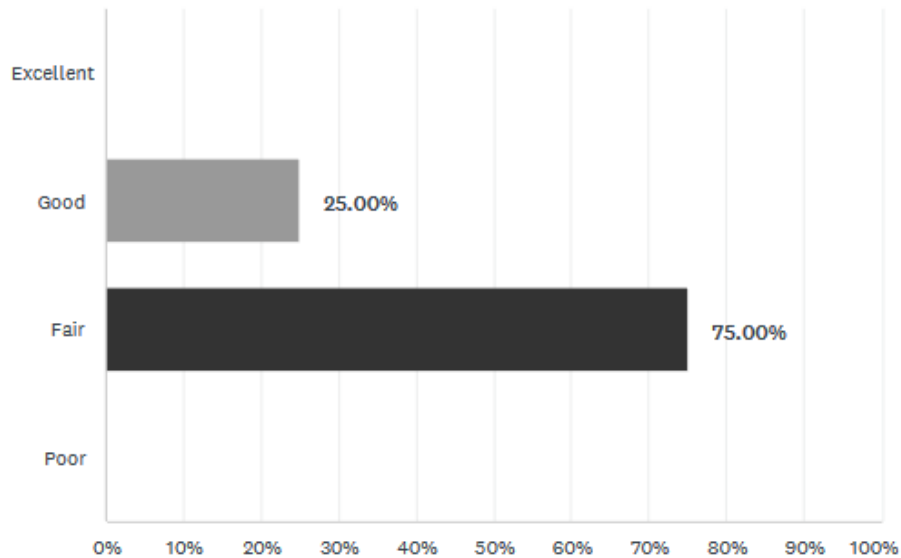
ANSWER CHOICES	RESPONSES	
I agree.	25.00%	1
I want more information.	75.00%	3
I want less information.	0.00%	0
TOTAL		4



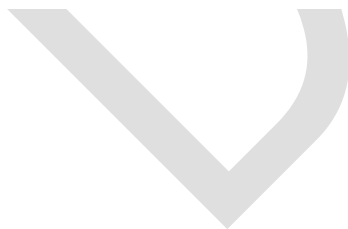


Q3 How would you rate the quality and timeliness of internal communication within the BoCC?

Answered: 4 Skipped: 0



ANSWER CHOICES	RESPONSES	
Excellent	0.00%	0
Good	25.00%	1
Fair	75.00%	3
Poor	0.00%	0
TOTAL		4





Q4 If you want the Levy County BoCC to share more information, please describe the type of information you are interested in receiving and how you would like to receive it?

Answered: 4 Skipped: 0

Events / Agenda Items

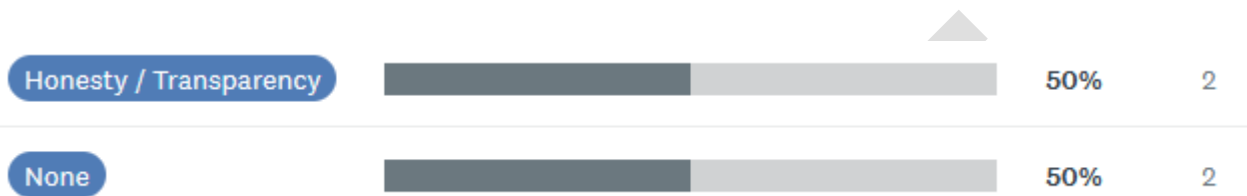


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Q5 What are the strengths of the current Levy County BoCC Public Information Program?

Answered: 4 Skipped: 0

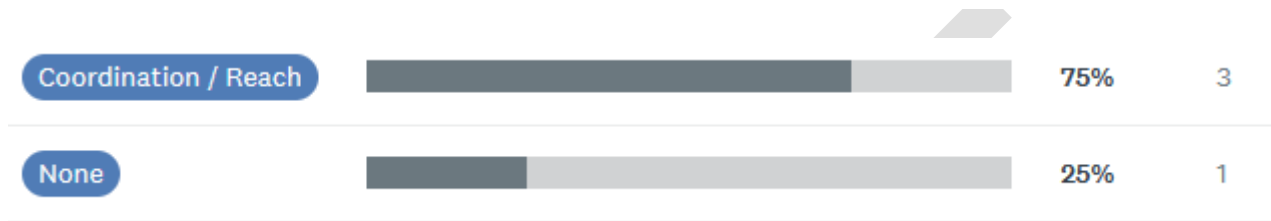


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Q6 What are the weaknesses of the current Levy County BoCC Public Information Program?

