

PASCO COUNTY *fl*

Planning

Ahead for

Strategically

Clear

Objectives

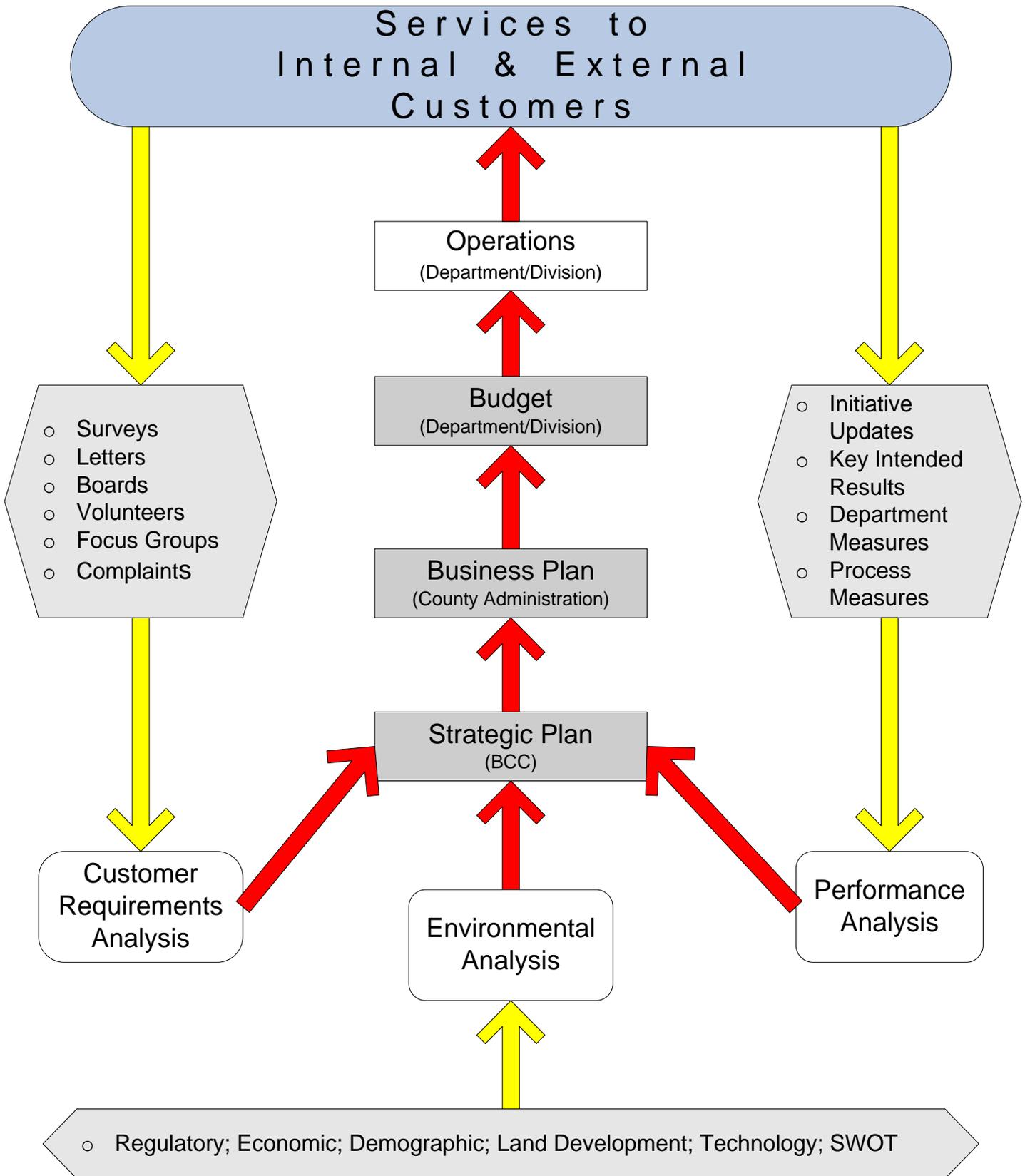


“Coming together is a beginning; keeping together is progress; working together is success.” - Henry Ford



**2012 STRATEGIC
PLANNING RETREAT
NOTEBOOK**

Pasco County Planning Model



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**Pasco County Board of County Commissioners
Strategic Planning Retreat**

December 3, 2012
Saint Leo University
9:00 am to 5:00 pm



Retreat Agenda

- I. Introduction - Michele Baker**
- II. Strategic Planning Process Review and Lessons Learned – Michele Baker**
- III. Review of Pasco County Values, Mission, Vision – Michele Baker**
- IV. Strategic Planning Inputs**
 - ⇒ **Customer Requirements Analysis – Heather Grimes**
 - ⇒ **Performance Analysis – Craig McCandless**

BREAK FOR LUNCH – 12:00

- ⇒ **Environmental Scan Review – Assistant County Administrators**
 - Capital Improvement Plan (Bruce Kennedy)
 - Customer Engagement (previously presented by Heather Grimes)
 - Demographic Trends (Bipin Parikh/Richard Gehring)
 - Economic Analysis (Heather Grimes)
 - Information Technology (Heather Grimes)
 - Land Use Trends (Bipin Parikh/Richard Gehring)
 - Legislative Issues (Dr. Suzanne Salichs)
 - Organizational Profile (Heather Grimes)
 - ULI Report Implementation (Bipin Parikh/Richard Gehring)
- V. SWOT Analysis**
 - VI. Strategic Objectives – Michele Baker**
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3	Section 3) Strategic Planning Process Review and Lesson Learned
4	Section 4) Review Pasco County Values, Mission, and Vision <ul style="list-style-type: none">- Current Values, Mission, Vision, and Core Competencies (new)
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5	⇒ Customer Requirements Analysis <ul style="list-style-type: none">- NCS Surveys
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INTRODUCTION



Introduction to Strategic Planning



Strategic planning is a management tool that serves as the roadmap for organizational improvement by aligning resources to accomplish the actions necessary to meet the desired objectives. As such, it is a document that offers direction and guidance to internal stakeholders and communicates the organization's most important ideas, issues, and priorities to external stakeholders.

The Strategic Plan is the cornerstone for the delivery of services to our citizens, forming a foundation for the development of a Business Plan and the County's Annual Budget. The Strategic Plan assures that our efforts are purposefully designed and focused to meet our long-term strategic needs. Critical decisions, regarding resource allocation during the budget process, will be evaluated for consistency with and support of the identified strategic objectives. The Plan serves as the framework for County departments to align their goals and strategies, thereby making budgetary decisions more consistent, sustainable and transparent.

Additional benefits of strategic planning include the following:

- **To set direction and priorities:** Most importantly, an organization needs a strategy as it sets direction and establishes priorities. This strategy defines how an organization views success and prioritizes the activities that will make this view reality. It also helps your people know what they should be working on, and what they should be working on first.
- **To help the organization anticipate and manage change:** Planning allows an organization to anticipate and prepare for relatively minor or significant changes in its internal and/or external environments. This is important as anticipating and planning for change, rather than simply reacting to it, allows the organization an opportunity to determine how to deal with the change.
- **To simplify decision-making:** Strategic planning helps prioritize the activities necessary for success. Priorities allow decision-makers to set aside non-core initiatives and focus on decisions impacting strategic objectives.
- **To drive alignment:** When there is shared purpose and direction, there is the basis of a high-performance team. Unfortunately, many organizations have hard-working people putting their best efforts into areas that have little to no effect on strategic success. An organization's mission cannot be achieved without board members and staff who agree on a common direction and are committed to achieving success for the organization.
- **To communicate the message:** Many leaders fail to communicate the organization's strategy for reaching organizational objectives to the employees tasked with actually implementing and carrying out the strategy. Communicating this strategy to staff, suppliers, and customers allows greater opportunities for people to help maximize success in getting there.
- **To reinforce the need to commit to continuous improvement:** Since change is a constant, it is important that organization's commit to continuous improvement as a means of addressing it. Continuous improvement goes beyond a managerial approach; it helps develop a culture of innovation and constant improvement within an organization.



Pasco County

Board of County Commissioners

Strategic Plan

2009-2012
Updated January 2011

**Economic
Development**



Growth



**Customer
Service**



sustainability



Transportation



Environment



BOARD OF COUNTY COMMISSIONERS



Commissioner Jack Mariano
District 5, Chairman



Commissioner Pat Mulieri, Ed.D.
District 2, Vice-Chairman



Commissioner Ted Schrader
District 1



Commissioner Ann Hildebrand
District 3



Commissioner Henry Wilson
District 4



**PASCO COUNTY BOARD OF COUNTY COMMISSIONERS
STRATEGIC PLAN
2009-2012
UPDATED JANUARY 2011**



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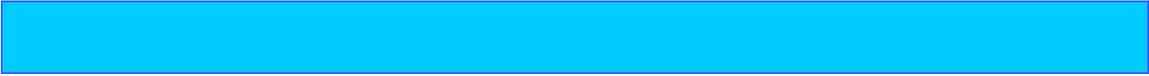
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“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time.”

- Jim Collins
Good to Great and the Social Sectors

INTRODUCTION

PURPOSE

The Pasco County Board of County Commissioners' Strategic Plan was created to present a clear vision for the County's future focus on the issues of greatest importance to our citizens. The plan sets forth the short-term direction necessary to achieve long-term success toward the goals and initiatives set by the Board. It describes the County's Vision, Mission, and Values, as well as measurable desired results and strategies for achieving our goals.



Pasco County's Strategic Plan is the overarching plan that guides the direction of County services based on priorities established by the Board of County Commissioners. The Plan contains a set of strategic priorities and goals that establish a roadmap of what the County wants to achieve in the next three years.

The Strategic Plan will be the cornerstone for the delivery of services to our citizens, forming a foundation for the development of a Business Plan and the County's Annual Budget. By looking ahead and asking our customers what they need, we establish a vision for what level of service we will provide, along with an understanding of what resources will be necessary to provide them.

Our Strategic Plan will assure that our efforts are purposefully designed and focused to meet our long-term strategic needs. Critical decisions, regarding resource allocation during the budget process, will be evaluated for consistency with and support of the identified strategic priorities. The Plan will serve as the framework for County departments to align their goals and strategies, thereby making budgetary decisions more consistent, sustainable and transparent.

The Strategic Plan is a living document, not a static or rigid blueprint. The Board of County Commissioners will review the plan annually in November to make minor updates as needed. A major update will not occur until 2012. After 2012, major updates will occur on a biennial basis in order to adjust priorities and strategies based on changing opportunities, threats, and other unforeseen factors.



STRATEGIC PLANNING PROCESS

Pasco County's Strategic Planning process began in the fall of 2007 with the launch of the LEAP (Lean, Efficient, Accountable Pasco) Initiative. Focused on the goal of providing excellent customer service to our

citizens, LEAP represented the beginning of the County's long-term plan to achieve excellence in government and was a precursor to the formal Strategic Planning process. The first step of the formal Strategic Planning process was an Environmental scan of the trends, conditions and issues affecting the County, including an analysis of changing demographics, land development trends and financial conditions.



Next, the County conducted a broad community outreach and engagement process, including citizen satisfaction surveys, focus groups based on individual interest areas and stakeholder sessions covering a variety of key issues facing the County. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted using a variety of sources, including the Board of County Commissioners, senior County leadership, County employees, residents, businesses, and community groups.

Using the results of the Environmental Scan, stakeholder input and SWOT analysis, the Board of County Commissioners met in several workshop sessions to draft the Strategic Plan, setting the County's Strategic Objectives, as well as the County's Vision, Mission, and Values. Once Strategic Objectives were set, the Board identified Key Intended Results (KIRs) to measure the County's progress.

In every stage of the process, careful attention to the Environmental Scan and citizen input provided the basis for the County's commitment to data-driven decision-making. Once the Strategic Plan is adopted it will guide the direction of the entire organization, ensuring that our efforts are purposefully designed to meet the strategic needs of the County.

KEY TERMS AND CONCEPTS

This strategic plan introduces commonly used words and phrases that have a special meaning when used as part of a strategic planning process. It is important that the Board, County staff, and other individuals and groups using the County's strategic plan have a common understanding of the meaning of these words and phrases. The following is a brief definition of the key terms and concepts that are found in the strategic plan.

- Vision Statement: This statement represents a desired future for Pasco County. It serves as a beacon or "North Star" to direct the decisions made and actions taken by the Board, County staff, and advisory groups.
- Mission Statement: An "enduring statement of purpose" that distinguishes Pasco County from other similar organizations. A mission statement identifies the scope of operations in product and market terms. It addresses the basic question of "What is our business?" A clear mission statement describes the values and priorities of an organization.
- Values: The values represent the principles or beliefs that guide the actions, decisions, and behaviors of County representatives at all levels of County government. Collectively, they describe how work is done by all Pasco County representatives.

- Strategic Objective Areas: These represent the “vital few” strategic issues or topics that need to be successfully addressed if the County is to move toward its stated vision.
- Key Intended Results: The KIRs represent the most important outcomes or results that the County expects to achieve by the end of the strategic plan’s time frame. They can be used to measure progress toward addressing each strategic objective area.

Strategic Time Frame: There are two parts to this time frame. The strategic Objective areas are topics and issues that need to be addressed during the next three years. The performance goals for each strategic Objective should be achieved by September 30, 2012. A major update will not occur until 2012. After 2012, major updates will occur on a biennial basis in order to adjust priorities and strategies based on changing opportunities, threats, and other unforeseen factors.

BUSINESS MODEL

Pasco County seeks to translate the Board’s vision into action using the time-tested performance excellence model provided by the Florida Sterling Council. Strategic Planning is one of the seven core criteria or focus areas that make up the Sterling model for performance excellence. Local governments that are committed to improving the services they provide to their customers recognize the importance of developing and using a strategic plan as a guide in making both policy and management decisions. The Sterling model will serve as the framework for reaching the County’s strategic goals. For each desired result, there will be performance measures and targets for tracking our progress in the following areas:

- Focusing the Board and County staff on long-term strategic interests.
- Reshaping County services and programs to improve customer service, increase efficiency and reduce expenditures.
- Delivering quality services to residents, businesses and other stakeholders.

PERFORMANCE MEASUREMENT

The Pasco County Board of County Commissioners believes it is vitally important to have quality leadership, management and staff in order to deliver the outcomes our citizens expect using effective and efficient processes. Our commitment to performance excellence includes the following:

- A performance measurement system that identifies, tracks and reports critical results, enabling the organization to continuously improve service delivery.
- Data-driven decision-making to replace non-fact based approaches.
- A process improvement system that will be implemented across the organization.
- A performance development team that will provide guidance and coaching to departments, divisions and employees.

HOW THIS DOCUMENT IS ORGANIZED

The next three sections set out the County's Vision, Mission and Values, as well as the Strategic Objectives and Key Intended Results set by the Board of County Commissioners.

Following the objectives are elements of an updated Environmental Scan that was presented to the BCC during the December 14, 2010 Strategic Planning Workshop. The scan consists of data accrued from many internal and external sources organized into key subject areas, as well as a summary of the results of the Community Outreach efforts; that have occurred since January 2009 including the Resident Satisfaction Survey, Stakeholder Sessions feedback, and SWOT (internal Strengths & Weaknesses and external Opportunities and Threats) analysis. It should be noted that these summaries reflect data and research as of December 2010 and were used as input for the Board's annual review of the plan.

VISION, MISSION AND VALUES

VISION STATEMENT



A vision statement provides the guiding direction or the “North Star” that leads all County efforts and activities to a desired future. The following is the Vision Statement for Pasco County. It reflects the comments, ideas, suggestions, and wording that were heard at the Board’s strategic planning workshops, stakeholder sessions, and focus group meetings with various community, civic, and County employee groups.

“Pasco County - Florida’s premier county for balanced economic growth, environmental sustainability, and first class services.”

TAG LINE



This tag line, combined with the County seal, will create an easy to remember symbol for Pasco County:

“Bringing Opportunities Home”

MISSION STATEMENT

A mission statement represents the overall purpose or reason for Pasco County to exist. It describes what the County is working to accomplish.

“Delivering services, being innovative, maintaining efficiencies, building confidence – this is our mission and we’re committed to doing it best.”

VALUES

- **Respect** – Treating our customers and co-workers with courtesy, consideration, and appreciation at all times, under all circumstances.
- **Integrity** – A workplace in which the highest standards of ethics and honesty are adhered to at all times and without exception. Doing the right thing even when no one is watching.
- **Innovation** – An atmosphere where new and creative ideas are supported and encouraged by management and staff. An environment where employees are empowered to creatively solve problems and deliver excellent public service.
- **Service Excellence** – A commitment to providing our customers with the highest caliber of service in all areas of County government.
- **Quality** – A work product that fulfills the needs of our customers and consistently meets the highest standards of workmanship, efficiency, and effectiveness.

STRATEGIC OBJECTIVES AND KEY INTENDED RESULTS

The Board selected six strategic Objective areas as described below. These represent the most important or the “vital few” strategic topics that the Board and County staff need to jointly address during the next three years in order for Pasco County to successfully accomplish its mission and vision statements for the future.



STRATEGIC OBJECTIVE 1 - JOBS AND ECONOMIC DEVELOPMENT

Provide leadership and resources to attract and expand business opportunities through incentives, land use policy, transportation access, and economic development planning, intended to diversify and strengthen our economy; thereby creating job growth for decades to come.

JOBS AND ECONOMIC DEVELOPMENT - KEY INTENDED RESULTS (KIRS)

- **Industrial Growth** – Increase the prime acreage of industrial-zoned, infrastructure-served sites in designated areas from 400 to 800 acres by 2015.
- **Pasco County Jobs** – Increase the number of jobs in target industry areas from 900 to 1,100 target industry jobs per year, for a total of 5,000 target jobs by 2015. Total office and industrial employment projected at 3,600 to 4,000 jobs per year, for 20,000 new jobs by 2015.



STRATEGIC OBJECTIVE 2 – FINANCIAL SUSTAINABILITY

Preserve the County’s financial well-being by creating a strong tax base, establishing a reserve policy, using a full range of revenue options, and matching the scope and shape of County government to availability of revenues and customers’ requirements for services.

FINANCIAL SUSTAINABILITY - KEY INTENDED RESULTS

- **Fund Reserve Policies:** Beginning with FY 2010, in selected operating funds, increase budget reserves each year so that no later than FY 2015 each fund will reach and maintain a minimum of 16.7% in designated fund reserves consistent with fiscal policies established by the Board of County Commissioners to ensure Pasco County’s long-term fiscal and financial stability.
- **Diversify Property Tax Base:** Reduce dependence on the residential tax base by resetting the ratio between the residential and non-residential tax base from 62% / 38% by 1% per year until a 50% / 50% ratio is reached.



STRATEGIC OBJECTIVE 3 – GROWTH MANAGEMENT

Focus future growth into sustainable and competitive market areas with readily available infrastructure and alternative modes of transportation, provide protection of resources and a diversity of community types from vertical urban to the most protective rural.

GROWTH MANAGEMENT - KEY INTENDED RESULTS

- **Urban Service Areas** - Adopt the required Comprehensive Plan and Land Development Code amendments to establish a Coastal/Inland Redevelopment and Infill urban service area and a Gateway “Opportunity” urban service area along State Road 54 as described in the 2008 Urban Land Institute report by 2010.
- **Future Land Development Patterns** Maintain the County’s open space and rural environment by directing new residential, commercial, and industrial development to established Urban Service Areas to improve urban vs. non-urban development ratios:
 - New Residential Development: 50% in USAs / 50% in non-USAs
 - New Commercial Development: 60% in USAs / 40% in non-USAs
 - New Office Development: 65% in USAs/ 35% in non-USAs
 - New Industrial Development: 65% in USAs / 35% in non-USAs
 - New Hospitality 75% in USAs / 25% in non-USAs
 - New Infill Development 80% in USAs / 20% in non-USAs
 - Neighborhood Redevelopment 80% in USAs / 20% in non-USAs
- **Area-Wide Transportation Concurrency & Mobility Fee** Adopt Comprehensive Plan and Land Development Code amendments to establish area wide concurrency by 2012.



