





CREATE

A THRIVING COMMUNITY

GOAL 1.1

*DRAINAGE,
FLOODING,
INFRASTRUCTURE*

Improve watershed management and the storm water drainage and flood control systems to reduce flood damage, including damage to life and property.

STRATEGIES TO ACHIEVE GOAL 1.1

- Implement a systematic infrastructure maintenance investment plan.
- Maintain the integrity of watersheds for their biological functions and protect, where possible, developed and underdeveloped flood plains.
- Ensure the adequacy of existing and proposed culverts and bridges, and other in-stream structures.
- Establish additional funding sources through partnerships with other organizations (i.e. SWFMD).
- Provide superior capital project delivery (with the CIP as the guiding tool).

GOAL 1.2

*INFRASTRUCTURE,
ROAD REPAIRS,
MAINTENANCE,
TRANSPORTATION*

Develop, operate, and maintain a robust multi-modal transportation and roadway infrastructure system.

STRATEGIES TO ACHIEVE GOAL 1.2

- Accelerate road repair project time lines to levels consistent with industry best practices.
- Manage a proactive road maintenance and preservation program to avoid higher costs in the future and maintain older infrastructure.
- Design roadway systems that improve circulation, optimize efficiency, and promote vehicle and pedestrian/bicycle safety.
- Continue to implement the advanced traffic monitoring system to optimize signal timing and improve signal operating efficiencies.
- Maintain the sidewalk and trail infrastructure within the collector and arterial road system.

GOAL 1.3

*UTILITIES
INFRASTRUCTURE*

Efficiently operate, maintain, and expand utilities capacity, to include potable water, wastewater, reclaimed water, and solid waste services.

STRATEGIES TO ACHIEVE GOAL 1.3

- Operate infrastructure systems in a safe, compliant, effective, and cost efficient manner.
- Implement asset management systems to enhance the effectiveness of programmed maintenance efforts as well as repair and replacement planning.
- Provide timely expansion of the County's Water Reclamation Facilities and supporting infrastructure through collaboration with the development community.
- Extend the useful life of the County's waste-to-energy and landfill assets through the expansion of the recycling and metals recovery programs.

GOAL 1.4

*DEVELOPMENT
REDEVELOPMENT*

Restore the vitality of our traditional neighborhoods and encourage reinvestment in older neighborhoods through a variety of new development and redevelopment projects.

STRATEGIES TO ACHIEVE GOAL 1.4

- Implement existing and future market area strategies for the Harbors, Gateway Crossings, Midlands, Countryside, and Highlands.
- Achieve a fiscally healthy balance between new housing and commercial land uses by examining supply of entitlements, market conditions, proposed road improvements, and locational demands.
- Dedicate Strategic Code Compliance Response Teams (SWEEP Teams) to target areas based on high call volume and/or specific intelligence.
- Forge public/private partnerships with a shared responsibility for Pasco County's quality of life.
- Encourage more mixed income, quality housing with developer amenities in appropriate locations, adding mixed uses to reduce commuting times and traffic volume on local roads.
- Fund incentives to promote urban design, and visual, landscaping, and aesthetic property improvements for identified and targeted redevelopment areas for beautification and property enhancement in commercial districts including, but not limited to US 19 corridor, public and private art, landscaping projects, and facade improvements.



ENHANCE QUALITY OF LIFE

GOAL 2.1 | Improve public safety response initiatives and service delivery capabilities to meet the growing needs of the community served.

PUBLIC SAFETY

STRATEGIES TO ACHIEVE GOAL 2.1

- Protect life, property, and the environment from the effects of fire, medical emergencies, disaster, hazardous material accidents.
- Improve fire and rescue response times through the process of locating and developing additional fire stations.
- Utilize an accreditation-based hazard and risk assessment tool to develop Incident Action Plans for target hazards within Pasco County.
- Improve delivery of Emergency Medical Services through an enhanced, continuous, quality improvement program.
- Ensure safe buildings and protect neighborhoods and the property rights of the citizenship through improved building code enforcement and fire safety inspection processes.
- Continue to advance best-practice models for efficiency and effectiveness within public safety communications as well as public information and education.
- Create cyber-resilient solutions to public safety communications through ongoing collaborations with Information Technology.
- Partner with Pasco Sheriff's Office and Justice Department on crime prevention (Parks & Libraries diversion programs), response, enforcement, and engaging the community as part of the solution.
- Expand fire hydrant availability to lower ISO ratings.

GOAL 2.2 | Deliver essential services to address basic human needs.