Answered: 4 Skipped: 0

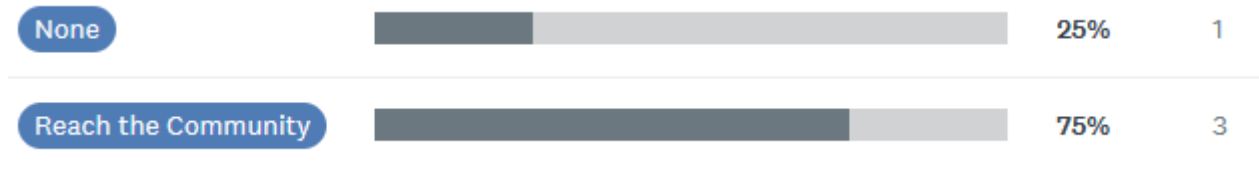


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Q7 What do you see as the biggest future challenges for the Levy County BoCC Public Information Program?

Answered: 4 Skipped: 0

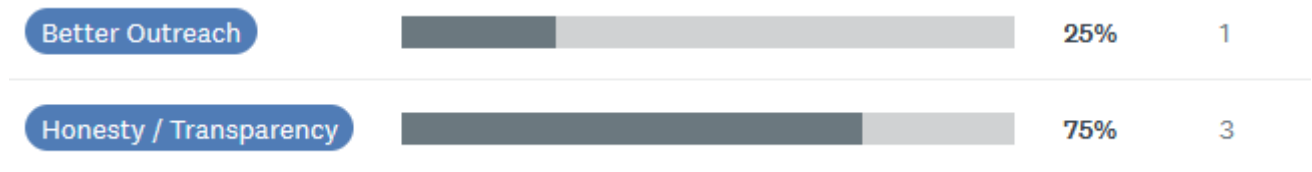


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Q8 What do you see as the biggest future opportunities for the Levy County BoCC Public Information Program?

Answered: 4 Skipped: 0

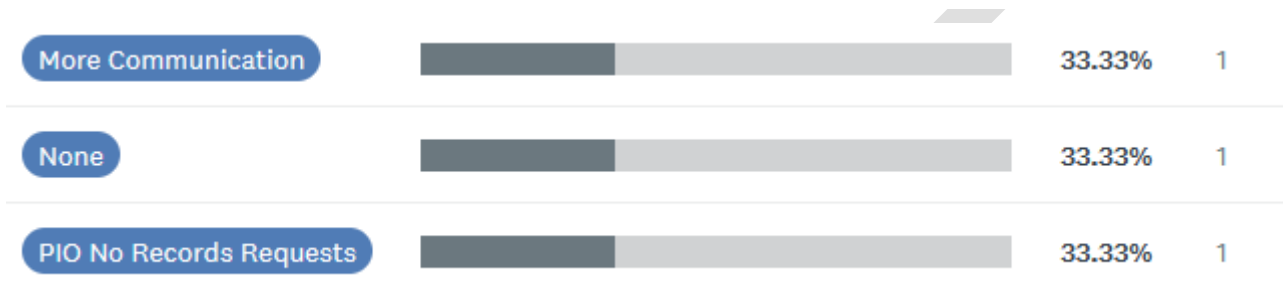


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Q9 Other feedback you would like to share regarding the Levy County BoCC Public Information Program:

Answered: 3 Skipped: 1

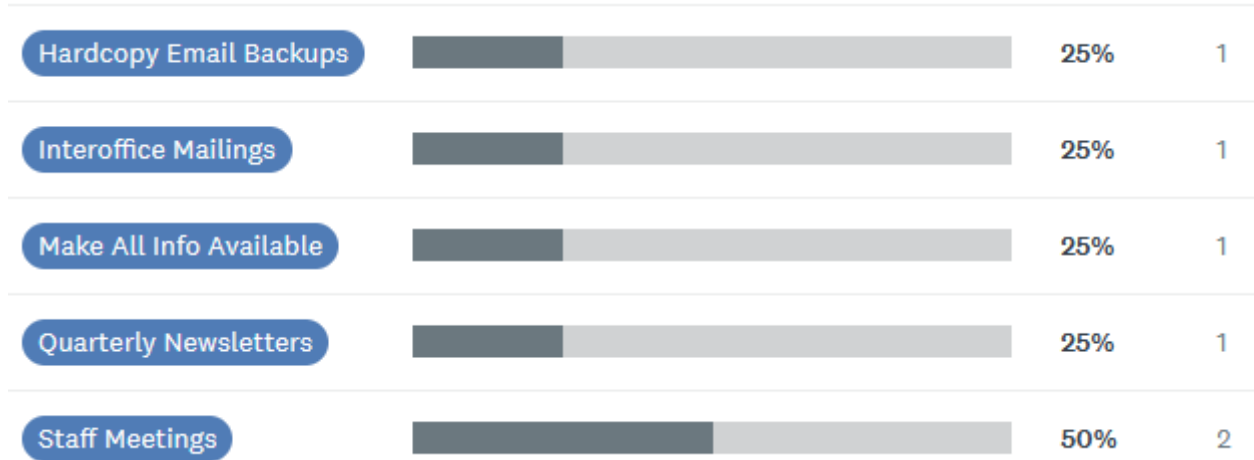


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Q10 What changes would you like to see as they relate to internal BoCC Communications (including written, electronic, in person communication, etc).

Answered: 4 Skipped: 0



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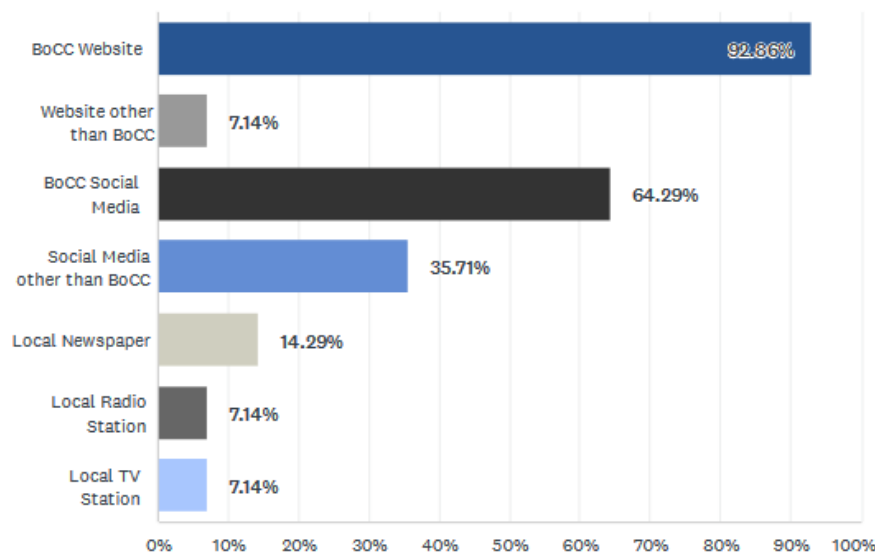


Appendix C: Management Team Survey

As survey participants were permitted to identify multiple strengths, weaknesses, opportunities, and challenges within their responses, the number of areas identified may exceed the number of survey responses in some areas.