STRATEGIC OBJECTIVE 4 – CUSTOMER SERVICE LEVELS

Reset County services and service levels and reshape the size of County government, in line with available revenues, and consistent with customer requirements and expectations, in order to provide value-added, reliable services to the County’s residents, business interests, community groups, and visitors.

CUSTOMER SERVICE LEVELS – KEY INTENDED RESULTS

- **Public/Private Partnership.** Increase the use of public/private partnerships. Implement two new partnerships for large-scale projects by 2012.
- **Overall Residential Satisfaction Rating.** Improve residents’ overall rating of the quality of services provided by Pasco County from 50% Good/Excellent to 65% by 2011 and to 75% by 2013, as measured by the National Citizens Survey (Question 12).



STRATEGIC OBJECTIVE 5 – TRANSPORTATION

Match planned transportation improvements with available funding so that the County’s road improvements and transit projects contribute toward achieving key growth management and economic development goals.

TRANSPORTATION – KEY INTENDED RESULTS

- **Transportation Systems.** Integrate four critical transportation projects identified on the County's five-Year or long-term Capital Improvement Plan with region-wide transportation planning to ensure that designated Pasco County locations are considered as part of long-range alternative transportation system and land use planning.
- **Funding Sources** By 2012, reduce Pasco County's dependence on impact fees and gas tax to fund transportation systems, by creating at least two new funding sources for transportation and transit facilities, such as toll facilities and tax increment financing.



STRATEGIC OBJECTIVE 6 – ENVIRONMENTAL PROTECTION

Preserve environmentally sensitive lands in order to conserve open space for future generations, protect the public water supply, and provide wildlife habitat.

ENVIRONMENTAL PROTECTION – KEY INTENDED RESULTS

- **Additional Conservation Land Inventory.** Add 250 acres of new conservation-protected land to the County's inventory per year.
- **LEED (Leadership in Energy and Environmental Design) Buildings.** Approve development plans for at least one public sector and one private sector LEED-certified new building by January 2011.

CAPITAL IMPROVEMENT PLAN

With the deployment of the budgeting system software, GovMax, and the formal establishment of a Capital Planning Team (CP-Team), a new approach and process for capital improvement planning and budgeting was implemented in Fiscal Year 2011. One of the most significant accomplishments with these changes is the publication of a separate consolidated five-year Capital Improvement Plan (CIP) for Fiscal Years 2011-2015. This document provides a detailed description of each project along with project cost estimates, funding sources, project timetable, and an aerial/graphic showing the project location or a picture of equipment purchases. Ongoing capital projects are also carried forward in this CIP document with information regarding prior year funding expenditures and total estimated project costs. The CIP document will continue to be updated and enhanced annually as part of the annual budget process with coordination and oversight provided by the CP-Team.

The CP-Team represents all business units within the County enterprise, meeting bi-monthly to jointly coordinate and integrate ongoing and future capital project planning and project delivery activities for their respective business units and project partners. This communication is important and beneficial in order to set overall project priorities and timing of mutually beneficial project delivery. This approach to project delivery allows each department to remain in sync with other departmental capital projects and CIP strategic goals and objectives presented in the County's Strategic Plan and project initiatives identified in the Business Plan.

The initiation and establishment of the CP-Team and bi-monthly meeting/coordination process also provides an opportunity to improve upon project delivery means and methods. An additional benefit is the provision of consistent project execution, project tracking and reporting of project progress, which are ongoing challenges. Currently, an Ad Hoc Committee is reviewing project scheduling tools, mapping techniques, and standardization for the establishment of uniform criteria for reporting, tracking, and illustration of the project delivery process. A web-based solution to improve communication is envisioned.

With this improved capital project planning process, every effort is being made to eliminate conflicts, unanticipated events, provide integration and coordination of projects where feasible, and ensure priorities are established for consistent execution and delivery of CIP projects.

The goals and objectives of this ongoing integrated capital planning process continue to include:

- Implementation of the Pasco County Comprehensive Plan and the Long Range Transportation Plan (LRTP);
- Implementation of Facility and Utility System Master Plans;
- Establishment of a system of annual examination and prioritization of County CIP needs;
- CIP focus on goals and Key Intended Results of the County's Strategic Plan; and,
- Focus on financial strategies and opportunities for bridging CIP funding gaps.

KEY FINDINGS AND CONCLUSIONS

Coordinated planning efforts will continue with the CP-Team for the purpose of reviewing projects to ensure there is no overlap or conflict, and project priorities are in sync. The CP-Team will also provide a forum to continue our joint efforts to improve the project delivery process. Overcoming CIP funding gaps and shortfalls will also continue as a major challenge. The County's financial strategy must include the exploration and identification of new revenue options for CIP funding. Alternative funding and revenue options as well as public/private options must be considered. These options could include but are not limited to: increased Local Option Gas Tax (LOGT); Municipal Service Benefit Unit(s) (MSBU) or Community Development Districts (CDD's); transfer fees for entitlements or capacity credits; redevelopment areas; and a Mobility Fee. These options will need to be further assessed and creative financing alternatives will need to be proposed that align with the Market Area strategies that represent the County's vision for targeted growth, economic development, and redevelopment.

The CP-Team will maintain the consolidated CIP based on revenue forecast projections and financial feasibility. Through this coordination effort, alternative revenue options can be explored and potential impact to the capital budget evaluated. Strategies for cross-functional business unit project integration and collaboration will continue. Any alternative funding opportunities will be proposed through a financial action plan prior to the annual budget process and incorporated into the annual CIP.

DEMOGRAPHIC TRENDS

POPULATION DENSITY AND CHARACTERISTICS

The Census estimates for 2010 state the County has a population of 471,709 of which less than 10% live in incorporated areas. In 2000, the highest concentration of population existed between U.S. 19 and Little Road, along the western boundary of the County. The majority of these areas had a population density of at least 2,000 to 4,000 people per square mile. However, there were some areas that had at least 4,000 to 6,000 or more people per square mile. There were some Census tracts along the State Road 54 corridor and U.S. 41, and also along the Hillsborough County line up into Zephyrhills, with growing populations as well.

Pasco County is expected to maintain these same growth patterns into 2035 and 2050, with the majority of the population still residing along the coastal and inland western areas of the County, and population increasing along the “54 Gateway” corridor. However, even into 2050, areas in Northeast Pasco as well as between State Road 52 and the Hernando County line are expected to remain primarily rural, in spite of some growth.

Pasco County is continuing to become younger and more family-oriented, with the median age of residents decreasing from 44.9 in 2000 to 41.9 in 2008. The average household size has increased from 2.3 in 2000 to 2.5 in 2008. In addition, K8 school enrollment has increased 32% to 47,703 in 2008. The percentage of residents over 65 has decreased as well, from 26.7% in 2000, to 21.1% in 2008.

POVERTY LEVELS

In 2000, approximately 10.7% of the population lived below the poverty line. In 2008, the number of people living below the poverty line in Pasco County increased to 11.9%. The percentage of children has increased to 17.5% from 16% in earlier years. The number of families has increased from 7.6% in 2000 to 9.0% in 2008. Those families with single, female heads of households living below the poverty line have decreased slightly from 2007 (28.5%) to 28.1% in 2008.

The areas surrounding Dade City also have the highest concentration of the population at low (< 80% Area Median Income) to moderate (< 120% AMI) income levels, with many of the areas having 71.1 to 80% low to moderate incomes. However, many areas in west Pasco County, as well as north central Pasco, also have as high as 70% of the population at low to moderate income levels. The concentration of poverty remains higher in areas that have been historically low-income and with higher concentrations of minority populations.

Although educational attainment and income have increased for Pasco County as a whole, there is still a need for social services for those living in poverty.

EDUCATIONAL ATTAINMENT

The percentage of Pasco County residents who are high school graduates has increased over time, from 77.6% of the population in 2000 to 85.3% in 2007. In 2009, the high school graduation rate for Pasco County was 79.4%. Institutions of higher education in Pasco County awarded 46,756 degrees and certificates over the decade 2000-2009. The number of students receiving academic degrees increased in the latter half of the decade.

WORKFORCE AND INCOME CHARACTERISTICS

According to the Census Bureau, in 2008, there were approximately 209,681 residents in Pasco County who are in the workforce. The majority of Pasco County's working residents commute; only 29.6% work within the county. Pasco County also employs a large percentage of non-residents; only 51.1% of jobs in the county are held by county residents.

Employers located in Pasco County have experienced positive economic growth at an annual rate of 3.7% from 2004 to 2009, adding 18,628 jobs. Pasco County employs a large percentage (57.2%) of its workers in the service industry, in positions such as government, healthcare, medical sciences, retail, and the educational system.

An analysis of Pasco County's occupational profile reveals that the workforce possesses an above average knowledge in a number of physical and social science fields. In spite of the high concentration of scientific knowledge in the workforce, the dominant industries are service-related.

As a result of the increased educational attainment of Pasco County residents, annual income has increased for both men and women. In 2000, the median earning for males was \$30,974. This increased 43% in 2008 to \$44,248. For women, the median income was \$23,802 in 2000. This increased 42% to \$33,769 in 2008.

RESULTS OF DEMOGRAPHIC SHIFT

The District School Board of Pasco County has built 21 new schools since 2000, including 13 elementary schools, five middle schools, and three high schools. The Pasco County Parks and Recreation Department has either built or expanded five parks since 2000, including the expansion of the Land O' Lakes Recreation Complex, the development of the Wesley Chapel District Park, as well as new parks in Key Vista, Lake Lisa and Eagle Point Park.

ROLE OF THE DECENNIAL CENSUS

With the anticipated release of the Decennial Census and the American Community Survey (ACS), the foregoing information should be updated to reflect accurate demographic information based on counts and not modeling. The draft release of the ACS is expected January, 2011, for County-level data. The finalized document, slated for a July 2011 release, will for the first time, include information for cities in Pasco County.

KEY FINDINGS AND CONCLUSIONS

Pasco County is evolving, not only in its population growth, but also in its population makeup. As a County, Pasco is getting younger, more educated, and wealthier, with a rise in per capita income. However, there are still areas that remain heavily impoverished. Also, as the workforce develops, the largest employers continue to remain in both the public and medical sectors.

Growth in the Tampa Bay Region will have a significant impact on the County. The County is strategically located and is becoming a highly desirable location for new residents and businesses. The natural northerly progression of growth out from Tampa/Hillsborough County and the continued migration from Pinellas County will place demands on the County for services and infrastructure as the demographics (including residential and commercial/industrial uses) change.

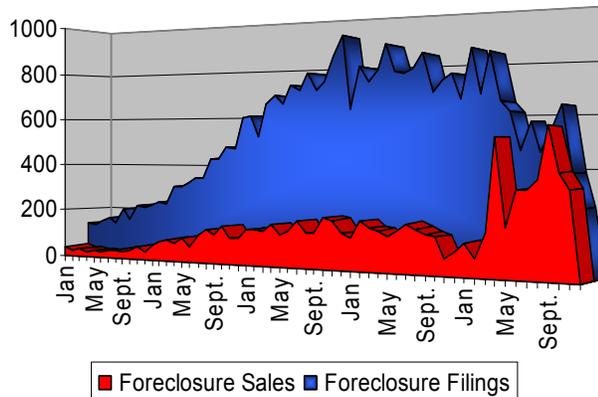
Planning and Growth Management is currently creating the framework for an economic development plan for the county. The Community Economic Development Profile was created for this plan, and contains data that could be used as a tool for the County's economic analysis. In addition to the County's efforts, the Tampa Bay Partnership has engaged the services of SRI Group in a Cluster Study for economic development. The information gathered by SRI includes both regional and county-level data that may be useful in analyzing the County's economic status.

ECONOMIC ANALYSIS

FORECLOSURES

Pasco County continues to be effected by the dramatic increase in foreclosures. For the first time in four years, 2010 will show the first decrease in foreclosure suit filings. Unfortunately, the 2010 level will still exceed more than 6,000 filings. That level, down from the 2009 high of almost 9,300 is still three times the number of filings compared to 2006.

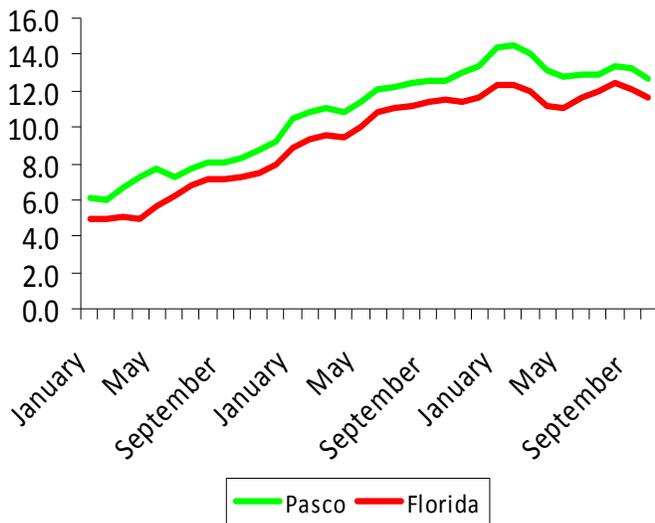
January 2006 through November 2010



The dramatic increase now is actual foreclosure sales. By the end of 2010, Pasco County is estimated to have 3,700 foreclosure sales. That represents more than double the number of foreclosure sales in 2009 and ten times the foreclosure sales in 2006. The Clerk and Comptroller’s Office provided the County with the aforementioned data and the graph above demonstrates the number of foreclosure filings and foreclosure sales for the period January 2006 through November 2010.

UNEMPLOYMENT

January 2008 through October 2010



Unemployment in Pasco County over the last 34 months has consistently been above the statewide rate. The Pasco rate during this period is averaging more than 1.4% percent higher than the state rate. During the first four months of 2010, Pasco County’s unemployment rate has averaged 2.0% higher than the State of Florida rate. During that same 34-month period, the state unemployment rate exceeded the national rate.

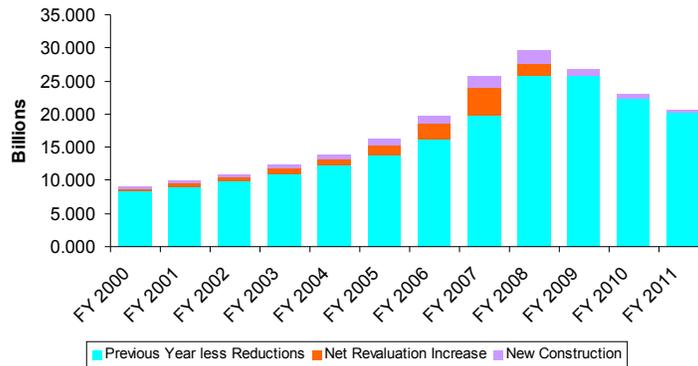
The State of Florida has provided us with detailed information showing the history of unemployment back to 1974, comparing Florida’s unemployment to the nations. The information reveals some clues as to how long it may take to reduce unemployment to “normal” levels. History tells us we can expect it to take

as long as five years for the County to return to unemployment rate in the 5% to 4% range. The last time the unemployment percentage was this high was 1982 when it took seven years to recover.

TAXABLE VALUE

Looking at the growth in the County's taxable value from Fiscal Year 2000 to 2008 and the decline in taxable value for Fiscal Year 2009 to 2011, it is clear that the increased value did not come primarily from new construction but, from revaluations of existing properties. This represents increases to commercial and non-homesteaded properties, and the increase in value when a "Save our Homes" property was sold. In 2006, the ratio of increases due to revaluations and increases due to new construction was 2-to-1. In 2007, it was 2.75-to-1. New construction value peaked in 2008 with \$2 billion added, fell to \$1 billion in 2009, and fell to \$600 million in 2010 to \$311 million in 2011. From Fiscal Year 2008 to 2011, due to the combined effects of Amendment One and the overall real estate down turn, the County's taxable value decreased by \$11 billion, which is greater than the value of all the new construction for the past fifteen years.

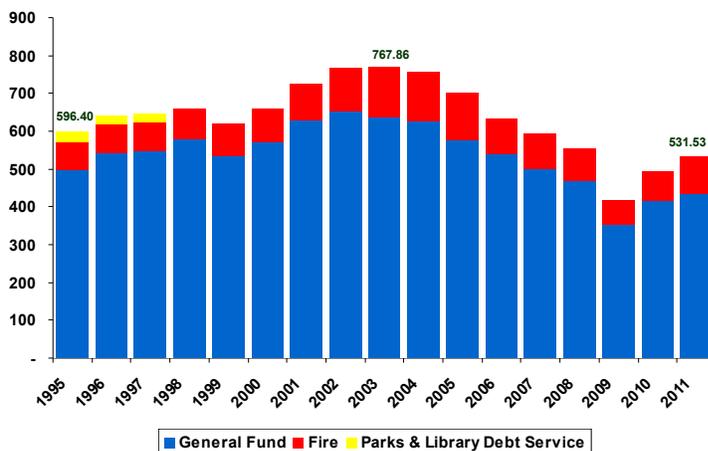
Countywide Taxable Value



BUDGET ANALYSIS

The Office of Management and Budget (OMB) reviewed previous budgets to determine when the dollar level of a previous year approximated next year's projected budget for four of the County's largest funds. For the General Fund, Municipal Service Fund and Municipal Fire Service Funds that year was 2006, while for the Road and Bridge Fund it was 2004. All of these budgets have significant personnel costs ranging from 40% to 73% of total expenses, which will require reductions in County employees and levels of service to meet the required downsizing.

County Property Taxes



OMB also calculated County property taxes on an average homesteaded property for the last 17 years. The value has been increased based on the "Save Our Homes" statute. The amount of

County property taxes for 2011 is lower than 15 of the previous 17 years since 1995 when "Save our Homes" first began. The amount of tax on an average homesteaded property would be more than \$64 lower than the 1995 County taxes and more than \$236 lower than the 2003 County taxes.

KEY FINDINGS AND CONCLUSIONS

OMB has also looked at expected trends beyond 2011. Property values are expected to fall again next year but not nearly as dramatically, with very little new construction.

Even with just a 2.5% inflation factor in 2012, the County may be facing another shortfall between \$8.7 million and \$11.8 million for Fiscal Year 2012.

	2011	2012	2013	
General	215,172,089	219,971,744	224,891,390	
Municipal Services	26,636,044	27,176,945	27,731,369	
Road & Bridge	10,244,798	10,470,918	10,702,691	
	252,052,931	257,619,607	263,325,450	
2.50% Increase in Operating Expenses		5,566,676	11,272,519	*
2.50% Decrease in Taxable Value		3,138,383	6,198,306	*
Projected Deficit		8,705,059	17,470,825	
2.50% Increase in Operating Expenses		5,566,676	11,272,519	*
5.00% Decrease in Taxable Value		6,276,766	12,239,693	*
Projected Deficit		11,843,442	23,512,212	

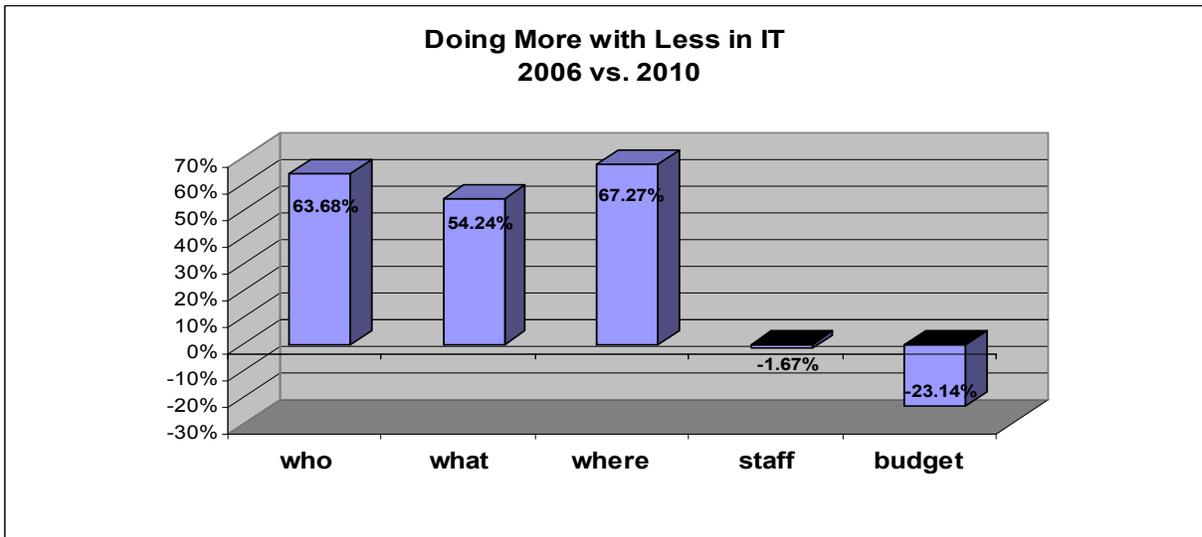
General Fund millage rate remains at 6.3668

*cummulative

Balancing options include: reduction or elimination of services provided, reorganization and consolidation of functions, increasing and creating new, non-property tax revenues, or increase millage rates. As in recent fiscal years the solution will probably be a mixture of all of these options.