SERVICE DELIVERY

STRATEGIES TO ACHIEVE GOAL 2.2

- Ensure that all programs meet or exceed target population (veterans, elderly, homeless, underserved, etc.) requirements.
- Improve access to and understanding of essential services provided by Pasco County.
- Systematically evaluate the program/service portfolio to ensure relevance.
- Identify the hierarchal needs of underserved communities.
- Collaborate with other service providers and agencies to multiply efforts and enhance outcomes.

GOAL 2.3 | Provide a balance of cultural, educational, and recreational opportunities in Pasco County.

**CULTURE,
EDUCATION,
RECREATION**

STRATEGIES TO ACHIEVE GOAL 2.3

- Implement and fund opportunities existing within each of the following plans: Parks and Recreation Master Plan, Tourism Development Plan, Economic Development Plan, and Libraries Strategic Plan.
- Support funding opportunities for the operation and maintenance of the trail network, waterfront, beach areas, boat access, and water-based growth opportunities (i.e., fishing, scalloping, etc.).
- Attract and retain national, regional, and state sporting events and tournaments to increase the availability of sporting and other special events in Pasco County.
- Evolve services to meet the needs of an increasingly connected public.

GOAL 2.4 | Protect, conserve, and manage the County's natural resources including land, air, water, and wildlife.

**LAND
CONSERVATION**

STRATEGIES TO ACHIEVE GOAL 2.4

- Develop and implement maintenance improvement plans for passive lands.
- Reduce solid waste disposal and increase recycling.
- Continue pursuit of funds to assess, create remediation plans, and to clean up and redevelop Brownfield sites.
- Prevent pollutants, hazardous materials, and solid waste from entering the natural environment.



STIMULATE ECONOMIC GROWTH

GOAL 3.1 *FISCAL HEALTH*

Maintain and promote a financially sustainable County government that is transparent and effective.

STRATEGIES TO ACHIEVE GOAL 3.1

- Define, allocate, and preserve ongoing funding streams designated for capital investment and operational needs.
- Manage resources, costs, and liabilities to ensure the County's long-term fiscal health.
- Maintain acceptable levels of operating reserves across targeted funds.
- Coordinate with the Clerk on fund management strategies and address the County Investment policy to achieve the highest and safest returns.
- Maintain a Bond Rating of A or better for all County bonds.
- Reach out to County and other vendors to ensure good competition and prioritization.

GOAL 3.2 *COMMERCIAL GROWTH*

Become a regional leader in collaborative efforts to attract and retain businesses to achieve a strong, stable, complementary business mix, tax base and employment base.

STRATEGIES TO ACHIEVE GOAL 3.2

- Stimulate and strengthen existing industries and encourage the upgrade or redevelopment of deteriorated/vacant industrial and commercial properties.
- Invest in collaborative efforts, including public/private partnerships, to increase the number of office, industrial, and pad-ready sites for development opportunities.
- Encourage access to economic incentives for quality job creation and/or tax base enhancement.
- Attract and retain capital intensive industries for increased property values.
- Improve the marketing and development of tourism assets.

GOAL 3.3 *BUSINESS-FRIENDLY OPERATIONS*

Become known as a great place to locate and operate a business by revising unnecessary or burdensome processes and regulations that create barriers to economic growth; and providing constant, helpful, advice and direction.

STRATEGIES TO ACHIEVE GOAL 3.3

- Optimize development review, permitting, and inspections processes and procedures and ensure that the attending workforce is well trained.
- Update the County Code, expand access to information, and streamline processes to simplify and expedite doing business with the County.
- Preserve Employment Center sites for future office and industrial development.
- Utilize technology to provide streamlined and efficient services.

GOAL 3.4 *COLLABORATION*

Improve and accelerate positive economic and community outcomes through intergovernmental and interagency collaborative efforts.

STRATEGIES TO ACHIEVE GOAL 3.4

- Develop and enhance relationships and commitments in the public and private sectors to achieve common goals, improve citizen's quality of life, and strengthen the economic sustainability of Pasco County.
- Engage in collaborations to share risk, planning, or financial resources to improve or accelerate outcomes and solve complex problems.
- Promote better use of available resources through combined efforts.

FAST FACTS

Located on the Gulf of Mexico in the Tampa Bay area, Pasco is part of a nine-county region referred to as the "Nature Coast." Pasco County has a total of 742 square miles with 230,000 acres of open space and more than 100 square miles of managed recreational facilities, including parks, four artificial reefs (one made up of surplus military tanks), 25+ golf courses, and three State-designed canoe trails. The possibilities to enjoy the outdoors and nature are unlimited.