Q1 Where do you look for information from the Levy County BoCC? (Please check all that apply):

Answered: 14 Skipped: 1

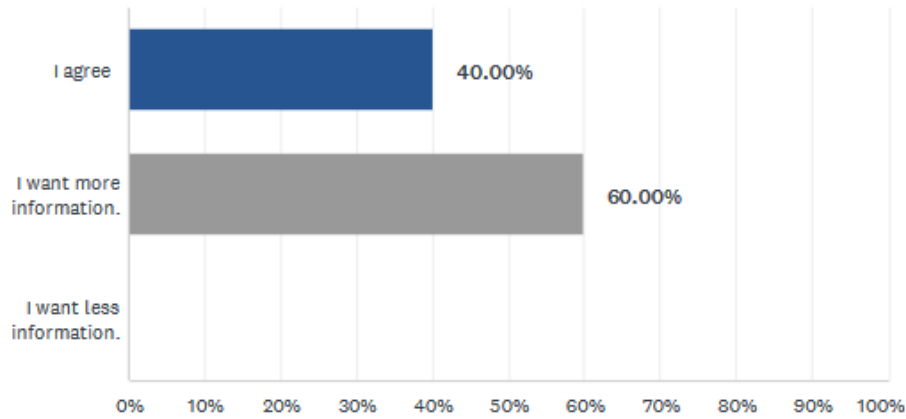


ANSWER CHOICES	RESPONSES	
BoCC Website	92.86%	13
Website other than BoCC	7.14%	1
BoCC Social Media	64.29%	9
Social Media other than BoCC	35.71%	5
Local Newspaper	14.29%	2
Local Radio Station	7.14%	1
Local TV Station	7.14%	1
Total Respondents: 14		



Q2 The Levy County BoCC shares an appropriate amount of information with the public.

Answered: 15 Skipped: 0



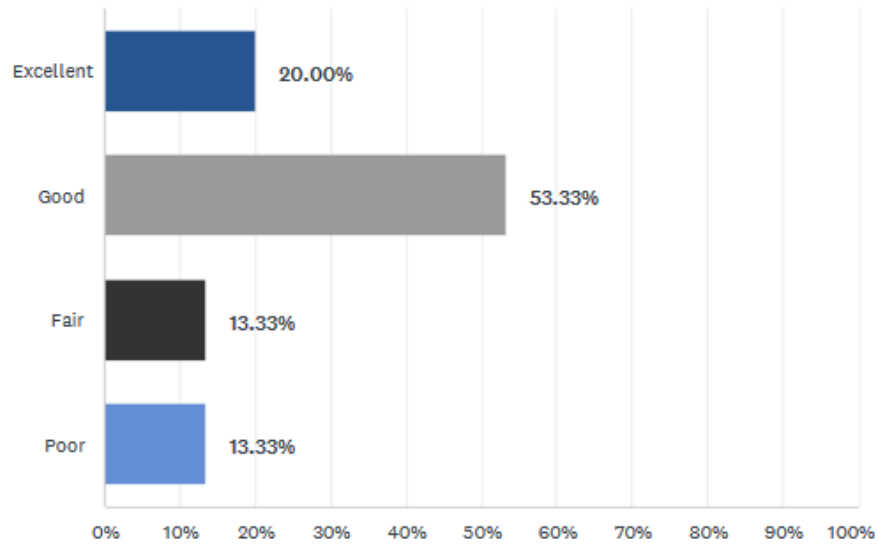
ANSWER CHOICES	RESPONSES	
I agree	40.00%	6
I want more information.	60.00%	9
I want less information.	0.00%	0
TOTAL		15





Q3 How would you rate the quality and timeliness of internal communication within the BoCC?