INFORMATION TECHNOLOGY (IT)

More than 1,300 County employees use 160-plus business applications and services, across four computing platforms: mainframe, AS400, server-based, and client devices. As in previous years, annual growth in the use of these applications and services continues. The chart below illustrates both the growth in demand and the decrease in staff and fiscal resources between Fiscal Years 2006 and 2010.



Cloud computing, Software as a Service (SaaS), shared services, and virtual desktops are emerging technologies that are likely to change today’s server and/or client service delivery models. The promise of lower cost and level cash flow are driving the growth in “commodity” like infrastructure and application solutions.

The mainframe platform continues to house numerous mission critical applications. However, the business risk associated with the mainframe platform is growing primarily because of the loss of key support staff and the shrinking customer base related to the operating system and data base management system being utilized.

The upgrade of the radio communications system mandated by the FCC is almost complete. A follow up project requesting additional capacity in the 14% range is scheduled to begin in 2011. A five-year Radio Plan that outlines the migration to the next generation radio communications technology “P25” has been developed. The endorsement of this plan by governing bodies made the County eligible this year for annual Homeland Security Grants. For 2011 the County has been awarded more than \$600,000 towards the implementation of the Radio Plan.

The capacity, reliability, accessibility, and resiliency of the County’s data network continue to grow and mature. Likewise, the demand for and dependence upon, the private and public internet portions of the wide area network (WAN) continue to grow. Specific examples of this type of demand implemented in Fiscal Year 2010 include: remote data replication; video conferencing with external County locations; and solutions deployed via the software as a service (SaaS) model.

Many of the voice communications systems currently in use are nearing end of life. A Communications Plan that serves as a roadmap in the migration to the next generation voice technology is complete. Initial steps of this multi-phase, multi-year effort that focus on the use of voice over internet protocol (VOIP) are expected to begin in Fiscal Year 2011.

As younger employees replace the aging workforce, there will be a significant shift in workforce skills and expectations as to what information technology is available to them in the workplace. Governments will be challenged to create governance models that balance workforce demand to use social media and personal computing devices, such as the iPad, while complying with policies and mandates related to security and transparency.

KEY FINDINGS AND CONCLUSIONS

The five-year Radio Plan coupled with the annual Homeland Security Grant program provides the vision, the steps and in good part the funding to make the County's radio communications system P25 compatible.

The Communications Plan provides the vision and steps to substantially reduce annual operating costs and introduce new and/or enhanced functionality associated with VOIP systems that offer integrated Unified Communications (UC) capabilities.

Because of the growing use of public networks in the delivery of IT services, the security challenge of protecting our internal network from the unintended consequences of the public network is increasing both in scope and importance.

Evaluation and "pilot" deployments of server and/or client based emerging technologies (Cloud computing, Software as a Service (SaaS), shared services, and virtual desktops) are planned to begin in Fiscal Year 2011. The purpose of these pilots is to assess their business value and identify preferred deployment methods.

Support of mainframe based applications is being negatively impacted by the loss of long-term employees. Besides the loss of their technical skills, the loss of their institutional knowledge makes their replacement virtually impossible. Replacement of large mainframe systems like Permitting & Inspections, Criminal Justice Information System (CJIS), and Utility Billing are becoming time critical.

IT strategies need to be realigned with today's fiscal constraints, recruiting challenges, and the emerging "commodity" like service delivery solutions. Adoption of a "best integrated suite" strategy for business applications is a better fit today than the "best of breed" strategy currently in place.

The use of social media in government settings for collaboration purposes will continue to grow as the number of next generation employees increase. The County needs to develop governance models that address the use of social media.

LAND USE TRENDS

Although the majority of Pasco County is still designated as residential (approximately 51%), there are land use allocations and building entitlements that indicate a shift toward employment generation and nonresidential development while continuing to protect conservation and agricultural uses. Additionally the County is pursuing a concentration of growth through the use of Urban Service Areas (USA) and has amended the concept into the Comprehensive Plan. The USA area is programmed for a major Transit Oriented Design (TOD) strategy through the creation of a set of TOD overlays structured along the State Road 54/56 Corridor.

PASCO COUNTY HISTORICAL BUILD-OUT

Historically, residential land uses have been focused along the eastern and western portions of the County. More recent development has occurred across the State Road 54 corridor. The majority of commercial build out occurred after 1970, with concentrations along the western side of the County, in the areas in and around Zephyrhills and newer developments along the State Road 54, corridor. Industrial build out started in the mid to late 1970s; however, the majority did not occur until after 1990. The majority of the agricultural lands are concentrated on the east side of the County, with larger agricultural activity permitted in the north-central areas.

FUTURE LAND USE ALLOCATIONS

The majority of lands in Pasco County are designated for residential uses (51.5%). Approximately 39% of lands in Pasco County are designated for agricultural (20.6%), or conservation (18.9%) uses.

Employment-Generating land uses account for 6.79%. Commercial and Mixed-Use type of land uses account for approximately 4% of the total available lands in Pasco. More intense developable land use categories such as Employment Centers and Town Centers account for a little more than 1% of the total lands. Industrial, both light and heavy combined, account for 1.3% of the total lands in Pasco.

MARKET AREAS

The Board of County Commissioners (Board) adopted the plan to divide the County into five Market Planning Areas. The market areas serve as the basis for land use, transportation, and economic development planning in a manner to protect critical County resources, recognize the unique existing development patterns of the County, and provide the foundation for the long term, sustainable development of Pasco County.

Each area has its own character. This has allowed the Board to direct staff to prioritize the bulk of urban employment, commercial development and higher density residential development along the State Road 54 corridor and with infill development on the U.S. 19 corridor. Eastern Pasco (U.S. 301 corridor) has the potential to develop into a major industrial player, considering the connectivity to Lakeland, Tampa, and the CSX Mainline through the hearts of two communities. Northern and Northeastern Pasco are generally rural in character and will be areas of consideration for the transfer of development rights (TDR) initiative.

LAND USE MODELS

Future land use needs were modeled by the Urban Land Institute (ULI) and adopted by the Board of County Commissioners in 2008. This demand model forecasts residential, commercial/retail, and industrial needs through 2028. According to the model, Pasco County has an additional need for 130,000 residential units to accommodate a 5,600 unit per year average unit demand for the predicted population of 707,890 in 2028. The existing Developments of Regional Impact (DRI) / Master Planned Unit Developments (MPUD) entitled/approved residential count is 246,972 units. The County's Comprehensive Plan Future Land Use (FLU) categories can generate a total of 955,000 units.

Currently, the County has 21,145,219 square feet of retail/commercial entitlements approved and office uses have been entitled for approximately 12,608,322 square feet. The ULI demand model forecasts an additional need of 9 million square feet of retail and an additional 9 million square feet of office space for the near future. The FLU Category for Commercial has a maximum allowable generation of 29 million square feet of commercial and office uses, which is well above the target of the demand model.

Lastly, industrial uses have been entitled for 3,580,888 square feet. Industrial entitlements include uses such as commerce parks, light industrial and heavy industrial uses. The ULI model indicated a demand of 14.4 million square feet of industrial space. The FLU Categories for Industrial have an allowable generation of 6.8 million square feet. This indicates nearly an 11 million square foot increase needed over the next 20 years for future industrial development without the FLU designation.

KEY FINDING AND CONCLUSIONS

Pasco County still has significant quantities of vacant developable land. As shown through the above analysis, the entitlements granted through the DRI/MPUD process are anticipated to cover the projected demand in the ULI model for retail, commercial and office, but not for light industrial. A number of the MPUD and DRI projects are Employment Centers (EC). There have been multiple projects designated as EC that have not been programmed for development.

LEGISLATIVE ISSUES

2010 LEGISLATIVE SESSION ISSUES

Transit Surtax Authorization (HB 1271) – Legislation was requested and passed in the Omnibus Transportation bill that would allow non-charter counties in the Tampa Bay Area Transportation Authority (TBARTA) to also levy the transportation system surtax authorized in Sect. 212.055(1) Florida Statutes.

Lease of Real Property (SB 1004) – The Attorney General has opined that all leases by the County must be competitively bid. While this may be feasible in most cases, it is extremely burdensome to leasing office space for general business as the value of such leases is set by the market within a general area of the building. Consequently, legislation was requested and passed that would allow a County to lease real property to the highest and best bidder, whenever the County determines that it is to the best interest to do so and the term of the lease does not exceed five years. However, the Governor vetoed this legislation due to concern over transparency.

Rulemaking (HB 1565) – This bill would prohibit State agencies from passing any rule to implement a law if its impact on the private sector would be more than \$200,000 per year or \$1 million over five years. Instead the Legislature would have to ratify the proposed rule, a process that would delay implementation. Opponents of this bill argue that it could impact environmental regulations while proponents believe that it will reduce unfunded mandates that the State imposes on local governments. Although the legislation was passed it was vetoed by the Governor who claimed that such authority rested with the Executive branch rather than the Legislative branch of government. In a special session of the Legislature in Nov. 2010, the newly elected and “veto-proof” Legislature voted to override the veto of this bill along with seven other bills that had been vetoed by the Governor.

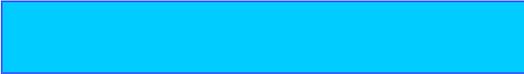
ANTICIPATED 2011 LEGISLATIVE SESSION ISSUES

Authority of Department of Community Affairs (DCA)- Based on the campaign platform of the newly elected Governor, there may be legislation to greatly reduce the authority of the DCA to review and regulate developments approved by local governments as required by Growth Management Legislation passed in 1989.

Mobility Fee – During the 2009 Legislative Session SB 360 was passed to establish area-wide transportation concurrency and a mobility fee by 2012. As specific language or definition of a mobility fee has yet to be created, the State was requested to include Pasco County in a pilot program. However, it has not been implemented.

Taxpayer’s Bill of Rights (TABOR) – Although a bill for this constitutional amendment was not passed during the 2010 Legislative Session, it is anticipated that it will be brought up again and approved and placed on the ballot in 2012. TABOR would reduce the tax millage cap from 30 mils to 13.5 mils. Most citizens currently pay between 18 to 24 mils in property taxes for schools, counties, municipalities and special taxing districts.

Fair Redistricts- A pair of constitutional amendments was approved on the 2010 ballot requiring “fair redistricts” that could greatly affect the redrawing of legislative and



ENVIRONMENTAL SCAN
LEGISLATIVE ISSUES



congressional district boundaries that have historically favored incumbent Representatives.

Staff is working to compile the 2011 County Legislative Agenda. The Legislative Delegation Meeting has been set for 1/26/11 at 1 p.m. at J.W. Mitchell High School.

ORGANIZATIONAL PROFILE

The Board of County Commissioners (BCC) is the legislative and policy-making body of Pasco County government. Its five members are elected countywide from districts. The BCC appoints the County Administrator and the County Attorney and confirms the appointment of department heads. The BCC establishes policy and makes all budget decisions with regard to appropriation of funds to County departments, divisions and some Constitutional Officers.

Underneath the BCC, there are currently 19 departments, 53 divisions/sections, more than 1,900 full-time employees and 48 part-time employees. There are more than 5,000 volunteers who provide services to various County departments, including Libraries, Elderly Nutrition and Parks and Recreation.

Of the total Pasco County workforce, 69.3% are male and 30.7% are female. The vast majority of County employees (94.22%) are white. Of the remainder, 3.73% are Hispanic; 1.0% are African-American; and approximately 1% are Asian or American Indian. The demographic makeup of the County's workforce closely matches that of Pasco County as a whole.

Pasco County has long and tenured leadership. Of 72 department and division heads, six (8.3%) have worked for Pasco County for more than 30 years. Nearly 20% have worked for the County for more than 20 years; 12.5% have worked for the County more than 10 years and 60% have worked for Pasco for less than 10 years. Pasco County's leadership team is only 3.8% of the total organization.

There is a growing need for succession planning due to employees who are nearing retirement. In fact, several department and division heads retired this past year. Ten of the 72 department and division heads are enrolled in the Deferred Retirement Option Program (DROP) and 36 (50%) are over 50 years old. Overall, the County has a relatively low turnover rate of 16%.

The workforce in Pasco County is well-educated, with more than 24% having some form of post-secondary education. Of these, 208 have associate's degrees; 171 have bachelor's degrees; 65 have master's degrees, and 15 have juris doctorates. There are also 11 registered professional engineers. However, an increased use of technology requires workers with unique skill sets that have proven difficult for the County to find and attract.

Of the County's full-time workers, the Pasco County Equal Employment Opportunity Plan classifies 7.5% as officials or administrators. Nearly 20% are either professionals (10.6%) or technicians (9.2%). The remaining 72.7% of employees are classified as protective service workers (15.8%), paraprofessionals (9.6%), administrative support workers (13.8%), skilled craft workers (16.8%) and service maintenance workers (16.7%).

While the County's most important resource is its employees, the County also has significant investment in infrastructure, including three major government centers, seven libraries, 39 parks and recreation sites, 28 fire stations and 125 other buildings, excluding utility systems. The County vehicle fleet includes 38 buses, 115 fire-rescue vehicles and 1,464 other vehicles of various sizes and uses.

Within the County's boundaries, there are 44 bridges, 60,000 traffic signs, more than 16,000 street lights and 1,714 miles of roadway. The County utility system pumps more than 29 million gallons of water a day; treats more than 19 million gallons of wastewater per day; and handles more than 1,300 tons of solid waste per day.

In October, 2010 approximately half of the County employees became a certified bargaining unit represented by Teamsters Local #79. Members of the Emergency Services Department have been represented by the International Association of Firefighters (IAFF) Local #4420 since May, 2005. The IAFF supervisory unit was certified in October, 2008 and is negotiating their first contract.

KEY FINDINGS AND CONCLUSIONS

As much of the County's infrastructure is approaching its life span, on-time maintenance is critical and significant capital improvements will be required in the near future. The biggest challenge facing the County is how to "right size" and balance the "three-legged stool" of revenues, expenditures and impact on the local economy.

URBAN LAND INSTITUTE (ULI) REPORT IMPLEMENTATION

In April 2008, the nonprofit Urban Land Institute (ULI) conducted a five-day Advisory Services Panel in Pasco County at the request of the Board of County Commissioners (Board) and the Pasco Economic Development Council. The panel interviewed more than 100 community and business leaders, reviewed the County's Comprehensive Plan (Comp Plan) and Land Development Code (LDC), toured the County, and met with County staff in an effort to provide recommendations for the County's future economic and land development activities. The panel presented its initial findings at a public workshop, which was followed by a detailed written report on the County's organizational structure, future land use, and potential for economic development. The following sections summarize the County's major activities in support of the ULI Panel findings.

MATCH THE DEVELOPMENT MANAGEMENT PROCESS TO THE COUNTY VISION

The Board put their Vision in place through the Strategic Plan. County staff worked with the Board to develop the action plan for its implementation with the creation and execution of the Business Planning process. Administration, working with the BCC, successfully developed and overhauled the budget format to a Program Budget Process that follows Strategic and Business Plan policy directions.

The Board and staff participated in visits to Charlotte, North Carolina, and helped host the Mayor of Charlotte's visit to Tampa Bay to understand the dynamics and commitments necessary to develop region changing transportation systems like the Tampa Bay Area Regional Transportation Agency (TBARTA) Master Plan. Pasco then took on a regional leadership role to implement this major transition in mobility.

The Board implemented an aggressive 28 Amendments to the Comp Plan prepared by Planning and Growth Management. Public/private partnerships emerged on a number of major development plans. Department of Community Affairs (DCA) certifications are complete on all but two of the plan amendments. The Evaluation and Appraisal Report (EAR) for the Comprehensive Plan update is underway and will utilize the ULI program and its follow on planning efforts as the strategic structure for the EAR process. Scheduled adoption of the EAR is October 2011. Plan ownership and commitment has been a consistent theme of the Board as we work towards Comp Plan consistency. Deviations occur but with healthy debate and discussion for policy consensus.

Vision implementation and understanding is ongoing in form and substance. From the plaques in the lobby, to the signed commitments in every department, there has been a broad dissemination of the structure and intent of the County strategic vision. Administration is conducting workshops at the department and division level to present and discuss the County Vision. This is an ongoing multi-year activity.

An aggressive outreach to cities has commenced with the major four jurisdictions. Work on plans, transportation, grants and economic development are the focus. Major participation in planning and implementation strategies now have ongoing major city involvement.

Commitment to planning expertise has been addressed. The Board and Administration have made staffing commitments for all key roles: from strong leadership by the

Planning Administrator, outstanding management and programming from the *Executive Planner*; addition of design skills with our *Urban Designer*, attraction of a seasoned *Transportation Manager*, and lastly adding the *Economic Development Senior Planner*. Existing planning staff have been challenged by more responsibility and they have assumed stronger professional roles.

IMPLEMENT HIGH STANDARDS OF PREDICTABILITY INTO THE DEVELOPMENT REVIEW PROCESS

Urban service delivery plans are now structured into the Comp Plan and the key components used in current plan development include Market Area Strategies, Special Plans, Urban Service Areas and urban service structure. Long range concurrency is being addressed based on market areas and will include Mobility Plan and Fee structure, school concurrency, and Capital Improvement Planning. Detailed plans are underway for Areas **I** West and **II** South, the urban services areas and an Industrial/Rail plan is under formulation for Area **IV** East and part of Area **V** North in the US 301 Corridor.

The re-write of the Land Development Code (LDC) has been ongoing for two years with stakeholder participation. The LDC Rewrite is being managed in two phases. In Phase I, the LDC will be re-organized, and duplicative and conflicting information will be removed. The Technical sections have been updated by combining the various infrastructure regulations. In addition, the Process sections have been re-written to delegate routine, code compliant technical approvals to the review staff; provide for public participation from interested parties; and document submittal requirements and review time frames. The completed and compiled draft of the LDC (Phase I) will be complete and available for review by the end of calendar 2010. A series of public workshops is scheduled for January and February to allow for citizen and interested stakeholder input. We anticipate conducting public hearings on the reorganized LDC in March and April, prior to adopting the reorganized LDC.

The team proposes to begin work on Phase II in April 2011. In Phase II, the stakeholder committee will address zoning issues, policy issues, and new ordinances required to comply with the Comprehensive Plan. Phase II will also look at which rules and regulations can be removed. The zoning sections have been revised to propose the collapsing of zoning districts from 27 to between 10 and 15. Policy issues that have been identified and tabled during Phase I will be addressed with the Board during Phase II. In addition there are several pending ordinances that were required under the 2006 Comprehensive Plan and/or proposed based on circumstances. Those new ordinance subjects will be reviewed as part of the Evaluation and Appraisal Report (EAR) process to determine if they are still required and ordinance development will be undertaken. Phase II is likely to be a 12-18 month effort.

There has been a review of the roles of the agencies involved in the process. The Development Review Committee (DRC) review discussion resulted in the restructuring of the membership by removing the Development Services Assistant County Administrator (ACA) and adding a Pasco Economic Development Council (PEDC) representative. This allows the Development Services ACA to be able to communicate with all DRC parties and improve understanding of recommendations and directions to support development actions. The scope and role of DRC has not been modified.