IMPROVE ORGANIZATIONAL PERFORMANCE

GOAL 4.1 | Deliver services that meet and exceed customer expectations in a manner that builds trust, inspires confidence, and promotes accountability.
CUSTOMER SERVICE

STRATEGIES TO ACHIEVE GOAL 4.1

- Standardize how County services and products are provided to the public utilizing more intuitive, customer-centric approaches to achieve maximum outcomes and customer satisfaction.
- Consistently collect and analyze meaningful customer feedback and data to adapt service delivery.
- Ensure equipment and technologies are in place so that employees can achieve high-quality service outcomes.
- Produce standard operating procedures (SOPs) to ensure cohesive service delivery and combat loss of institutional knowledge due to turnover.
- Standardize and centralize communications efforts of all medias to ensure consistent, valuable messaging to customers.

GOAL 4.2 | Attract, retain, and grow a customer-centric work force that has the proper knowledge, skills, abilities, tools, and technology.
INTERNAL WORKFORCE

STRATEGIES TO ACHIEVE GOAL 4.2

- Empower employees to solve problems and optimize their position/function.
- Communicate effectively to engage all employees in the mission of the County.
- Ensure that the organization’s employee compensation plan is competitive within the Pasco County market.
- Provide comprehensive benefits and supports for employee wellbeing.
- Provide opportunities for personal and professional growth and development through Pasco U and the Degree Alternative Program.
- Implement the Facilities Master Plan to ensure the workspace necessary for employees to efficiently deliver services.

GOAL 4.3 | Systematically evaluate processes and procedures to ensure they are optimized and that the intended outcomes are achieved.
PERFORMANCE IMPROVEMENT

STRATEGIES TO ACHIEVE GOAL 4.3

- Map, analyze, and improve all work processes.
- Seek innovative, cost-effective, customer-centric methods of service delivery.
- Continuously measure and evaluate individual, program, and strategic goal performance.
- Benchmark performance against “Best in Class” via the Florida Sterling Model, the Florida Benchmarking Consortium, or other high-performing organization models.
- Promote a nimble, responsive culture that will adjust quickly to changes in customer requirements, the market, or legislative/regulatory mandates.
- Review business units to validate service delivery efficiency as compared to outsourcing.

GOAL 4.4 | Promote significant positive change through innovative ideas, devices, and methods of doing business.
ADDRESSING INNOVATION

STRATEGIES TO ACHIEVE GOAL 4.4

- Identify creative funding solutions through both public and private sectors.
- Actively seek out applicable best practices in both public and private sectors.
- Engage the entire organization and community as part of the solution.
- Review organizational structure to optimize service delivery systems.

FAST FACTS *With limited sources of revenue, Pasco County relies on grant funding from various Federal and State agencies to help support a variety of operating and capital programs such as:*

- Provide Bus Transportation (PCPT)
- Enhance Public Safety Programs
- Emergency Management Planning
- Construct Stormwater Improvements
- Enhance Park & Library Programs
- Provide Low Income Housing
- Community Redevelopment
- Feed the Elderly
- Elderly Emergency Energy Assistance
- Build Road, Sidewalk, and Bicycle Trails

Becoming Florida's Premier County

With a dedicated focus on customer service excellence, we set our sights on the actions and activities required to achieve our *Vision* of becoming "Florida's Premier County." To become *Premier*, we must:

- Create a Thriving Community
- Enhance Quality of Life
- Stimulate Economic Growth
- Improve Organizational Performance

These four focus areas frame the work we do. Each is supported by Strategic Goals, accomplished through comprehensive strategies, detailed action plans, and targeted initiatives. Planning starts with an environmental scan, which is really just an investigation of sorts, to learn everything we can about what's happening in Pasco County. In addition to poring through mountains of data and information, we ask for input from our customers, the citizens, through surveys, listening sessions, and focus groups; from the business community, also our customers, from community stakeholders and groups; and from our own staff, the people who do the work, solve the problems, and serve the customers. All of this input helps us to identify strengths to build on and opportunities for improvement.

The input is distilled into common themes as either *Advantages* or *Challenges*. In our 2018-2021 Strategic Plan, our County Commissioners established the four focus areas to specifically address our challenges and to leverage or build on our advantages. Staff developed the Strategic Goals to further define the intended outcome of the work, as well as the strategies outlining how the work will get done and the goals achieved. Quarterly Business Reviews are used to track goal performance and make necessary course corrections.

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