Answered: 15 Skipped: 0



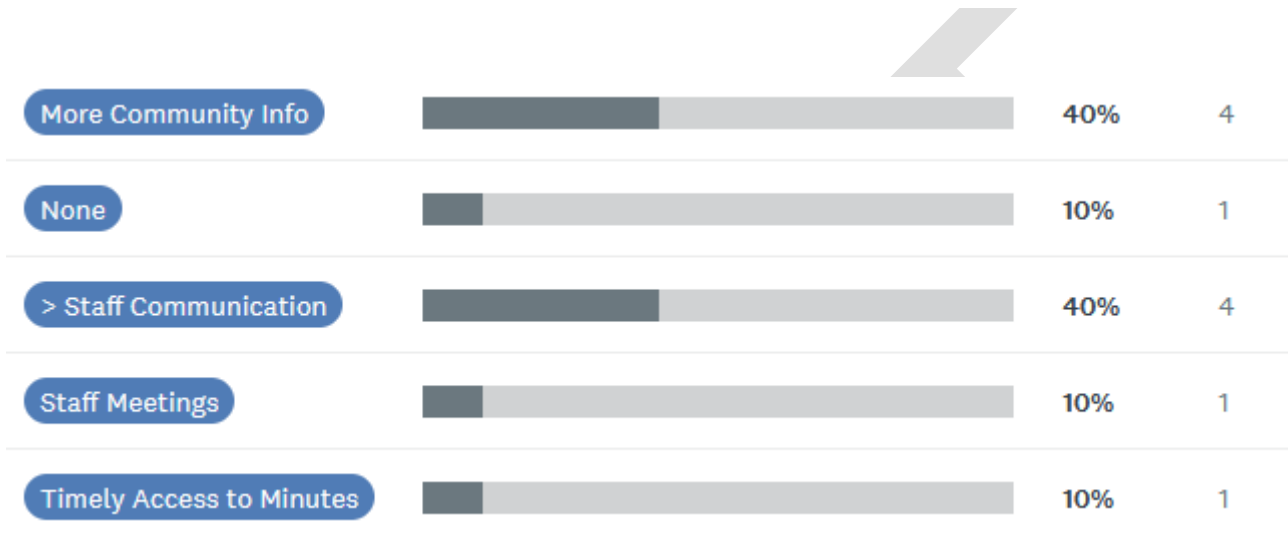
ANSWER CHOICES	RESPONSES	
Excellent	20.00%	3
Good	53.33%	8
Fair	13.33%	2
Poor	13.33%	2
TOTAL		15





Q4 If you want the Levy County BoCC to share more information, please describe the type of information you are interested in receiving and how you would like to receive it?

Answered: 10 Skipped: 5

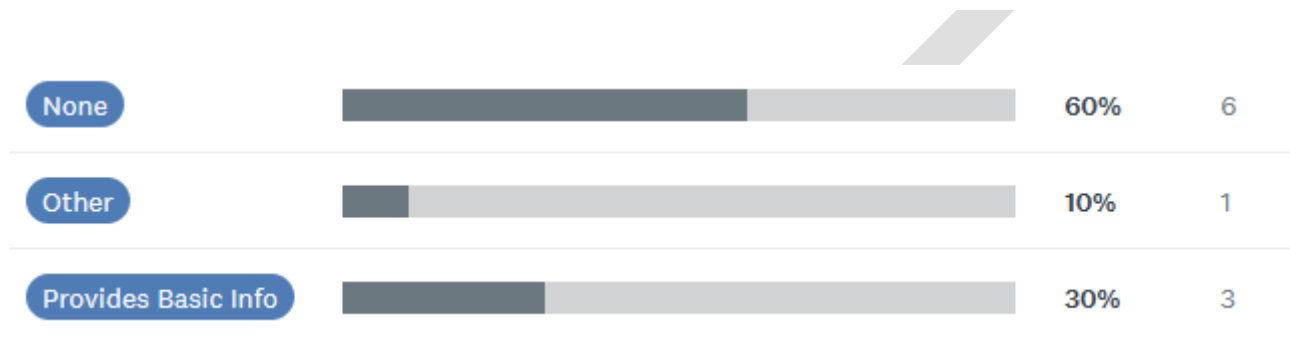


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Q5 What are the strengths of the current Levy County BoCC Public Information Program?