Streamlined efforts for the Development Review “team” reorganization are now in place. Goals set for reducing process times are being achieved and exceeded. The physical reorganization of staff offices is underway and construction should be complete soon after the New Year. The physical alignment of staff with the team concept should expedite the transformation. Application Review Technical Team (ARTT) concepts are addressed in the Reorganization between Development Review and Planning and Growth Management. A Process Improvement Team has developed a workflow structure and implemented a number of expediting actions with a goal of a paperless system, with many tasks occurring by data entry and fee payment online. The process of tracking and controlling approvals and permits will be ongoing, with the goal of a transparent system where the applicant and the public can track the status of any permit or application on a “Build Pasco” web site.

STRENGTHEN ORGANIZATION CAPACITY TO MANAGE THE PROCESS

The 2009 Business Planning effort resulted in a clear structure on long range and current planning through the program budget process. Staff assignments are clearly linked to tasks and current planning roles. Also there is a matrix management relationship between the Planning and Growth Management Department and the Zoning and Site Plan Department team review process.

Staff professional development has been expanded by internal training, but limited outside opportunities exist due to budget constraints. In spite of this fiscal constraint the staff has had development of a new AICP certified planner and the professional exposure of most of the staff to expanded public presentation and negotiation roles. Pasco staff have established leadership roles in many regional planning programs and delivered a major Florida American Planning Association (APA) training session at the state wide conference on “Planning Post ULI Report Recommendations.”

With the adoption of the Strategic Plan, staff has taken on the transition of the organization culture from reactive to proactive. This is an ongoing process but major accomplishments are obvious to staff and customers. The result of these efforts to date has been the recognition by the Florida American Planning Association Sun Coast Chapter naming the Pasco Planning Administrator as “Planner of the Year for 2010.” This recognition is largely the result of expanded and aggressive staff efforts both internally and externally in the region.

LEARN ABOUT AND APPLY MORE TOOLS

Growth Management tools are being developed to deal with the strategies and recommendations of the ULI Report. The most significant will be overhauling the transportation review and impact assessment process. The Mobility Plan/Mobility Fee program is underway and will address a number of growth policy issues including developing additional transportation funding sources.

The next critical issue is the mobility option of transit which has been integrated into the Comprehensive Plan with the Transit Oriented Development (TOD) overlays and a matrix of station development planning criteria. Additionally this concept is being integrated into major public private partnership design efforts for such projects as Wiregrass with the Porters and the Western Hub with the Mitchells.

As a concentrated growth strategy, and a rural and environmental preservation strategy, we are well into the Transfer of Development Rights (TDR) effort with a consulting and legal study of the feasibility and regulatory concepts to apply such a program. This effort will allow considerable opportunity for creative incentives and growth policies for concentrated developments such as TOD, Town Centers and Employment Centers to be enhanced with employment based housing.

The accomplishment of an Economic Development Plan will be a very strategic programming tool for County and PEDC coordination and the focus of all resources in the job attraction and job retention process. Having an approved set of metrics is critical. Developing a global, national, regional and local economic development strategy for Pasco County is how we will “bring the opportunities home” and make the Vision Statement a reality.

COMMUNITY OUTREACH AND PARTICIPATION RESIDENT SATISFACTION SURVEY

PASCO COUNTY NATIONAL CITIZENS SURVEY RESULTS

Pasco County conducted its first county-wide residents' satisfaction survey in March and April of 2009 as part of the development of its strategic plan. The National Research Center, a market research firm located in Boulder, Colorado, designed and conducted the survey. Surveys were mailed to 1,200 households; 368 completed surveys were returned for a 32% response rate. This compares favorably to the average response rate of 25% to 40% for this survey.



KEY SURVEY RESULTS

The survey contained 17 forced choice questions and three policy questions. In addition, residents had the option to add written comments on any topic. The following are key survey results to consider in the development of a strategic plan.

- Overall quality of life in Pasco County 71% (excellent/good)
- Overall image/reputation of the County 45% (excellent/good)
- Overall direction of Pasco County 45% (excellent/good)

- Overall rate/speed of growth
 - Population growth 59% (much/somewhat too fast)
 - Retail growth 20% (much/somewhat too fast)
 - Jobs growth 67% (much/somewhat too slow)

- Overall quality of services 50% (excellent/good)
- Overall value of services as compared to taxes paid 41% (excellent/good)

- Policy Question: "What do you think are the 3 biggest issues facing Pasco County over the next several years?" (20% or higher)
 - Economic Development/Jobs 35%
 - Traffic/Roads 31%
 - Growth Management/Planning 26%
 - Crime & Law Enforcement 25%
 - Government/Taxes/Budget/ & Maintaining Levels of Service 24%
 - Housing costs/Property Values/ & Foreclosures 20%

The survey results indicate that growth, economic development and jobs growth, along with County services and transportation systems, should be considered carefully as the BCC selects its key strategic challenges for the strategic plan.

COMMUNITY OUTREACH AND PARTICIPATION STAKEHOLDER SESSION RESULTS

STAKEHOLDER SESSION RESULTS



Between March and May of 2009, several stakeholder sessions were conducted by the International City/County Management Association (ICMA) using an electronic audience response system. These sessions were designed to gather input from residents, businesses, and other stakeholders on general County direction, proposed programs and ideas, and to gather data and information for consideration by the BCC in developing the strategic plan. While not scientific data, (such as the National Citizen Survey), the stakeholder sessions did provide good quantitative and qualitative feedback from residents and other stakeholder groups. The sessions also allowed for

follow-up questions directly from participants, and reinforced the County's commitment to involve residents, businesses, and other community groups in the development of the strategic plan. Session attendees represented the County's residency in nearly equal proportion, with approximately 34% in attendance from east and west Pasco, 25% from central Pasco, and six percent from outside Pasco County. The total audience was almost equally split between men and women, with 75% of participants between ages 35 and 64.

When asked to suggest the greatest challenges facing Pasco County from their perspective, participants in each session selected the following areas, with budget deficit and growth management topping the list in each session, and transportation, environment, water and employment following closely:

Session 1	Session 2	Session 3	Session 4
Budget Deficit	Growth Management	Budget Deficit	Budget Deficit
Growth Management	Budget Deficit	Growth Management	Growth Management
Employment	Water Shortage	Trans. Infrastructure	Job Development
Natural Resource Protection	Natural Resource Protection	Job Development	Water Supply
Roads/Mass Transit	Succession Plan	Environmental Protection	Agriculture Programs

Overall, the participants were split on the County's direction, with one-third voting that Pasco was headed in the right direction, one-third undecided and the final third indicating the County was not headed in the right direction. When asked to explain their responses, participants stated that some County activities and services were not headed in the right direction while others were. Participants in multiple sessions stated that conducting these resident input sessions was a demonstration that the County was now headed in the right direction, regardless of past performance.

CROSS TABULATION

Three demographic attributes were cross-tabulated with five questions to discover if certain stakeholders felt significantly different from the majority about broad topics of Pasco County's direction and services.

Demographic Attributes

- What is your age category?

COMMUNITY OUTREACH AND PARTICIPATION STAKEHOLDER SESSIONS SUMMARY

- In what part of Pasco County do you live?
- How many years have you lived in Pasco County?

Questions

- Are you satisfied with the services you receive from Pasco County?
- How would you rate the services provided by the County?
- The services I receive from the County are... (open-ended question)
- Do you believe the County is headed in the right direction?
- How should urban development in the County be accommodated over the next 25 years?



Below are some highlights from the cross tabulation showing areas where participants in the different categories split from the rest of the groups.

AGE DEMOGRAPHIC

- 60% of participants ages 18 to 24, and 50% of participants ages 75 and older, were less satisfied with the services provided by the County than the other age groups.
- 60% of participants ages 18 to 24 thought services provided by the County should be better.
- 60% of participants ages 18 to 24 thought County services were too expensive for what they received. A majority of all other groups felt that services were either priced correctly or a bargain.
- All participants ages 18 to 24 thought the County was either headed in the wrong direction, or were undecided; 60% of respondents ages 25 to 34 were undecided, and 75% of participants ages 75 and older thought the County was headed in the wrong direction.
- Almost no age group thought that urban development should be accommodated in the same way as in the past; a majority of all groups trended toward redeveloping by adding density to existing areas.

RESIDENCY AREA

- Most residents by region were satisfied with services provided by the County, with 72% of central Pasco residents approving of services. 36% of east Pasco residents were not satisfied with services, representing the largest percentage of unsatisfied residents.
- 54% of residents in all areas thought County services are what they expect, with 50% of stakeholders from outside Pasco County feeling that services should be better.
- 64% of west Pasco residents and 54% of central Pasco residents believed that County services were either a bargain or priced right; 44% of central Pasco and 44% of east Pasco residents felt that services were slightly overpriced or too expensive.
- In general, west Pasco residents felt that the County was headed in the right direction (41%), central Pasco was split (37% right and 30% wrong), and east Pasco residents felt the County was headed in the wrong direction (46%). Residents in general disapproved of developing the County in the same way as in the past, with a heavy focus on redevelopment and creating more density in existing areas.

COMMUNITY OUTREACH AND PARTICIPATION STAKEHOLDER SESSIONS SUMMARY

YEARS OF RESIDENCY

- No seasonal residents participated in the sessions.
- The highest percentage of respondents who said they were not sure about their satisfaction with County services were residents of Pasco for five years or less. In general, 55% or more of all years of residency groups were satisfied with services.
- 50% of non-residents and 41% of residents of Pasco County for more than 20 years thought County services should be better. A large majority of people who were residents for 20 years or less thought County services were what they expected or exceeded expectations.
- 57% of those who were residents for 2 years or less, and 55% of residents between 6 and 10 years thought County services were slightly overpriced or too expensive.
- In general, residents of Pasco County for 10 years or less were unsure about the County's direction, while more than 30% of residents of the County for more than 11 years thought the County was headed in the wrong direction. (Recall that feelings about the County's direction were split by thirds between right, wrong and undecided.)
- The only surprise regarding development related to years of residency was the fact that residents between 1 and 5 years were more open to alternatives such as expansion of existing cities, incorporation of some areas into new cities, and new town centers as opposed to a strong focus on more density into existing areas, which the other groups preferred. Again, almost no one thought development should be done in the same way as in the past.

COMMUNITY OUTREACH AND PARTICIPATION SWOT SUMMARY

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) SUMMARY

In preparing a strategic plan, it is important to consider conditions and trends that could affect the County's ability to successfully fulfill its adopted vision and mission. A SWOT exercise looks at the strengths and weaknesses of the Pasco County governmental organization, and identifies the opportunities and threats that exist within Pasco County and the greater Tampa Bay region.

The **strengths and weaknesses** portion of a SWOT analysis examines the **internal environment** or the County's administrative organization. Several factors that make up the internal environment were examined, such as financial resources, human resources, the products and services provided to residents, businesses, community groups and other governmental agencies, internal business processes, and the organizational culture. Identifying and analyzing the strengths and weaknesses of the County's administrative organization helps the BCC and senior leadership craft strategies to successfully implement the adopted vision, mission, and value statements.



The SWOT analysis also examined the **external environment** of Pasco County as a whole. There are many factors that are beyond the direct control of Pasco County government, such as the make-up or demographic factors of the County's population, social issues, economic conditions, broad environmental conditions, and emerging technologies. By identifying and analyzing the opportunities and threats within Pasco County as a whole and the greater Tampa Bay area, the BCC will be better able to select the vital few strategic challenges that the County needs to successfully address.

A SWOT exercise was completed by the BCC, the County's senior leadership, County management teams, and County employees in the Spring of 2009 and the Fall of 2010. The exercise was also completed as part of focus group meetings with citizens facilitated by County employees. Through these exercises, a number of factors were identified as strengths, weaknesses, opportunities or threats. Factors identified through the SWOT exercises are listed on the following page.

COMMUNITY OUTREACH AND PARTICIPATION SWOT SUMMARY

	2009	2010
STRENGTHS	Opportunities to Grow Good Service at a Reasonable Cost	Great Natural Environment Good Services at a Reasonable Cost Good Quality of Life Strong Leadership
WEAKNESSES	Lack of Employment/Tax Base	Lack of Employment Training and Development
OPPORTUNITIES	Urban Land Institute Physical Location Pasco Economic Development Council Federal Stimulus	Promote/Market the County Use Partnerships to Accomplish Goals Use Technology to Solve Issues Plan Transportation
THREATS	Unemployment Lack of Job Creation Environmental Activist Impact on Job Creation Surrounding Counties' Growth Competition	Unemployment Lack of Job Creation

The broad consensus reached on these factors suggests that growth management, economic development and job creation, as well as County services and service levels are still included in the vital few strategic objectives to be addressed.

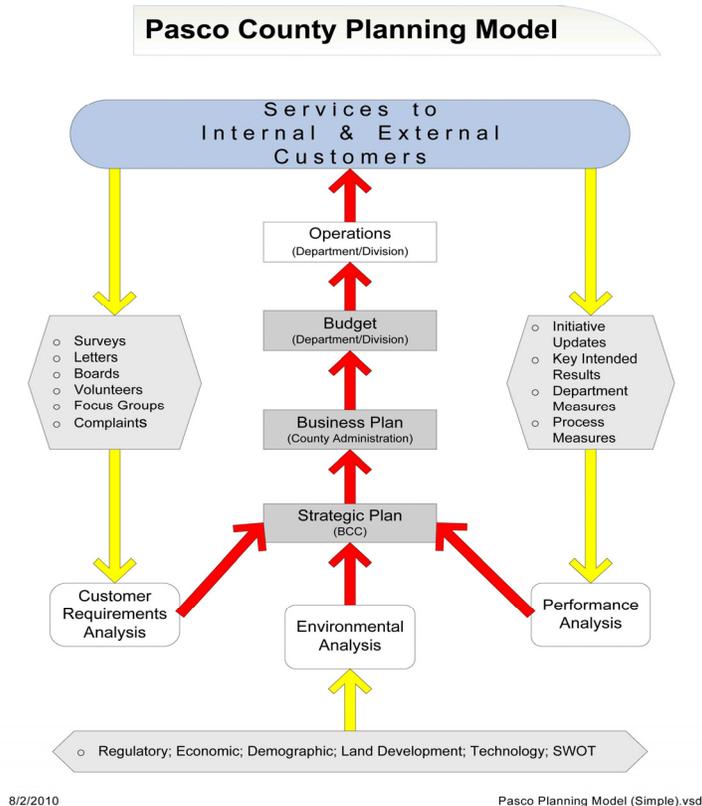
LINKING THE STRATEGIC PLAN TO AN ANNUAL BUSINESS PLAN AND BUDGET

In order to be effective, the Strategic Plan must be linked to the annual County Budget. However, this linkage cannot be direct because the Strategic Plan does not and should not provide the details needed to make budget decisions. The connection or linkage between a multi-year Strategic Plan and the annual County Budget is provided by the Business Plan. The Business Plan operationalizes the various elements of the Strategic Plan by:

- Identifying the current services, programs, and proposed new activities called Initiatives that will be used to achieve the KIRs, and
- Indicating the measures and milestones that will be used to assess progress in achieving the KIRs. These provide the details needed to make budget decisions and allocations that are consistent with the needs and desires of the community.

After the adoption of the Strategic Plan in 2009, the County created their first Modified Business Plan for FY 09/10. The Modified Business Plan was a partial plan and did not address all Strategic Objectives Areas. The FY 10/11 Business Plan was the first full Business Plan developed for the County. This will continue to be an annual effort.

The diagram below illustrates the linkage between the **Strategic Plan**, the **Business Plan** and the **Annual Budget**.



STAYING ON TRACK



Pasco County is using a deliberate approach to create a performance measurement and management system that is being phased in over time. A limited number of strategic and operational performance measures will be established during the initial years of this Strategic Plan. Initially, measures may not be created for all basic department services. Rather, staff will focus its efforts on development measures where accurate results can be regularly reported. As of December 2010, Pasco County has created performance measures to help track the progress of the

Strategic plan. This progress has been reported in the FY 09/10 Annual Performance Report. Department measures are starting to be developed as represented in two performance measurement pilots for the Information Technology and Utilities Operations and Maintenance Departments. By the end of this strategic planning period, the performance measurement and management system will be fully implemented.



*Jobs &
Economic Development*



Financial Sustainability



Growth Management



Customer Service Levels



Transportation



Environmental Sustainability

OUR VISION

Pasco County ~ Florida's premier county for balanced economic growth, environmental Sustainability, and first-class services.

OUR MISSION

Delivering services, being innovative, maintaining efficiencies, building confidence ~ this is our mission and we're committed to doing it best.

OUR VALUES

Respect

Treating our customers and co-workers with courtesy, consideration, and appreciation at all times, under all circumstances.

Integrity

A workplace in which the highest standard of ethics and honesty are adhered to at all times and without exception. Doing the right thing even when no one is watching.

Innovation

An atmosphere where new and creative ideas are supported and encouraged by management and staff. An environment where employees are empowered to creatively solve problems and deliver excellent customer service.

Service Excellence

A commitment to providing our customers with the highest caliber of service in all areas of County government.

Quality

A work product that fulfills the needs of our customers and consistently meets the highest standards of workmanship, efficiency, and effectiveness.



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The
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Sterling

Criteria

for
Performance
Excellence



GOVERNOR'S
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CRITERIA FOR PERFORMANCE EXCELLENCE:

Framework

The requirements of the Criteria for Performance Excellence are embodied in seven categories, as follows:

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Operations Focus
7. Results

The figure below provides the framework connecting and integrating the categories.

From top to bottom, the framework has the following basic elements.

ORGANIZATIONAL PROFILE

Your Organizational Profile (top of figure) sets the context for the way your organization operates. Your organization's environment, key working relationships, and strategic situation—including competitive environment, strategic challenges and advantages, and performance improvement system—serve as an overarching guide for your organizational performance management system.

PERFORMANCE SYSTEM

The performance system is composed of the seven Sterling categories that define your processes and the results you achieve.

Leadership (Category 1), Strategic Planning (Category 2), and Customer Focus (Category 3) represent the leadership triad. These categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders set your organizational direction and seek future opportunities for your organization.

Workforce Focus (Category 5), Operations Focus (Category 6), and Results (Category 7) represent the results triad. Your

organization's workforce and key operational processes accomplish the work of the organization that yields your overall performance results.

All actions point toward Results—a composite of product and service and process outcomes, customer-focused outcomes, workforce-focused outcomes, leadership and governance outcomes, and financial and market outcomes.

The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. Furthermore, the arrow indicates the central relationship between Leadership (Category 1) and Results (Category 7). The two-headed arrows indicate the importance of feedback in an effective performance management system.

SYSTEM FOUNDATION

Measurement, Analysis, and Knowledge Management (Category 4) are critical to the effective management of your organization and to a fact-based, knowledge-driven system for improving performance and competitiveness. Measurement, analysis, and knowledge management serve as a foundation for the performance management system.

CRITERIA STRUCTURE

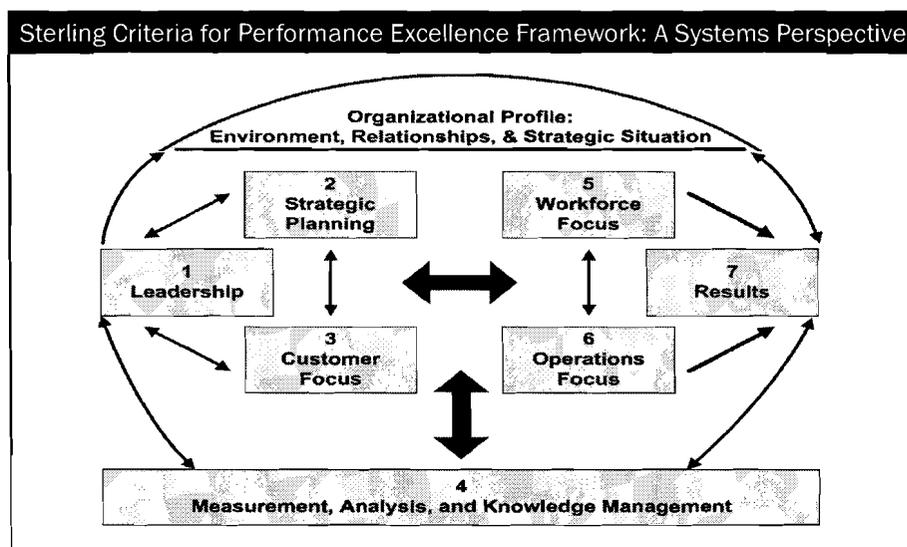
The seven Criteria categories shown in the figure are subdivided into items and areas to address.