Answered: 10 Skipped: 5

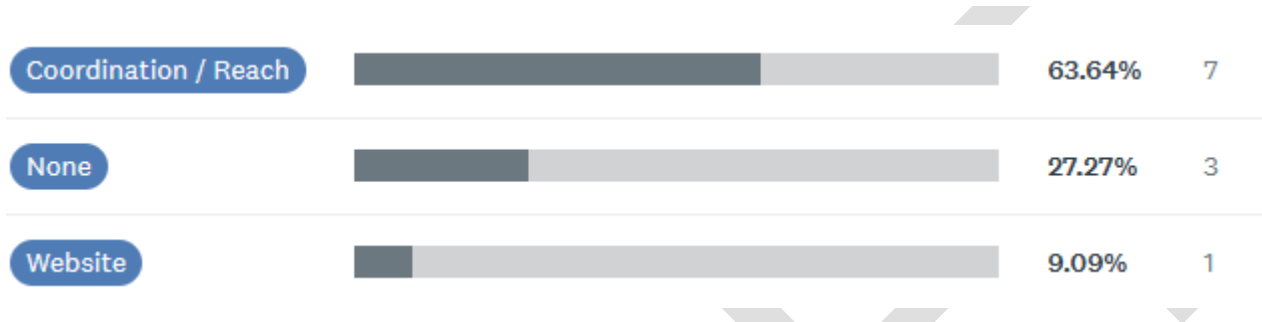


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Q6 What are the weaknesses of the current Levy County BoCC Public Information Program?

Answered: 11 Skipped: 4

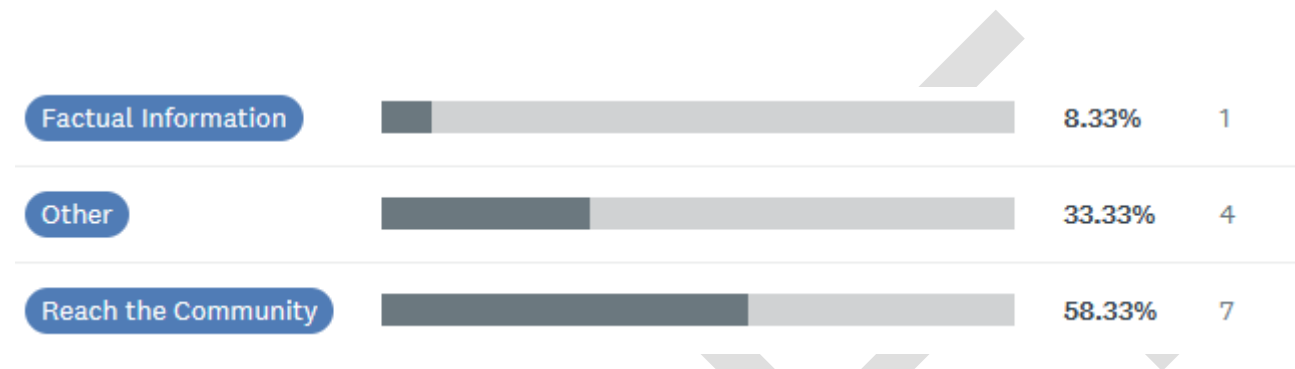


DRAX



Q7 What do you see as the biggest future challenges for the Levy County BoCC Public Information Program?

Answered: 12 Skipped: 3

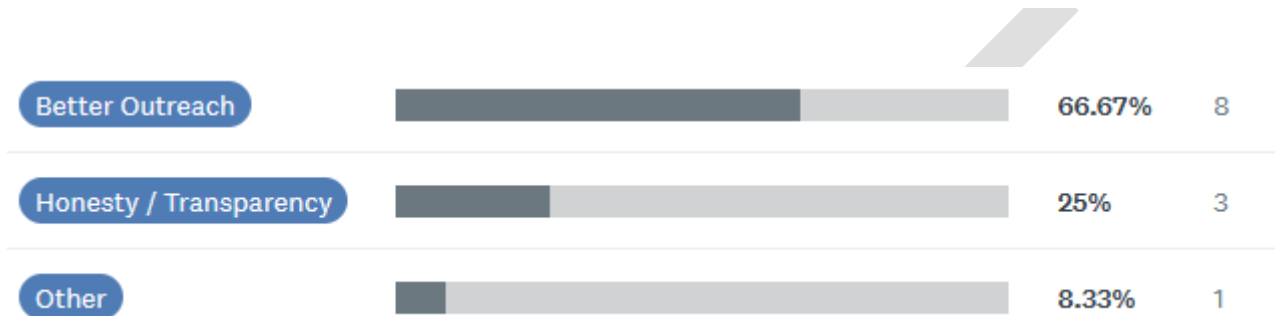


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Q8 What do you see as the biggest future opportunities for the Levy County BoCC Public Information Program?

Answered: 12 Skipped: 3

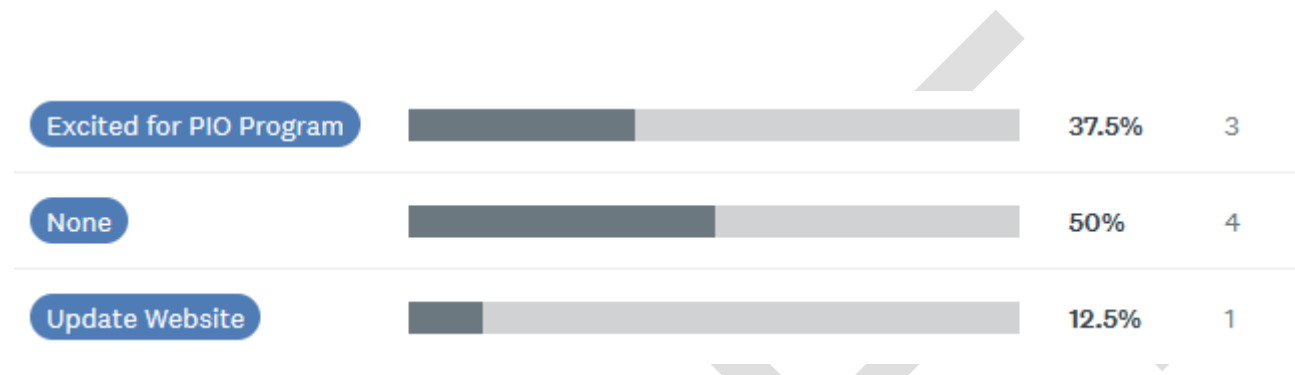


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Q9 Other feedback you would like to share regarding the Levy County BoCC Public Information Program:

Answered: 8 Skipped: 7

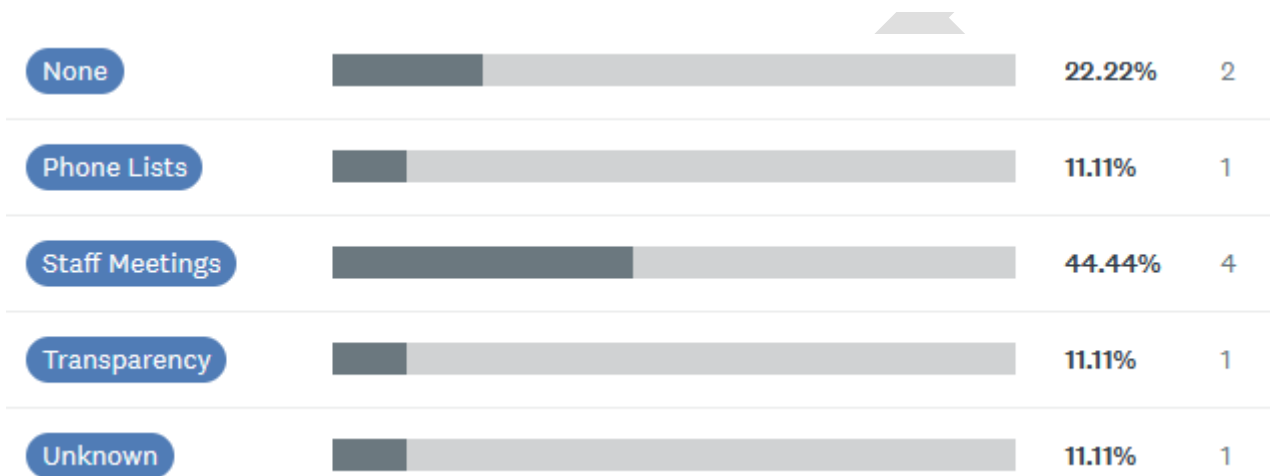


DRAX



Q10 What changes would you like to see as they relate to internal BoCC Communications (including written, electronic, in person communication, etc).

Answered: 9 Skipped: 6



DRAFT



DRAFT

Levy County Public Information Officer

PO Box 310, Bronson, Florida 32621

Phone: 352.722.2244

Email: PIO@LevyCounty.org