ITEMS

There are 17 process and results items, each focusing on a major requirement. Item titles and point values are given on page 2. The item format is shown on page 28.

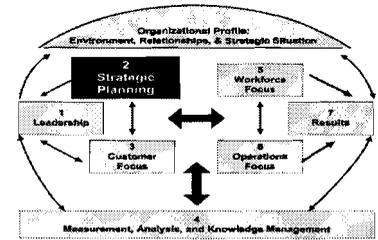
AREAS TO ADDRESS

Items consist of one or more areas to address (areas). Organizations should address their responses to the specific requirements of these areas.



2 Strategic Planning (100 pts.)

The *Strategic Planning* Category examines **HOW** your organization develops **STRATEGIC OBJECTIVES** and **ACTION PLANS**. Also examined are **HOW** your chosen **STRATEGIC OBJECTIVES** and **ACTION PLANS** are **DEPLOYED** and changed if circumstances require, and **HOW** progress is measured.



Process

Describe **HOW** your organization establishes its strategy to address its **STRATEGIC CHALLENGES** and leverage its **STRATEGIC ADVANTAGES**. Summarize your organization's **KEY STRATEGIC OBJECTIVES** and their related **GOALS**.

Within your response, include answers to the following questions:

a. Strategy Development PROCESS

- (1) **Strategic Planning Process** **HOW** does your organization conduct its strategic planning? What are the **KEY PROCESS** steps? Who are the **KEY** participants? **HOW** does your **PROCESS** identify potential blind spots? **HOW** do you determine your **CORE COMPETENCIES, STRATEGIC CHALLENGES, and STRATEGIC ADVANTAGES** (identified in your Organizational Profile)? What are your short- and longer-term planning time horizons? **HOW** are these time horizons set? **HOW** does your strategic planning **PROCESS** address these time horizons?
- (2) **Strategic Considerations** **HOW** do you ensure that strategic planning addresses the **KEY** factors listed below? **HOW** do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning **PROCESS**?
 - your organization's strengths, weaknesses, opportunities, and threats
 - early indications of major shifts in technology, markets, products and services, **CUSTOMER** preferences, competition, the economy, and the regulatory environment
 - long-term organizational **SUSTAINABILITY**, including needed **CORE COMPETENCIES**, and **PROJECTIONS** of your future **PERFORMANCE** and your competitors' or comparable organizations' future **PERFORMANCE**
 - your ability to execute the strategic plan

b. STRATEGIC OBJECTIVES

- (1) **Key Strategic Objectives** What are your **KEY STRATEGIC OBJECTIVES** and your timetable for accomplishing them? What are your most important **GOALS** for these **STRATEGIC OBJECTIVES**?
- (2) **Strategic Objective Considerations** **HOW** do your **STRATEGIC OBJECTIVES** achieve the following?
 - address your **STRATEGIC CHALLENGES** and **STRATEGIC ADVANTAGES**
 - address your opportunities for **INNOVATION** in products and services, operations, and your business model
 - capitalize on your current **CORE COMPETENCIES** and address the potential need for new **CORE COMPETENCIES**
 - balance short- and longer-term challenges and opportunities
 - consider and balance the needs of all **KEY STAKEHOLDERS**
 - enhance your ability to adapt to sudden shifts in your market conditions

Notes:

N1. "Strategy development" refers to your organization's approach to preparing for the future. Strategy development might utilize various types of forecasts, projections, options, scenarios, knowledge (see 4.2a for relevant organizational knowledge), or other approaches to envisioning the future for purposes of decision making and resource allocation. Strategy development might involve participation by key suppliers, distributors, partners, and customers. *For some nonprofit organizations, strategy development might involve participation by organizations providing similar services or drawing from the same donor population or volunteer workforce.*

N2. The term "strategy" should be interpreted broadly. Strategy might be built around or lead to any or all of the following: new products and services; redefinition of key customer groups or market segments; intelligent risks; new core competencies; revenue growth via various approaches, including acquisitions, grants, and endowments; divestitures; new partnerships and alliances; and new employee or volunteer relationships. Strategy might be directed toward becoming

a preferred supplier, a local supplier in each of your major customers' or partners' markets, a low-cost producer, a market innovator, or a provider of a high-end or customized product or service. It also might be directed toward meeting a community or public need.

N3. Your organization's strengths, weaknesses, opportunities, and threats (2.1a[2]) should address all factors that are key to your organization's future success, including the following, as appropriate: your customer and market requirements, expectations, and opportunities; your opportunities for innovation and role-model performance; your core competencies; your competitive environment and your performance now and in the future relative to competitors and comparable organizations; your product and service life cycle; technological and other key innovations or changes that might affect your products and services and how you operate, as well as the rate of innovation; your workforce and other resource needs; your ability to capitalize on diversity; your opportunities to redirect resources to higher-priority products, services, or areas; financial, societal, ethical, regulatory, technological, security, and other potential risks and

opportunities; your ability to prevent and respond to emergencies, including natural or other disasters; changes in the national or global economy; requirements for and strengths and weaknesses of your partners and supply chain; changes in your parent organization; and other factors unique to your organization.

N4. Your ability to execute the strategic plan (2.1a[2]) should address your ability to mobilize the necessary resources and knowledge. It also should address your organizational agility based on contingency plans or, if circumstances require, a shift in plans and rapid execution of new or changed plans.

N5. Strategic objectives that address key challenges and advantages (2.1b[2]) might include rapid response, customization, co-location with major customers or partners, workforce capability and capacity,

specific joint ventures, virtual manufacturing, rapid innovation, ISO quality or environmental systems registration, societal responsibility actions or leadership, Web-based supplier and customer relationship management, and product and service quality enhancements. Responses to Item 2.1 should focus on your specific challenges and advantages—those most important to your ongoing success and to strengthening your organization's overall performance.

N6. Item 2.1 addresses your overall organizational strategy, which might include changes in product and service offerings and customer engagement processes. However, the item does not address product and service design or customer engagement strategies; you should address these factors in Items 3.2 and 6.1, as appropriate.

For additional description of this item, see pages 34-35.

“The Governor’s Sterling Award validates our commitment to continuously strive for a higher level of quality compassionate care. Our journey taught us the value of all being on the same page, focusing on the same goals, and striving for the highest level of excellence.”

- Lincoln Mendez, CEO, South Miami Hospital
Javier Hernandez-Lichtl, Former CEO, South Miami Hospital
2010 Governor’s Sterling Award Recipient

“The Sterling management system helped The Ritz-Carlton, Sarasota improve the execution of our strategy, enhance workforce engagement, and demonstrate sustained customer loyalty and business results.”

- Jim McManemon, General Manager, The Ritz-Carlton, Sarasota
2008 Governor’s Sterling Award Recipient

2.2 Strategy Implementation: How do you implement your strategy? (50 pts.)

Describe **HOW** your organization converts its **STRATEGIC OBJECTIVES** into **ACTION PLANS**. Summarize your organization's **ACTION PLANS**, **HOW** they are **DEPLOYED**, and **KEY ACTION PLAN PERFORMANCE MEASURES** or **INDICATORS**. Project your organization's future **PERFORMANCE** relative to **KEY** comparisons on these **PERFORMANCE MEASURES** or **INDICATORS**.

Within your response, include answers to the following questions:

a. ACTION PLAN Development and DEPLOYMENT

- (1) **Action Plan Development** **HOW** do you develop your **ACTION PLANS**? What are your **KEY** short- and longer-term **ACTION PLANS** and their relationship to your **STRATEGIC OBJECTIVES**? What are the **KEY** planned changes, if any, in your products and services, your **CUSTOMERS** and markets, your suppliers and **PARTNERS**, and how you will operate?
- (2) **Action Plan Implementation** **HOW** do you **DEPLOY ACTION PLANS** throughout the organization to your **WORKFORCE** and to **KEY** suppliers and **PARTNERS**, as appropriate, to achieve your **KEY STRATEGIC OBJECTIVES**? **HOW** do you ensure that the **KEY** outcomes of your **ACTION PLANS** can be sustained?
- (3) **Resource Allocation** **HOW** do you ensure that financial and other resources are available to support the accomplishment of your **ACTION PLANS**, while meeting current obligations? **HOW** do you allocate these resources to support the accomplishment of the plans? **HOW** do you manage the financial and other risks associated with the plans to ensure the financial viability of your organization?
- (4) **Workforce Plans** What are your **KEY** human resource or **WORKFORCE** plans to accomplish your short- and longer-term **STRATEGIC OBJECTIVES** and **ACTION PLANS**? **HOW** do the plans address potential impacts on your **WORKFORCE** members and any potential changes to **WORKFORCE CAPABILITY** and **CAPACITY** needs?
- (5) **Performance Measures** What are your **KEY PERFORMANCE MEASURES** or **INDICATORS** for tracking the achievement and **EFFECTIVENESS** of your **ACTION PLANS**? **HOW** do you ensure that your overall **ACTION PLAN** measurement system reinforces organizational **ALIGNMENT**? **HOW** do you ensure that the measurement system covers all **KEY DEPLOYMENT** areas and **STAKEHOLDERS**?
- (6) **Action Plan Modification** **HOW** do you establish and implement modified **ACTION PLANS** if circumstances require a shift in plans and rapid execution of new plans?

b. PERFORMANCE PROJECTION

For the **KEY PERFORMANCE MEASURES** or **INDICATORS** identified in 2.2a(5), what are your **PERFORMANCE PROJECTIONS** for both your short- and longer-term planning time horizons? **HOW** does your projected **PERFORMANCE** on these measures or **INDICATORS** compare with the projected **PERFORMANCE** of your competitors or comparable organizations? How does it compare with **KEY BENCHMARKS**, **GOALS**, and past **PERFORMANCE**, as appropriate? If there are current or projected gaps in **PERFORMANCE** against your competitors or comparable organizations, **HOW** will you address them?

Notes:

N1. Strategy and action plan development and deployment are closely linked to other items in the Criteria. The following are examples of key linkages:

- Item 1.1 for how your senior leaders set and communicate organizational direction
- Category 3 for gathering customer and market knowledge as input to your strategy and action plans and for deploying action plans
- Category 4 for measurement, analysis, and knowledge management to support your key information needs, support your development of strategy, provide an effective basis for your performance measurements, and track progress relative to your strategic objectives and action plans
- Category 5 for meeting your workforce capability and capacity needs, for workforce development and learning system design and needs, and for implementing workforce-related changes resulting from action plans
- Category 6 for changes to core competencies, work systems, and work process requirements resulting from your action plans
- Item 7.1 for specific accomplishments relative to your organizational strategy and action plans

N2. Measures and indicators of projected performance (2.2b) might include changes resulting from new ventures; organizational acquisitions or mergers; new value creation; market entry and shifts; new legislative mandates, legal requirements, or industry standards; and significant anticipated innovations in products and services and technology.

For additional description of this item, see pages 35-36.

- This item addresses the conservation of natural resources. Conservation might be achieved through the use of “green” technologies, the replacement of hazardous chemicals with water-based chemicals, energy conservation, the use of cleaner energy sources, or the recycling of by-products or wastes.
- Societal responsibility implies going beyond a compliance orientation. Opportunities to contribute to the well-being of environmental, social, and economic systems and opportunities to support key communities are available to organizations of all sizes. The level and breadth of these contributions will depend on the size of your organization and your ability to contribute.
- Your organization’s community involvement should include considering contributions in areas of your core competencies. Examples of organizational community involvement are partnering with schools and school boards to improve education; partnering with health care providers to improve health in the local community by providing education and volunteer services to address public health issues; and partnering to influence trade, business, and professional associations to engage in beneficial, cooperative activities, such as voluntary standards activities or sharing best practices to improve overall U.S. global competitiveness and the environment. Examples specifically for nonprofit organizations include partnering with other nonprofit organizations or businesses to improve overall performance and stewardship of public and charitable resources.
- Operational performance improvement and innovation contribute to short- and longer-term productivity growth and cost/price competitiveness. Building operational capability—including speed, responsiveness, and flexibility—represents an investment in strengthening your organizational fitness.
- Organizational and personal learning are necessary strategic considerations in today’s fast-paced environment. The Criteria emphasize that improvement and learning need to be embedded in work processes. The special role of strategic planning is to align work systems and learning initiatives with your organization’s strategic directions, thereby ensuring that improvement and learning prepare you for and reinforce organizational priorities.

The Strategic Planning Category examines how your organization

- determines its key strengths, weaknesses, opportunities, and threats; its core competencies; and its ability to execute your strategy
- optimizes the use of resources, ensures the availability of a skilled workforce, and bridges short and longer-term requirements that may entail capital expenditures, technology development or acquisition, supplier development, and new partnerships or collaborations
- ensures that implementation will be effective—that there are mechanisms to communicate requirements and achieve alignment on three levels: (1) the organization and executive level, (2) the key work system and work process level, and (3) the work unit and individual job level

STRATEGIC PLANNING (Category 2)

Strategic Planning addresses strategic and action planning, implementation of plans, how adequate resources are ensured to accomplish the plans, how accomplishments are measured and sustained, and how plans are changed if circumstances require a change. The category stresses that long-term organizational sustainability and your competitive environment are key strategic issues that need to be integral parts of your organization’s overall planning. Decisions about your organizational core competencies are an integral part of organizational sustainability and therefore are key strategic decisions.

While many organizations are increasingly adept at strategic planning, plan execution is still a significant challenge. This is especially true given market demands to be agile and to be prepared for unexpected change, such as volatile economic conditions or disruptive technologies that can upset an otherwise fast-paced but more predictable marketplace. This category highlights the need to place a focus not only on developing your plans, but also on your capability to execute them.

The Sterling Criteria emphasize three key aspects of organizational excellence. These aspects are important to strategic planning:

- Customer-driven excellence is a strategic view of excellence. The focus is on the drivers of customer engagement, new markets, and market share—key factors in competitiveness, profitability, and organizational sustainability.

The requirements in the Strategic Planning category encourage strategic thinking and acting in order to develop a basis for a distinct competitive position in the marketplace. These requirements do not imply the need for formal planning departments or specific planning cycles. They also do not imply that all your improvements could or should be planned in advance. An effective improvement system combines improvements of many types and degrees of involvement. This requires clear strategic guidance, particularly when improvement alternatives, including major change or innovation, compete for limited resources. In most cases, setting priorities depends heavily on a cost rationale. However, you also might have critical requirements, such as societal responsibilities, that are not driven by cost considerations alone.

2.1 Strategy Development: How do you develop your strategy?

Purpose

This item examines how your organization determines its core competencies, strategic challenges, and strategic advantages and establishes its strategic objectives to address its challenges and leverage its advantages. The aim is to strengthen your overall performance, competitiveness, and future success.

Comments

- This item calls for basic information on the planning process and for information on all the key influences, risks, challenges, and other requirements that might affect your organization's future opportunities and directions—taking as long-term a view as appropriate and possible from the perspectives of your organization and your industry or marketplace. This approach is intended to provide a thorough and realistic context for the development of a customer- and market-focused strategy to guide ongoing decision making, resource allocation, and overall management.
- This item is intended to cover all types of businesses, for-profit and nonprofit organizations, competitive situations, strategic issues, planning approaches, and plans. The requirements explicitly call for a future-oriented basis for action but do not imply the need for formal planning departments, specific planning cycles, or a specified way of visualizing the future. Even if your organization is seeking to create an entirely new business, it is still necessary to set and to test the objectives that define and guide critical actions and performance.
- This item emphasizes competitive leadership, which usually depends on revenue growth and operational effectiveness. Competitive leadership requires a view of the future that includes not only the markets or segments in which your organization competes but also how it competes. How it competes presents many options and requires that you understand your organization's and your competitors' strengths and weaknesses. How it competes also might involve decisions on taking intelligent risks in order to gain or retain a market leadership position. Although no specific time horizons are included, the thrust of this item is sustained competitive leadership.
- An increasingly important part of strategic planning is projecting the future competitive and collaborative environment. This includes the ability to project your own future performance, as well as that of your competitors. Such projections help you to detect and reduce competitive threats, to shorten reaction time, and to identify opportunities. Depending on the size and type of organization, the potential need for new core competencies, the maturity of markets, the pace of change, and competitive parameters (such as price, costs, or the innovation rate), organizations might use a variety of modeling, scenarios, or other techniques and judgments to anticipate the competitive and collaborative environment.

2.2 Strategy Implementation: How do you implement your strategy?

Purpose

This item examines how your organization converts your strategic objectives into action plans to accomplish the objectives. It also examines how your organization assesses progress relative to these action plans. The aim is to ensure that your strategies are successfully deployed for goal achievement.

Comments

- This item asks how your action plans are developed and deployed to your workforce, key suppliers, and partners. The accomplishment of action plans requires resources and performance measures, as well as the alignment of the plans of your work units, suppliers, and partners. Of central importance is how you achieve alignment and consistency—for example, via work systems, work processes, and key measurements. Also, alignment and consistency are intended to provide a basis for setting and communicating priorities for ongoing improvement activities—part of the daily work of all work units. In addition, performance measures are critical for tracking performance.
- Many types of analyses can be performed to ensure that financial resources are available to support the accomplishment of your action plans, while your organization also meets existing obligations. For current operations, these efforts might include the analysis of cash flows, net income statements, and current liabilities versus current assets. For investments to accomplish action plans, the efforts might include analysis of discounted cash flows, return on investment (ROI), or return on invested capital (ROIC). The specific types of analyses will vary from organization to organization. These analyses should help your organization assess the financial viability of your current operations and the potential viability of and risks associated with your action plan initiatives.
- Action plans should include human resource or workforce plans that are aligned with and support your overall strategy.
- Examples of possible human resource plan elements are
 - a redesign of your work organization and jobs to increase workforce empowerment and decision making
 - initiatives to promote greater labor-management cooperation, such as union partnerships
 - a consideration of the impacts of outsourcing on your current workforce and initiatives
 - initiatives to prepare for future workforce capability and capacity needs
 - initiatives to foster knowledge sharing and organizational learning
 - the modification of your compensation and recognition systems to recognize team, organizational, stock market, customer, or other performance attributes
 - education and training initiatives, such as developmental programs for future leaders, partnerships with universities to help ensure the availability of an educated and skilled workforce, and the establishment of training programs on new technologies important to the future success of your workforce and your organization
- Projections and comparisons in this item are intended to improve your organization's ability to understand and track dynamic, competitive performance factors. Projected performance might include changes resulting from new business ventures, entry into new markets, the introduction of new technologies,

product and service innovations, or other strategic thrusts that might involve a deliberate degree of risk. Through this tracking process, your organization should be better prepared to take into account its rate of improvement and change relative to that of competitors or comparable organizations and relative to its own targets or stretch goals. Such tracking serves as a key diagnostic tool for your organization's management to start, accelerate, or discontinue initiatives.

CUSTOMER FOCUS (Category 3)

Customer Focus addresses how your organization seeks to engage your customers, with a focus on listening to and supporting customers, determining their satisfaction, offering the right products and services, and building relationships that result in loyalty through customers' investment in your brand and product and service offerings. The category stresses customer engagement as an important outcome of an overall learning and performance excellence strategy. Your customer satisfaction and dissatisfaction results provide vital information for understanding your customers and the marketplace. In many cases, the voice of the customer provides meaningful information not only on your customers' views but also on their marketplace behaviors and how these views and behaviors may contribute to the sustainability of your organization in the marketplace.

3.1 Voice of the Customer: How do you obtain information from your customers?

Purpose

This item examines your organization's processes for listening to your customers and determining their satisfaction and dissatisfaction. It also examines your processes for using these data. The aim is to capture meaningful information in order to exceed your customers' expectations.

Comments

- Selection of voice-of-the-customer strategies depends on your organization's key business factors. Increasingly, organizations listen to the voice of the customer via multiple modes. Some frequently used modes include focus groups with key customers, close integration with key customers, interviews with lost and potential customers about their purchasing or relationship decisions, win/loss analysis relative to competitors and other organizations providing similar products and services, and survey or feedback information.
- This item emphasizes how you obtain actionable information from customers. Information that is actionable can be tied to key product and service offerings and business processes and can be used to determine cost and revenue implications for setting improvement goals and priorities for change.
- In a rapidly changing technological, competitive, economic, and social environment, many factors may affect customer expectations and loyalty and your interface with customers in the marketplace. This makes it necessary to continually listen

and learn. To be effective, listening and learning need to be closely linked with your organization's overall business strategy.

- Customers increasingly are turning to social media to voice their impressions of your products and services and customer support. This information may be provided through social interactions you mediate or through independent or customer-initiated means. All of these can be valuable sources of information for your organization. Organizations may need to become familiar with vehicles for monitoring and tracking this information.
- Knowledge of customers, customer groups, market segments, former customers, and potential customers allows your organization to tailor product and service offerings, to support and tailor your marketing strategies, to develop a more customer-focused workforce culture, to develop new business, and to ensure organizational sustainability.
- In determining customers' satisfaction and dissatisfaction, a key aspect is their comparative satisfaction with competitors, competing or alternative offerings, and/or organizations providing similar products and services. Such information might be derived from your own comparative studies or from independent studies. The factors that lead to customer preference are of critical importance in understanding factors that drive markets and potentially affect longer-term competitiveness and organizational sustainability.

3.2 Customer Engagement: How do you engage customers to serve their needs and build relationships?

Purpose

This item examines your organization's processes for identifying and innovating product and service offerings that serve your customers and markets; enabling customers to seek information and support; and using customer, market, and product and service offering information. The item also examines how you build relationships with your customers and manage complaints in order to retain customers and increase their engagement with you. The aim of these efforts is to improve marketing, build a more customer-focused culture, enhance customer loyalty, and identify opportunities for innovation.

Comments

- Customer engagement is a strategic action aimed at achieving such a degree of loyalty that the customer will advocate for your brand and product and service offerings. Achieving such loyalty requires a customer-focused culture in your workforce based on a thorough understanding of your business strategy and the behaviors and preferences of your customers.
- A relationship strategy may be possible with some customers but not with others. The relationship strategies you do have may need to be distinctly different for each customer, customer group, and market segment. They also may need to be distinctly different during various stages of the customer life cycle.

GLOSSARY OF KEY TERMS

This Glossary of Key Terms defines and briefly describes terms used throughout the Criteria booklet that are important to performance management. As you may have noted, key terms are presented in **SMALL CAPS** every time they appear in the Criteria for Performance Excellence and scoring guidelines.

The general format in presenting glossary definitions is as follows: The first sentence contains a concise definition of the term. Subsequent sentences in the first paragraph elaborate on and further delineate the term. Any subsequent paragraphs provide examples, descriptive information, or key linkages to other Criteria information.

ACTION PLANS

The term “action plans” refers to specific actions that respond to short- and longer-term strategic objectives. Action plans include details of resource commitments and time horizons for accomplishment. Action plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible. In the Criteria, deployment of action plans includes creating aligned measures for all departments and work units. Deployment also might require specialized training for some employees or recruitment of personnel.

An example of a strategic objective for a supplier in a highly competitive industry might be to develop and maintain a price leadership position. Action plans could entail designing efficient processes and creating an accounting system that tracks activity-level costs, aligned for the organization as a whole. Deployment requirements might include work unit and team training in setting priorities based on costs and benefits. Organizational-level analysis and review likely would emphasize productivity growth, cost control, and quality.

See also the definition of “strategic objectives” on page 54.

ALIGNMENT

The term “alignment” refers to consistency of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective alignment requires a common understanding of purposes and goals. It also requires the use of complementary measures and information for planning, tracking, analysis, and improvement at three levels: the organizational level, the key process level, and the work unit level.

See also the definition of “integration” on page 52.

ANALYSIS

The term “analysis” refers to an examination of facts and data to provide a basis for effective decisions. Analysis often involves the determination of cause-effect relationships. Overall organizational analysis guides the management of work systems and work processes toward achieving key business results and toward attaining strategic objectives.

Despite their importance, individual facts and data do not usually provide an effective basis for actions or setting priorities. Effective actions depend on an understanding of relationships, derived from analysis of facts and data.

ANECDOTAL

The term “anecdotal” refers to process information that lacks specific methods, measures, deployment mechanisms, and evaluation, improvement, and learning factors. Anecdotal information frequently uses examples and describes individual activities rather than systematic processes.

An anecdotal response to how senior leaders deploy performance expectations might describe a specific occasion when a senior leader visited all of the organization’s facilities. On the other hand, a systematic process might describe the communication methods used by all senior leaders to deliver performance expectations on a regular basis to all organizational locations and workforce members, the measures used to assess the effectiveness of the methods, and the tools and techniques used to evaluate and improve the communication methods.

See also the definition of “systematic” on page 55.

APPROACH

The term “approach” refers to the methods used by an organization to address the Sterling Criteria item requirements. Approach includes the appropriateness of the methods to the item requirements and to the organization’s operating environment, as well as how effectively the methods are used.

Approach is one of the dimensions considered in evaluating process items. For further description, see the scoring system on pages 57-59.

BASIC REQUIREMENTS

The term “basic requirements” refers to the topic Criteria users need to address when responding to the most central concept of an item. Basic requirements are the fundamental theme of that item (e.g., your approach for strategy development for Item 2.1). In the Criteria, the basic requirements of each item are presented as the item title question. This presentation is illustrated in the item format shown on page 28.

BENCHMARKS

The term “benchmarks” refers to processes and results that represent best practices and performance for similar activities, inside or outside an organization’s industry. Organizations engage in benchmarking to understand the current dimensions of world-class performance and to achieve discontinuous (non-incremental) or “breakthrough” improvement.

Benchmarks are one form of comparative data. Other comparative data organizations might use include industry data collected by a third party (frequently industry averages), data on competitors’ performance, and comparisons with similar organizations that are in the same geographic area or that provide similar products and services in other geographic areas.

CAPABILITY, WORKFORCE

See “workforce capability.”

CAPACITY, WORKFORCE

See “workforce capacity.”

COLLABORATORS

The term “collaborators” refers to those organizations or individuals who cooperate with your organization to support a particular activity or event or who cooperate on an intermittent basis when short-term goals are aligned or are the same. Typically, collaborations do not involve formal agreements or arrangements.

See also the definition of “partners” on page 53.

CORE COMPETENCIES

The term “core competencies” refers to your organization’s areas of greatest expertise. Your organization’s core competencies are those strategically important capabilities that are central to fulfilling your mission or provide an advantage in your marketplace or service environment. Core competencies frequently are challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage. Absence of a needed organizational core competency may result in a significant strategic challenge or disadvantage in the marketplace.

Core competencies may involve technology expertise, unique service offerings, a marketplace niche, or a particular business acumen (e.g., business acquisitions).

CUSTOMER

The term “customer” refers to actual and potential users of your organization’s products, programs, or services (referred to as “products and services” in the Criteria). Customers include the end users of your products and services, as well as others who might be their immediate purchasers or users. These others might include distributors, agents, or organizations that further process your product or service as a component of their product or service. The Criteria address customers broadly, referencing current and future customers, as well as the customers of your competitors.

Customer-driven excellence is a Sterling core value embedded in the beliefs and behaviors of high-performing organizations. Customer focus impacts and should integrate an organization’s strategic directions, its work systems and work processes, and its business results.

See the definition of “stakeholders” on page 54 for the relationship between customers and others who might be affected by your products.

CUSTOMER ENGAGEMENT

The term “customer engagement” refers to your customers’ investment in or commitment to your brand and product and service offerings. It is based on your ongoing ability to serve their needs and build relationships so they will continue using your products and services. Characteristics of customer engagement include customer retention and loyalty, customers’ willingness to make an effort to do business with your organization, and customers’ willingness to actively advocate for and recommend your brand and product and service offerings.

CYCLE TIME

The term “cycle time” refers to the time required to fulfill commitments or to complete tasks. Time measurements play a major role in the Criteria because of the great importance of time performance to improving competitiveness and overall performance. “Cycle time” refers to all aspects of time performance. Cycle time improvement might include time to market, order fulfillment time, delivery time, changeover time, customer response time, and other key measures of time.

DEPLOYMENT

Deployment is evaluated on the basis of the breadth and depth of application of the approach to relevant work units throughout the organization.

Deployment is one of the dimensions considered in evaluating process items. For further description, see the scoring system on page 57-59.

DIVERSITY

The term “diversity” refers to valuing and benefiting from personal differences. These differences address many variables and may include race, religion, color, gender, national origin, disability, sexual orientation, age and generational differences, education, geographic origin, and skill characteristics, as well as differences in ideas, thinking, academic disciplines, and perspectives.

The Sterling Criteria refer to the diversity of your workforce hiring and customer communities. Capitalizing on both provides enhanced opportunities for high performance; customer, workforce, and community satisfaction; and customer and workforce engagement.

EFFECTIVE

The term “effective” refers to how well a process or a measure addresses its intended purpose. Determining effectiveness requires (1) the evaluation of how well the process is aligned with the organization’s needs and how well the process is deployed or (2) the evaluation of the outcome of the measure used.

EMPOWERMENT

The term “empowerment” refers to giving people the authority and responsibility to make decisions and take actions. Empowerment results in decisions being made closest to the “front line,” where work-related knowledge and understanding reside.

Empowerment is aimed at enabling people to satisfy customers on first contact, to improve processes and increase productivity, and to improve the organization’s performance results. An empowered workforce requires information to make appropriate decisions; thus, an organizational requirement is to provide that information in a timely and useful way.

ENGAGEMENT, CUSTOMER

See “customer engagement.”

ENGAGEMENT, WORKFORCE

See “workforce engagement.”

ETHICAL BEHAVIOR

The term “ethical behavior” refers to how an organization ensures that all its decisions, actions, and stakeholder interactions conform to the organization’s moral and professional principles of conduct. These principles should support all applicable laws and regulations and are the foundation for the organization’s culture and values. They distinguish “right” from “wrong.”

Senior leaders should act as role models for these principles of behavior. The principles apply to all people involved in the organization, from temporary members of the workforce to members of the board of directors, and they need to be communicated and reinforced on a regular basis. Although the Sterling Criteria do not prescribe that all organizations use the same model for ensuring ethical behavior, senior leaders should ensure that the organization’s mission and vision are aligned with its ethical principles. Ethical behavior should be practiced with all stakeholders, including the workforce, shareholders, customers, partners, suppliers, and the organization’s local community.

Well-designed and clearly articulated ethical principles should empower people to make effective decisions with great confidence. Some organizations also may view their ethical principles as boundary conditions restricting behavior that otherwise could have adverse impacts on their organizations and/or society.

GOALS

The term “goals” refers to a future condition or performance level that one intends or desires to attain. Goals can be both short- and longer-term. Goals are ends that guide actions. Quantitative goals, frequently referred to as “targets,” include a numerical point or range. Targets might be projections based on comparative or competitive data. The term “stretch goals” refers to desired major, discontinuous (non-incremental) or “breakthrough” improvements, usually in areas most critical to your organization’s future success.

Goals can serve many purposes, including

- clarifying strategic objectives and action plans to indicate how you will measure success
- fostering teamwork by focusing on a common end
- encouraging “out-of-the-box” thinking (innovation) to achieve a stretch goal
- providing a basis for measuring and accelerating progress

See also the definition of “performance projections” on page 53.

GOVERNANCE

The term “governance” refers to the system of management and controls exercised in the stewardship of your organization. It includes the responsibilities of your organization’s owners/shareholders, board of directors, and senior leaders. Corporate or organizational charters, bylaws, and policies document the rights and responsibilities of each of the parties and describe how your organization will be directed and controlled to ensure (1) accountability to owners/shareholders and other stakeholders, (2) transparency of operations, and (3) fair treatment of all stakeholders. Governance processes may include the approval of strategic direction, the monitoring and evaluation of the CEO’s performance, the establishment of executive compensation and benefits, succession planning, financial auditing, risk management, disclosure, and shareholder reporting. Ensuring effective governance is important to stakeholders’ and the larger society’s trust and to organizational effectiveness.

HIGH-PERFORMANCE WORK

The term “high-performance work” refers to work processes used to systematically pursue ever-higher levels of overall organizational and individual performance, including quality, productivity, innovation rate, and cycle time performance. High-performance work results in improved service for customers and other stakeholders.

Approaches to high-performance work vary in form, function, and incentive systems. High-performance work focuses on workforce engagement. It frequently includes cooperation between management and the workforce, which may involve workforce bargaining units; cooperation among work units, often involving teams; the empowerment of your people, including self-directed responsibility; and input to planning. It also may include individual and organizational skill building and learning; learning from other organizations; flexibility in job design and work assignments; a flattened organizational structure, where decision making is decentralized and decisions are made closest to the “front line”; and effective use of performance measures, including comparisons. Many high-performing organizations use monetary and nonmonetary incentives based on factors such as organizational performance, team and individual contributions, and skill building. Also, high-performance work usually seeks to align the organization’s structure, core competencies, work, jobs, workforce development, and incentives.

HOW

The term “how” refers to the systems and processes that an organization uses to accomplish its mission requirements. In responding to “how” questions in the process item requirements, process descriptions should include information such as approach (methods and measures), deployment, learning, and integration factors.

INDICATORS

See “measures and indicators.”

INNOVATION

The term “innovation” refers to making meaningful change to improve products and services, processes, or organizational effectiveness and to create new value for stakeholders. Innovation involves the adoption of an idea, process, technology, product, or business model that is either new or new to its proposed application. The outcome of innovation is a discontinuous or breakthrough change in results, products and services, or processes.

Successful organizational innovation is a multistep process that involves development and knowledge sharing, a decision to implement, implementation, evaluation, and learning. Although innovation is often associated with technological innovation, it is applicable to all key organizational processes that would benefit from change, whether through breakthrough improvement or a change in approach or outputs. It could include fundamental changes in organizational structure or the business model to more effectively accomplish the organization’s work.

INTEGRATION

The term “integration” refers to the harmonization of plans, processes, information, resource decisions, actions, results, and analyses to support key organization-wide goals. Effective integration goes beyond alignment and is achieved when the individual components of a performance management system operate as a fully interconnected unit.

See also the definition of “alignment” on page 49.

Integration is one of the dimensions considered in evaluating both process and results items. For further description, see the scoring system on pages 57-59.

KEY

The term “key” refers to the major or most important elements or factors, those that are critical to achieving your intended outcome. The Sterling Criteria, for example, refer to key challenges, key plans, key work processes, and key measures—those that are most important to your organization’s success. They are the essential elements for pursuing or monitoring a desired outcome.

KNOWLEDGE ASSETS

The term “knowledge assets” refers to the accumulated intellectual resources of your organization. It is the knowledge possessed by your organization and its workforce in the form of information, ideas, learning, understanding, memory, insights, cognitive and technical skills, and capabilities. Your workforce, software, patents, databases, documents, guides, policies and procedures, and technical drawings are repositories of your organization’s knowledge assets. Knowledge assets are held not only by an organization but reside within its customers, suppliers, and partners, as well.

Knowledge assets are the “know-how” that your organization has available to use, to invest, and to grow. Building and managing its knowledge assets are key components for your organization to create value for your stakeholders and to help sustain a competitive advantage.

LEADERSHIP SYSTEM

The term “leadership system” refers to how leadership is exercised, formally and informally, throughout the organization; it is the basis for and the way key decisions are made, communicated, and carried out. It includes structures and mechanisms for decision making; two-way communication; selection and development of leaders and managers; and reinforcement of values, ethical behavior, directions, and performance expectations.

An effective leadership system respects the capabilities and requirements of workforce members and other stakeholders, and it sets high expectations for performance and performance improvement. It builds loyalties and teamwork based on the organization’s vision and values and the pursuit of shared goals. It encourages and supports initiative and appropriate risk taking, subordinates organizational structure to purpose and function, and avoids chains of command that require long decision paths. An effective leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and improve.

LEARNING

The term “learning” refers to new knowledge or skills acquired through evaluation, study, experience, and innovation. The Sterling Criteria include two distinct kinds of learning: organizational and personal. Organizational learning is achieved through research and development, evaluation and improvement cycles, workforce and stakeholder ideas and input, best-practice sharing, and benchmarking. Personal learning is achieved through education, training, and developmental opportunities that further individual growth.

To be effective, learning should be embedded in the way an organization operates. Learning contributes to a competitive advantage and sustainability for the organization and its workforce. For further description of organizational and personal learning, see the related core value and concept on page 45.

Learning is one of the dimensions considered in evaluating process items. For further description, see the scoring system on pages 57-59.

LEVELS

The term “levels” refers to numerical information that places or positions an organization’s results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals, and appropriate comparisons.

MEASURES AND INDICATORS

The term “measures and indicators” refers to numerical information that quantifies input, output, and performance dimensions of processes, products, programs, projects, services, and the overall organization (outcomes). Measures and indicators might be simple (derived from one measurement) or composite.

The Criteria do not make a distinction between measures and indicators. However, some users of these terms prefer “indicator” (1) when the measurement relates to performance but is not a direct measure of such performance (e.g., the number of complaints is an indicator of dissatisfaction but not a direct measure of it) and (2) when the measurement is a predictor (“leading indicator”) of some more significant performance (e.g., increased customer satisfaction might be a leading indicator of market share gain).

MISSION

The term “mission” refers to the overall function of an organization. The mission answers the question, “What is this organization attempting to accomplish?” The mission might define customers or markets served, distinctive or core competencies, or technologies used.

MULTIPLE REQUIREMENTS

The term “multiple requirements” refers to the individual questions Criteria users need to answer within each area to address. These questions constitute the details of an item’s requirements. They are presented in black text under each item’s area(s) to address. This presentation is illustrated in the item format shown on page 28.

Even high-performing, high-scoring users of the Criteria are not likely to be able to address all the multiple requirements with equal capability or success.

OVERALL REQUIREMENTS

The term “overall requirements” refers to the topics Criteria users need to address when responding to the central theme of an item. Overall requirements address the most significant features of the item requirements. In the Criteria, the overall requirements of each item are presented in one or more introductory sentences printed in bold. This presentation is illustrated in the item format shown on page 28.

PARTNERS

The term “partners” refers to those key organizations or individuals who are working in concert with your organization to achieve a common goal or to improve performance. Typically, partnerships are formal arrangements for a specific aim or purpose, such as to achieve a strategic objective or to deliver a specific product or service.

Formal partnerships are usually for an extended period of time and involve a clear understanding of the individual and mutual roles and benefits for the partners.

See also the definition of “collaborators” on page 50.

PERFORMANCE

The term “performance” refers to outputs and their outcomes obtained from processes, products and services, and customers that permit the organization to evaluate and compare its results relative to performance projections, standards, past results, goals, and the results of other organizations. Performance can be expressed in nonfinancial and financial terms.

The Sterling Criteria address four types of performance: (1) product and service, (2) customer-focused, (3) operational, and (4) financial and marketplace.

“Product and service performance” refers to performance relative to measures and indicators of product and service characteristics important to customers. Examples include product and service reliability, on-time delivery, customer-experienced defect levels, and service response time. For nonprofit organizations, “product and service performance” examples might include program and project performance in the areas of rapid response to emergencies, at-home services, or multilingual services.

“Customer-focused performance” refers to performance relative to measures and indicators of customers’ perceptions, reactions, and behaviors. Examples include customer retention, complaints, and customer survey results.

“Operational performance” refers to workforce, leadership, organizational, and ethical performance relative to effectiveness, efficiency, and accountability measures and indicators. Examples include cycle time, productivity, waste reduction, workforce turnover, workforce cross-training rates, regulatory compliance, fiscal accountability, strategy accomplishment, and community involvement. Operational performance might be measured at the work unit level, key work process level, and organizational level.

“Financial and marketplace performance” refers to performance relative to measures of cost, revenue, and market position, including asset utilization, asset growth, and market share. Examples include returns on investments, value added per employee, debt-to-equity ratio, returns on assets, operating margins, performance to budget, the amount in reserve funds, cash-to-cash cycle time, other profitability and liquidity measures, and market gains.

PERFORMANCE EXCELLENCE

The term “performance excellence” refers to an integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability; (2) improvement of overall organizational effectiveness and capabilities; and (3) organizational and personal learning. The Sterling Criteria for Performance Excellence provide a framework and an assessment tool for understanding organizational strengths and opportunities for improvement and thus for guiding planning efforts.

PERFORMANCE PROJECTIONS

The term “performance projections” refers to estimates of future performance. Projections should be based on an understanding of past performance, rates of improvement, and assumptions about future internal changes and innovations, as well as assumptions about changes in the external environment that result in internal changes. Thus performance projections can serve as a key tool in both management of operations and strategy development and implementation.

Performance projections are a statement of expected future performance. Goals are a statement of desired future performance. Performance projections for competitors or similar organizations may indicate challenges facing your organization and areas where breakthrough performance or innovation is needed. Where breakthrough performance or innovation is intended, performance projections and goals may overlap.

See also the definition of “goals” on page 51.

PROCESS

The term “process” refers to linked activities with the purpose of producing a product or service for a customer (user) within or outside the organization. Generally, processes involve combinations of people, machines, tools, techniques, materials, and improvements in a defined series of steps or actions. Processes rarely operate in isolation and must be considered in relation to other processes that impact them. In some situations, processes might require adherence to a specific sequence of steps, with documentation (sometimes formal) of procedures and requirements, including well-defined measurement and control steps.

In many service situations, particularly when customers are directly involved in the service, process is used in a more general way (i.e., to spell out what must be done, possibly including a preferred or expected sequence). If a sequence is critical, the service needs to include information to help customers understand and follow the sequence. Such service processes also require guidance to the providers of those services on handling contingencies related to the possible actions or behaviors of those served.

In knowledge work, such as strategic planning, research, development, and analysis, process does not necessarily imply formal sequences of steps. Rather, process implies general understandings regarding competent performance, such as timing, options to be included, evaluation, and reporting. Sequences might arise as part of these understandings.

In the Sterling scoring system, your process achievement level is assessed. This achievement level is based on four factors that can be evaluated for each of an organization’s key processes: approach, deployment, learning, and integration. For further description, see the scoring system on page 57-59.

PRODUCTIVITY

The term “productivity” refers to measures of the efficiency of resource use.

Although the term often is applied to single factors, such as the workforce (labor productivity), machines, materials, energy, and capital, the productivity concept applies as well to the total resources used in producing outputs. The use of an aggregate measure of overall productivity allows a determination of whether the net effect of overall changes in a process—possibly involving resource trade-offs—is beneficial.

PROJECTIONS, PERFORMANCE

See “performance projections” on page 53.

PURPOSE

The term “purpose” refers to the fundamental reason that an organization exists. The primary role of purpose is to inspire an organization and guide its setting of values. Purpose is generally broad and enduring. Two organizations in different businesses could have similar purposes, and two organizations in the same business could have different purposes.

RESULTS

The term “results” refers to outputs and outcomes achieved by an organization in addressing the requirements of a Sterling Criteria item. Results are evaluated on the basis of current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements. For further description, see the scoring system on page 57-59.

SEGMENT

The term “segment” refers to a part of an organization’s overall customer, market, product and service offering, or workforce base. Segments typically have common characteristics that can be grouped logically. In results items, the term refers to disaggregating results data in a way that allows for meaningful analysis of an organization’s performance. It is up to each organization to determine the specific factors that it uses to segment its customers, markets, products and services, and workforce.

Understanding segments is critical to identifying the distinct needs and expectations of different customer, market, and workforce groups and to tailoring product and service offerings to meet their needs and expectations. As an example, market segmentation might be based on distribution channels, business volume, geography, or technologies employed. Workforce segmentation might be based on geography, skills, needs, work assignments, or job classifications.

SENIOR LEADERS

The term “senior leaders” refers to an organization’s senior management group or team. In many organizations, this consists of the head of the organization and his or her direct reports.

STAKEHOLDERS

The term “stakeholders” refers to all groups that are or might be

affected by an organization’s actions and success. Examples of key stakeholders might include customers, the workforce, partners, collaborators, governing boards, stockholders, donors, suppliers, taxpayers, regulatory bodies, policy makers, funders, and local and professional communities.

See also the definition of “customer” on page 50.

STRATEGIC ADVANTAGES

The term “strategic advantages” refers to those marketplace benefits that exert a decisive influence on an organization’s likelihood of future success. These advantages frequently are sources of an organization’s current and future competitive success relative to other providers of similar products and services. Strategic advantages generally arise from either or both of two sources: (1) core competencies, which focus on building and expanding on an organization’s internal capabilities, and (2) strategically important external resources, which are shaped and leveraged through key external relationships and partnerships.

When an organization realizes both sources of strategic advantage, it can amplify its unique internal capabilities by capitalizing on complementary capabilities in other organizations.

See the definitions of “strategic challenges” and “strategic objectives” below for the relationship among strategic advantages, strategic challenges, and the strategic objectives an organization articulates to address its challenges and advantages.

STRATEGIC CHALLENGES

The term “strategic challenges” refers to those pressures that exert a decisive influence on an organization’s likelihood of future success. These challenges frequently are driven by an organization’s future competitive position relative to other providers of similar products and services. While not exclusively so, strategic challenges generally are externally driven. However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.

External strategic challenges may relate to customer or market needs or expectations; product and service or technological changes; or financial, societal, and other risks or needs. Internal strategic challenges may relate to an organization’s capabilities or its human and other resources.

See the definitions of “strategic advantages” and “strategic objectives” on this page for the relationship among strategic challenges, strategic advantages, and the strategic objectives an organization articulates to address its challenges and advantages.

STRATEGIC OBJECTIVES

The term “strategic objectives” refers to an organization’s articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives generally are focused both externally and internally and relate to significant customer, market, product and service, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization’s longer-term directions and guide resource allocations and redistributions.

See the definition of “action plans” on page 49 for the relationship between strategic objectives and action plans and for an example of each.

SUSTAINABILITY / SUSTAINABLE

The term “sustainability” refers to your organization’s ability to address current business needs and to have the agility and strategic management to prepare successfully for your future business, market, and operating environment. Both external and internal factors need to be considered. The specific combination of factors might include industry-wide and organization-specific components.

Sustainability considerations might include workforce capability and capacity, resource availability, technology, knowledge, core competencies, work systems, facilities, and equipment. Sustainability might be affected by changes in the marketplace and customer preferences, changes in the financial markets, and changes in the legal and regulatory environment. In addition, sustainability has a component related to day-to-day preparedness for real-time or short-term emergencies.

In the context of the Sterling Criteria, the impact of your organization’s products and services and operations on society and the contributions you make to the well-being of environmental, social, and economic systems are part of your organization’s overall societal responsibilities. Whether and how your organization addresses such considerations also may affect its sustainability.

SYSTEMATIC

The term “systematic” refers to approaches that are well-ordered, are repeatable, and use data and information so learning is possible. In other words, approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity. For use of the term, see the scoring guidelines for process items on page 58.

TRENDS

The term “trends” refers to numerical information that shows the direction and rate of change for an organization’s results or the consistency of its performance over time. Trends provide a time sequence of organizational performance.

A minimum of three historical (not projected) data points generally is needed to begin to ascertain a trend. More data points are needed to define a statistically valid trend. The time period for a trend is determined by the cycle time of the process being measured. Shorter cycle times demand more frequent measurement, while longer cycle times might require longer time periods before meaningful trends can be determined.

Examples of trends called for by the Criteria include data related to product and service performance, customer and workforce satisfaction and dissatisfaction results, financial performance, marketplace performance, and operational performance, such as cycle time and productivity.

VALUE

The term “value” refers to the perceived worth of a product or service, process, asset, or function relative to cost and to possible alternatives.

Organizations frequently use value considerations to determine the benefits of various options relative to their costs, such as the value of various product and service combinations to customers. Organizations need to understand what different stakeholder groups value and then deliver value to each group. This frequently requires balancing value for customers and other stakeholders, such as your workforce and the community.

VALUES

The term “values” refers to the guiding principles and behaviors that embody how your organization and its people are expected to operate. Values reflect and reinforce the desired culture of an organization. Values support and guide the decision making of every workforce member, helping the organization accomplish its mission and attain its vision in an appropriate manner. Examples of values might include demonstrating integrity and fairness in all interactions, exceeding customer expectations, valuing individuals and diversity, protecting the environment, and striving for performance excellence every day.

VISION

The term “vision” refers to the desired future state of your organization. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future.

VOICE OF THE CUSTOMER

The term “voice of the customer” refers to your process for capturing customer-related information. Voice of the customer processes are intended to be proactive and continuously innovative to capture stated, unstated, and anticipated customer requirements, expectations, and desires. The goal is to achieve customer engagement. Listening to the voice of the customer might include gathering and integrating various types of customer data such as survey data, focus group findings, warranty data, and complaint data that affect customers’ purchasing and engagement decisions.

WORK PROCESSES

The term “work processes” refers to your most important internal value creation processes. They might include product and service design and delivery, customer support, supply chain management, business, and support processes. They are the processes that involve the majority of your organization’s workforce and produce customer, stakeholder, and stockholder value.

Your key work processes frequently relate to your core competencies, to the factors that determine your success relative to competitors, and to the factors considered important for business growth by your senior leaders.

WORK SYSTEMS

The term “work systems” refers to how the work of your organization is accomplished. Work systems involve your workforce, your key suppliers and partners, your contractors, your collaborators, and other components of the supply chain needed to produce and deliver your products and services and your business and support processes. Your work systems coordinate the internal work processes and the external resources necessary for you to develop, produce, and deliver your products and services to your customers and to succeed in your marketplace.

Decisions about work systems are strategic. These decisions involve protecting and capitalizing on core competencies and deciding what should be procured or produced outside your organization in order to be efficient and sustainable in your marketplace.

WORKFORCE

The term “workforce” refers to all people actively involved in accomplishing the work of your organization, including paid employees (e.g., permanent, part-time, temporary, and telecommuting employees, as well as contract employees supervised by the organization) and volunteers, as appropriate. The workforce includes team leaders, supervisors, and managers at all levels.

WORKFORCE CAPABILITY

The term “workforce capability” refers to your organization’s ability to accomplish its work processes through the knowledge, skills, abilities, and competencies of its people.

Capability may include the ability to build and sustain relationships with your customers; to innovate and transition to new technologies; to develop new products and services and work processes; and to meet changing business, market, and regulatory demands.

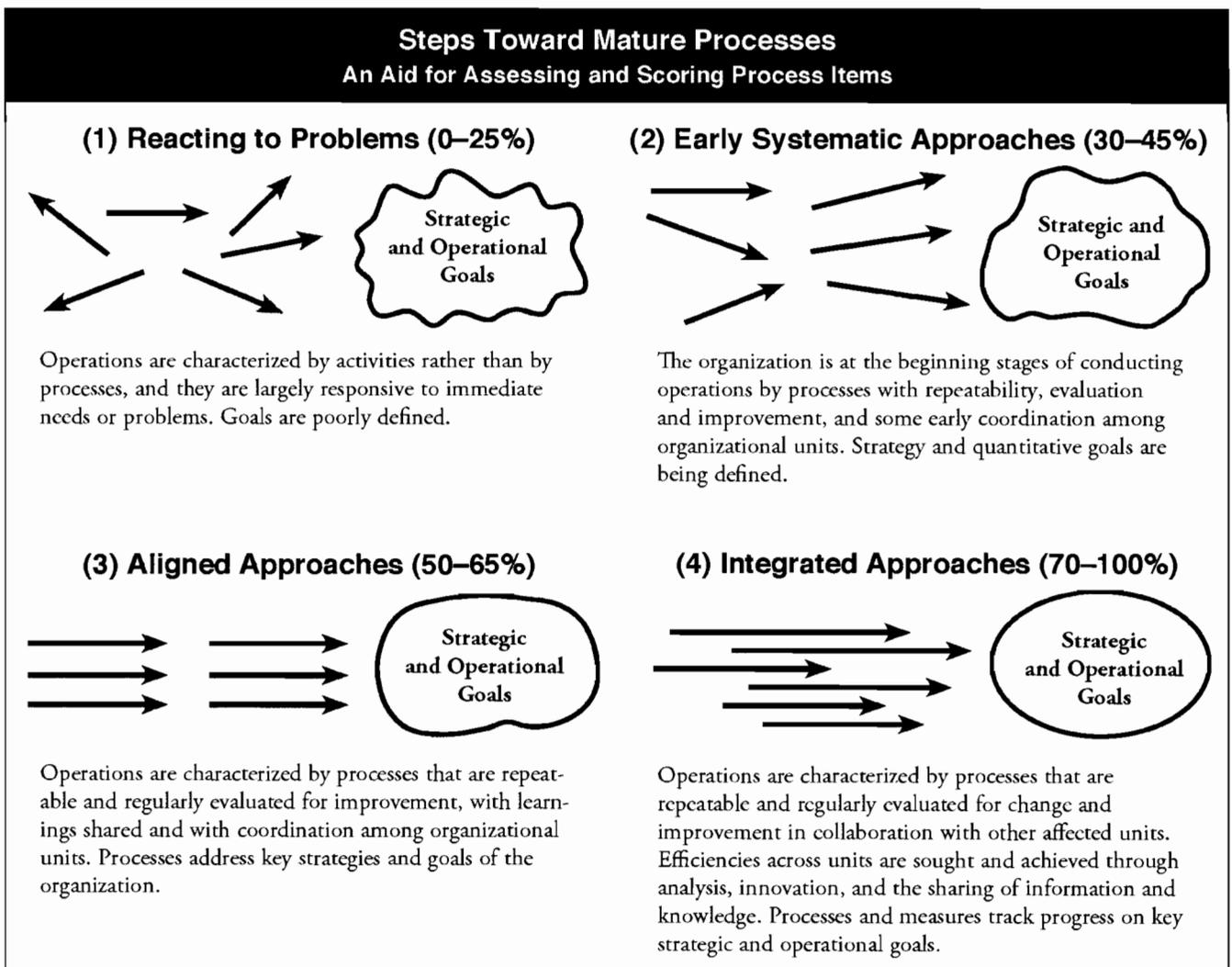
WORKFORCE CAPACITY

The term “workforce capacity” refers to your organization’s ability to ensure sufficient staffing levels to accomplish its work processes and successfully deliver your products and services to your customers, including the ability to meet seasonal or varying demand levels.

WORKFORCE ENGAGEMENT

The term “workforce engagement” refers to the extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization. Organizations with high levels of workforce engagement are often characterized by high-performing work environments in which people are motivated to do their utmost for the benefit of their customers and for the success of the organization.

In general, members of the workforce feel engaged when they find personal meaning and motivation in their work and when they receive positive interpersonal and workplace support. An engaged workforce benefits from trusting relationships, a safe and cooperative environment, good communication and information flow, empowerment, and performance accountability. Key factors contributing to engagement include training and career development, effective recognition and reward systems, equal opportunity and fair treatment, and family-friendliness.



TAB 3

STRATEGIC PLANNING PROCESS REVIEW AND LESSONS LEARNED



Strategic Planning Process Review & Lessons Learned



Strategic Planning Review



Process Review

Sterling Model





Process Review



- Conducted first Strategic Planning Process in 2009 for 3-year plan (updated in 2011)
- Florida Sterling Management Model used for Guidance
- Used ICMA as Consultants/Facilitators
- Participated in a National Citizen Survey
 - Input into Environmental Scan and Strategic Planning Workshop
- ULI Report Implementation (May 2008)



Process Review



- Conducted SWOT Analysis
 - Organization-wide SWOTs (not bottom up)
 - Employees, Management Team, Senior Leaders, Citizens, Board
 - Input into Strategic Planning Workshop
- Performed an Environmental Scan
 - Input into Strategic Planning Workshop



Process Review



- Senior Leaders created draft Vision Statement, Mission Statement, and Values as inputs into Strategic Planning Workshop
- Conducted Strategic Planning Workshop with Senior Leaders and Board
 - Reviewed inputs (SWOT, Env. Scan, NCS results)
 - Reviewed examples and drafts of Vision, Mission, and Values Workshops



Process Review



- Conducted Strategic Planning Workshop with Senior Leaders and Board (continued)
 - Exercise to select the “Vital Few” Strategic Challenges
 - Exercise to select Preliminary Strategic “Key Intended Results”



Process Review



- Strategic Planning Workshop Outputs
 - Our Vision, Mission, and Values
 - Our “Vital Few” Strategic Challenges (now Strategic Objectives)
 - Jobs and Economic Development
 - Financial Sustainability
 - Growth Management
 - Customer Service Levels
 - Transportation
 - Environmental Protection



Process Review



- Post-Strategic Planning Exercises
 - Rightsizing to Fiscal Realities in 2010
 - Used Strategic Challenges as desired results
 - Added Public Safety and Governance
 - Used “Green Screen” brainstorming for Success Indicators
 - Success Indicators became Result Maps (“Wheels”)
 - Programs Scored based on Results Maps
 - Program Based Budgeting with Targets (past 3 yrs)
 - Business Plan developed annually to achieve KIRs
 - Annual Performance Report on progress



Process Review



Green Screens & Results Maps



Process Review



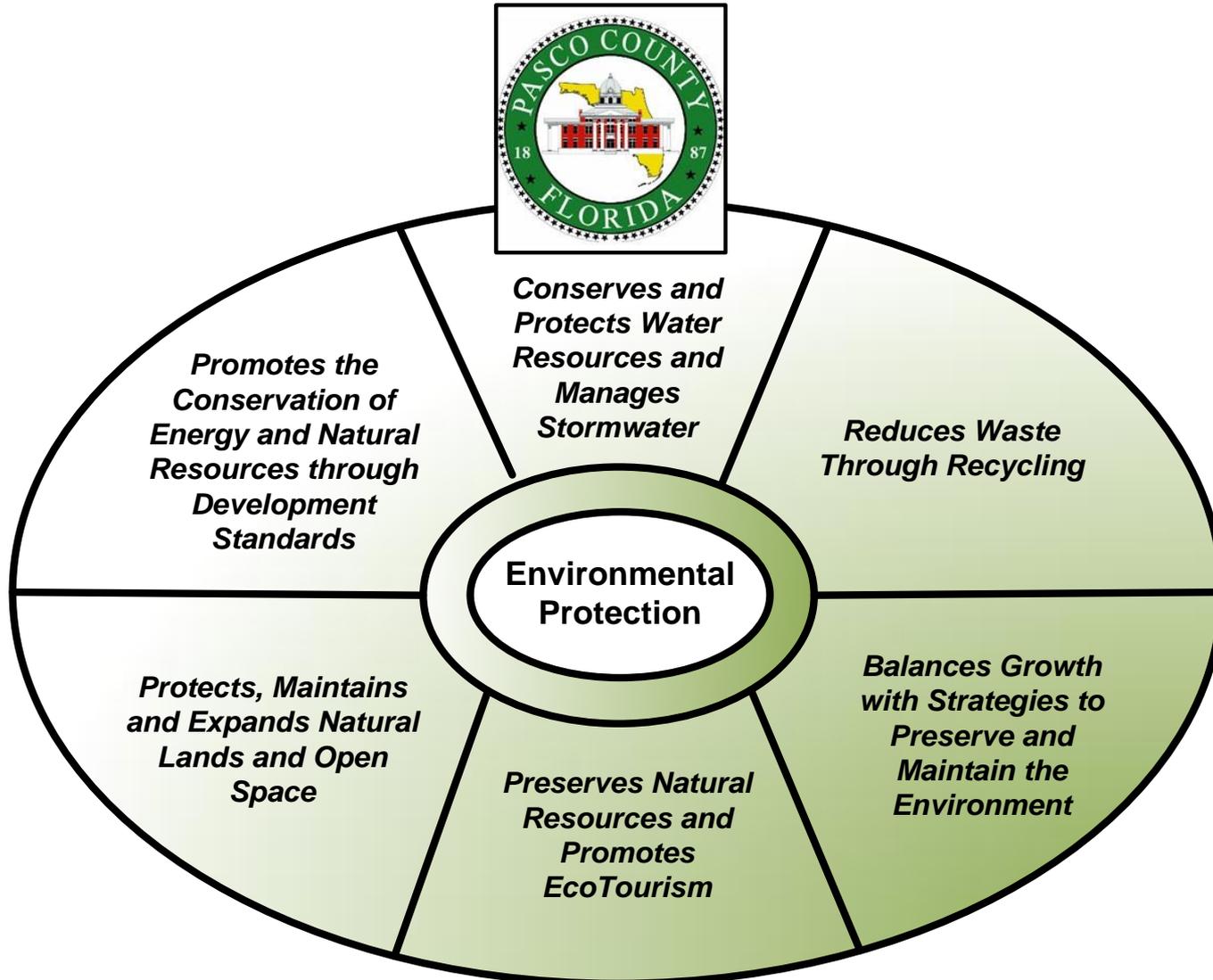
Result: Environmental Protection

If Pasco County _____, then it will have successfully achieved ENVIRONMENTAL PRESERVATION AND PROTECTION

Reduces Waste Through Recycling	Balances Growth with Strategies to Preserve and Maintain the Environment	Preserves Natural Resources and Promotes EcoTourism	Protects, Maintains and Expands Natural Lands and Open Space	Promotes the Conservation of Energy and Natural Resources through Development Standards	Conserves and Protects Water Resources and Manages Stormwater
Recycling, Reduce Waste	Balance growth, preserve land	Recreational assets	Continuation of adding acreage into conservation	Energy and water - conserve, protect, sustainability	Continue Stormwater management improvements
Recycle - really recycle	Keep practice of concentrating densities preserving Open Space	Promote land preservation as a tourist commodity	Value and appreciate open space and our beautiful natural lands	Be sure to implement a Green Building ordinance (energy and water conservation)	Protect drinking water
Expand recycling	Establishing a True (TDR) Transfer of Development Rights Program	Support efforts to use preserved land (e.g. kayak adventures, boat ramps, triathlons, etc)	Continued cooperation with other agencies to manage environmental assets and property	Energy and water conservation	Try to identify water quality issues in our beaches (fecal / bacterial contamination)
Legislative initiatives working toward reduced packaging, thus less waste	Public / Private Partnerships and incentives	Encourage the development of passive recreation	Effectively and rationally implement critical linkages	Promote LEED certified structures throughout Pasco County	
Reduce waste	Set Environmentally sensitive land aside at time of land use change	Promote merits of environment via resources available to the public (Starkey Park, James Grey Preserve, etc)	Be sure we get good value when purchasing lands		
Address waste concerns	Dedicated funding mechanism for environmental protection and preservation	Enhance promotion of Eco-tourism	Demonstrate the Real value of Open Space for citizens		
	Balance growth and preservation	Explore developing land for recreation and education uses	Promote our environmentally sensitive land		
		Demonstrate the Real value of Open Space for citizens	Continue to preach making it "cool" to land-bank and preserve land for future generations		



Process Review





Process Review



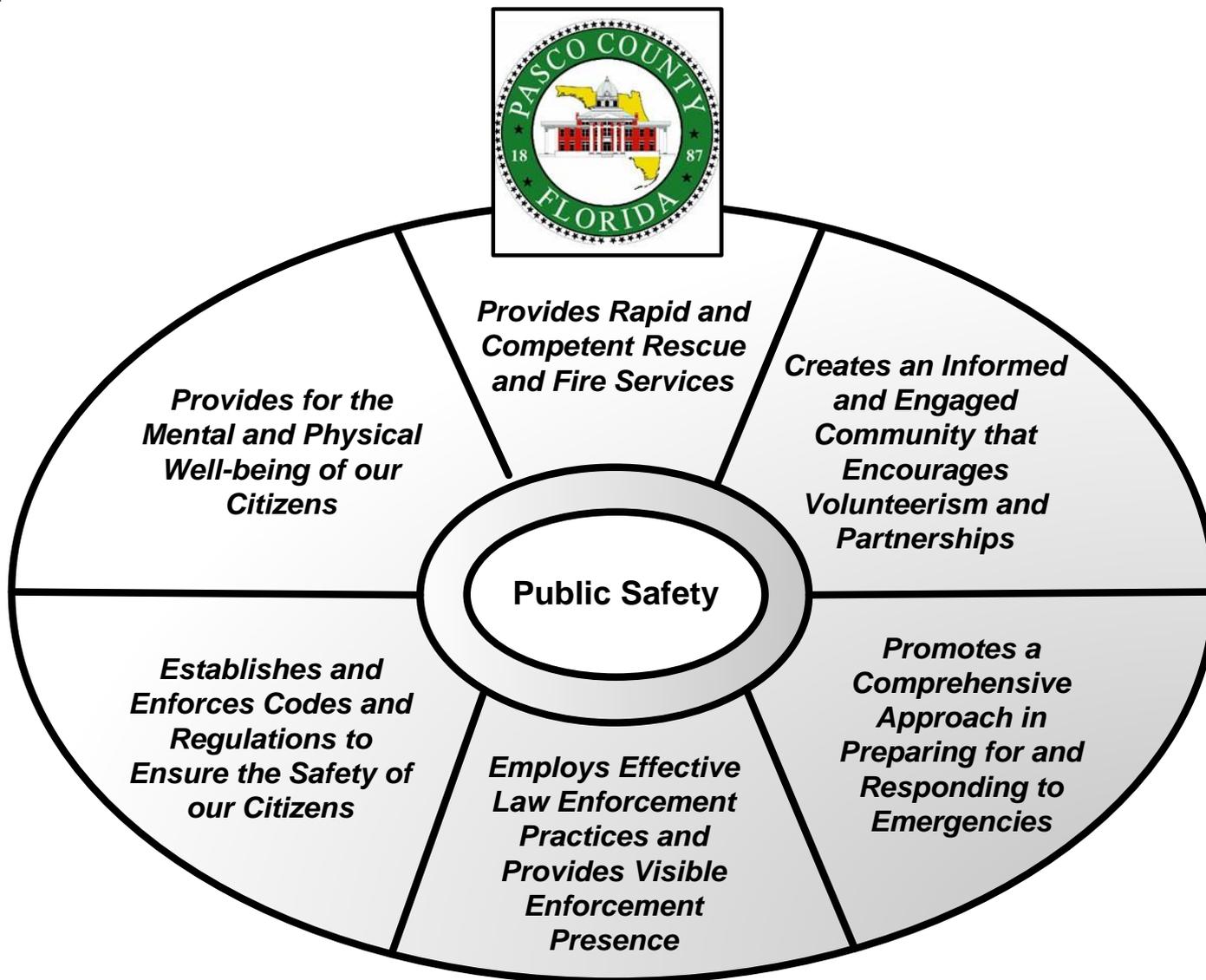
Result: Public Safety

If Pasco County _____, then it will have successfully achieved PUBLIC SAFETY.

Creates an Informed and Engaged Community that Encourages Volunteerism and Participation		Promotes a Comprehensive Approach in Preparing for and Responding to Emergencies	Employs Effective Law Enforcement Practices and Provides Visible Enforcement Presence	Establishes and Enforces Standards, Codes and Regulations to Ensure the Safety of its Citizens	Provides for the Mental and Physical Well-being of its Citizens	Provides Rapid and Competent Rescue and Fire Services
Provide recreational outlets for community to deter criminal activity	Encourage faith community to get involved with "safe community" efforts	Holistic Community Safety Includes: Law Enforcement, Fire / Rescue, Code Enforcement, Animal Services, Dispatch / 911	Law Enforcement Presence	Build up to Livable Wage	Enforce ordinances properly	Mental Health
Educational experiences for children to curb bad behavior	Expand volunteer programs - train volunteers	Good cooperation between Sheriff, Fire, and all other Pasco agencies	Retain well-trained officers	Enough Law Enforcement staff	Corrective code enforcement for problem areas	Psychological Support
Service Academy at community college	Volunteers can help keep expenses down and help the morale of the people	Deputies earn support of citizens	Vice Detectives	Proper Staffing to meet work load	Code enforcement	Support coordinated effort to address mental health gaps for community
Sidewalks promote a safer community; work to promote our 50% participation program (with developers)	When people feel safe they are more willing to invest time and resources into their community	Consolidation of public services with safety operations	Narcotics	Reduce Crimes through proper staffing of detectives	Fewer vacant homes	reduce domestic violence; encourage domestic peace
Inter-agency cooperation	Establish a sense of pride in all citizens to ensure "ownership" of our community	Updated technology between justice partners to enhance automated communication	Property Crimes	Support and Retain well trained deputies	End drug houses	
	Neighborhood Watch groups	Work to fund technology and systems that create success (reduce FTEs)	Surveillance (Proactive)	Penny sales tax for capital funding of Sheriff's needs		
	Involve communities and individuals in process so all feel need to proactively protect our community	Fire Rescue and Prevention	Community Sub Stations	Adequate staffing for 911		
	Citizen involvement	Emergency Response	High Law Enforcement visibility	Low Response times		
			Lower violent crime statistics	Fewer calls for service		
			High Law enforcement visibility	more community satisfaction		
			Proactive programs that prevent crime from happening	Better trained staff		
			Proactive investigations	better wages and benefits		
			Proactive prevention of crimes	lower response times		



Process Review





Process Review



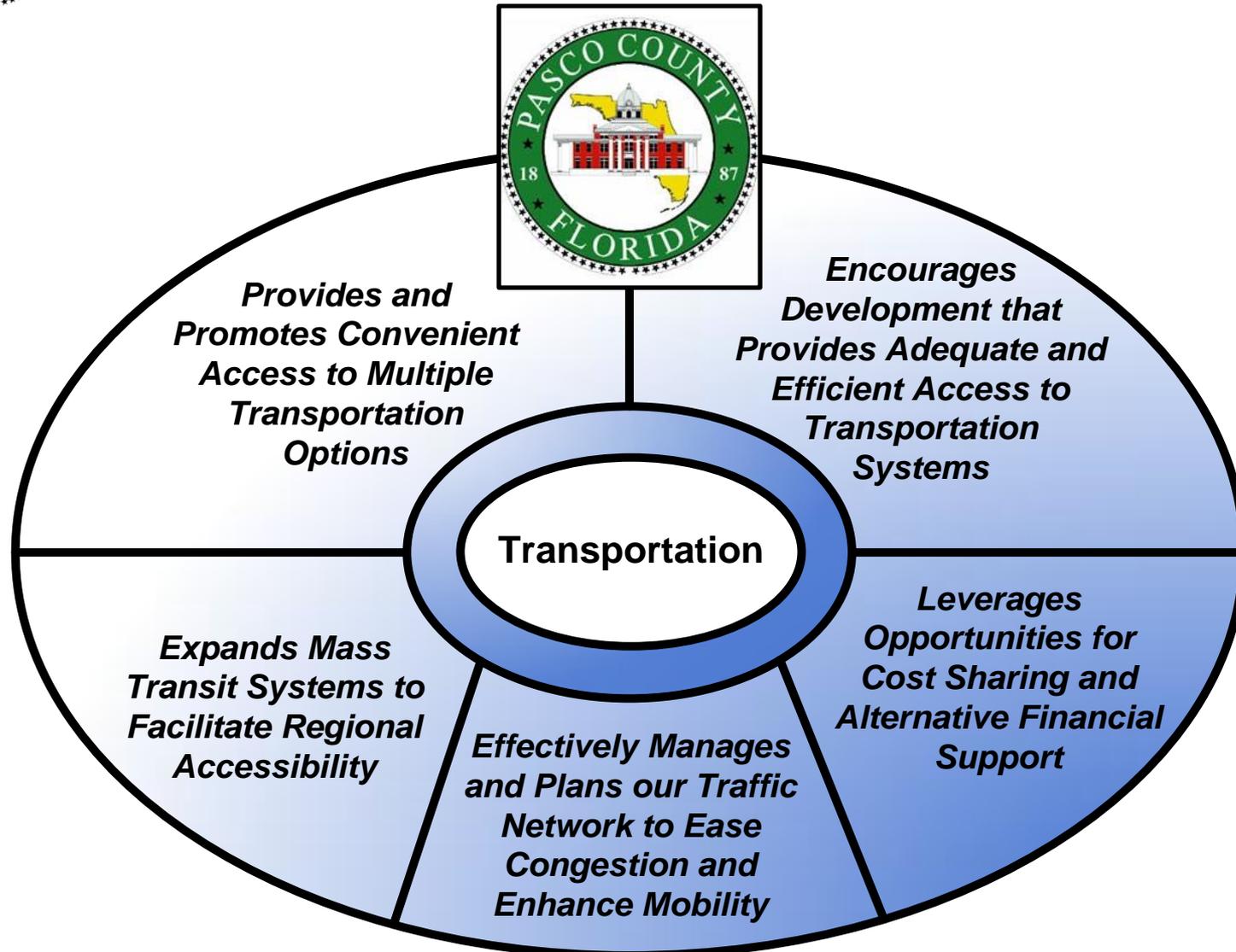
Result: Transportation

If Pasco County _____, then it will have successfully provided PLANNED TRANSPORTATION SYSTEMS.

Encourages Development that Provides Adequate and Efficient Access to Transportation Systems	Leverages Opportunities for Cost Sharing and Alternative Financial Support	Effectively Manages and Plans its Traffic Network to Ease Congestion and Enhance Mobility	Expands Mass Transit Systems to Facilitate Regional Accessibility	Provides and Promotes Convenient Access to Multi-Modal Transportation
Promote communities in which we can live and work	look at asking rates in future for 1 cent sales tax for transportation (perhaps 2018)	well maintained transportation network	Coordinate with t Bart on its Master Plan (light rail, rapid bus transit, inter connecting)	Plan for transfer stations
Continue to partner with school district to co-locate facilities to reduce trips	Use advertising on our buses for revenue	Get Ridge Road permitted	Ability to utilize mass transportation to move freely about the region	Push "Bikes on Buses" campaign
Reduced need for expanded roads	lower auto insurance rates	Reversing current commuting patterns	Coordinate with other counties on regional connections	Increasing the # of covered bus stop shelters
Properly plan, anticipate growth to ensure adequate transportation systems via roadways	raise revenue with bus wrap advertisers	Plan ahead for Right of Way to reduce roads - get necessary right of way in development process	Work with legislature / DOT for plans and funding to assist with appropriate transportation systems	make bus route information more interactive on the internet
work closely with the wire grass DRI to be sure that best outcome happens with rail connection	special transportation assessments collected and spent in specific regions	Reduced travel time	County wide mobility: east-west	Improving frequency of bus stop pickups in high traffic areas
More pedestrian friendly communities to reduce traffic trips		Ease of Mobility through smarter traffic control technology	work closely with FDOT and TBARTA	Make bus stop shelters more protective from sun and rain
Growth Management towards urban service areas				Making public transportation more accessible
				encourage ridership with complimentary rides for jurors reporting to jury service
				Reduced need for private vehicle
				Expand service hours and days; include Land O' Lakes with transit routes



Process Review





Process Review



Result: Growth Management

If Pasco County _____, then it will have successfully achieved **MANAGED COMMUNITY GROWTH**

Promotes "Smart Growth" while Protecting Natural Resources

Protect Natural Resources

Offer incentives in order to achieve results

Balance the need for growth with planning for and accommodating environmental concerns and infrastructure needs

Encourages Development that Stimulates Growth of the Economy

Define areas where we want high density - job enhancement and industrial growth

Bring jobs to 54 corridor

Provide acceptable levels of density to support employment opportunities

Help TRLBY/Lacoochee Dade City E.C. create jobs
Plan for economic downturn

Coordinate transportation with businesses and housing

Focus on Redevelopment on US 19

Develop and implement a viable transfer of development rights program

Offers Alternatives that Promote Mass Transit and Reduce Traffic Congestion

Enhance online access to services to reduce traffic congestion and reduce need for
Effectively improve our mass transportation system

Develops and Consistently Follows its Long-Range Planning Efforts

Focus growth where strategic plan states it should go

Providing certainty for future growth

Adhering to the Comprehensive Plan

Follow the Comprehensive Plan

Enforcing and sticking to the Comp Plan

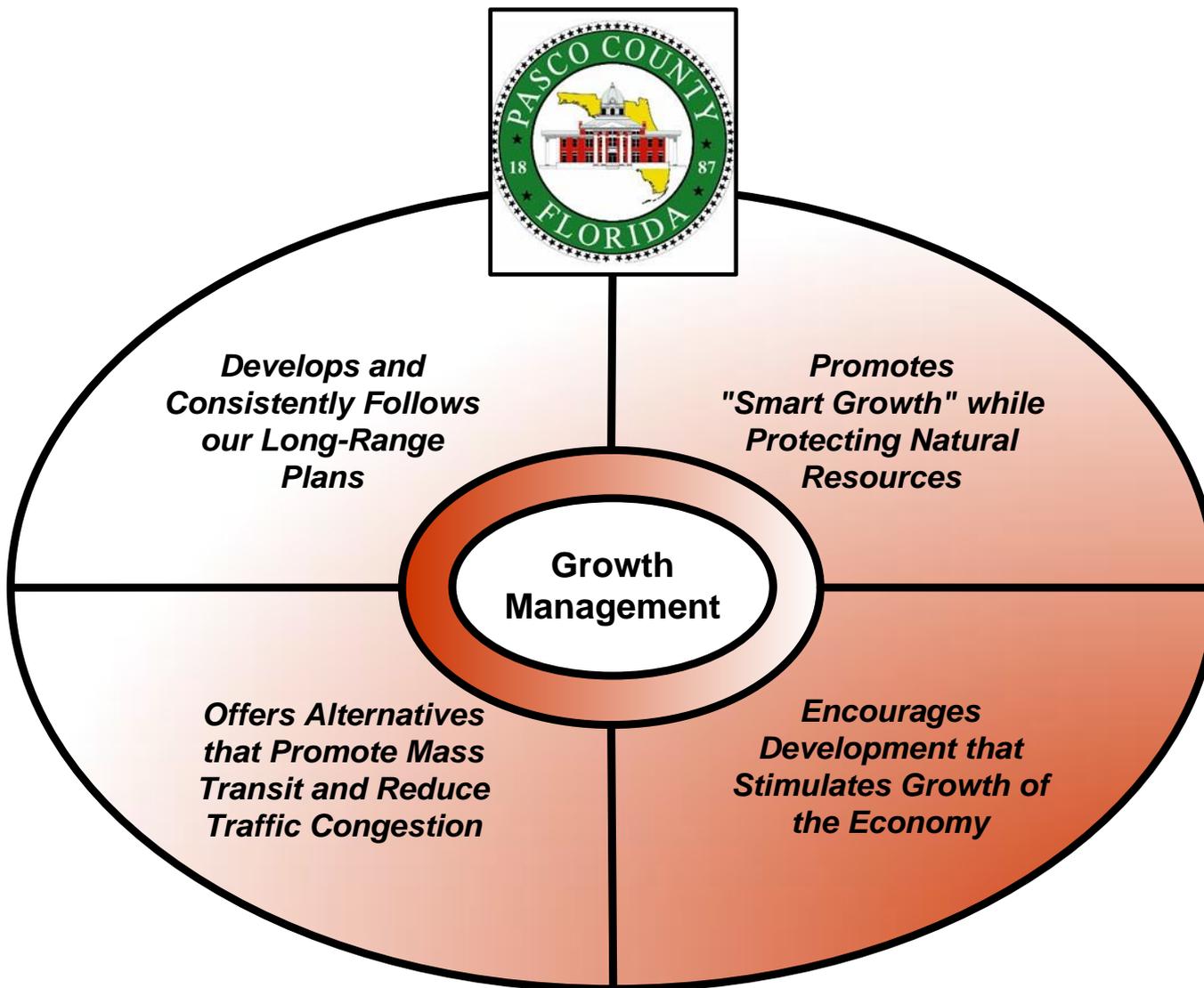
Long range planning process

Consistent planning in all areas, consistent with the Comprehensive Plan

Plan communities where we can "live, work and play"



Process Review





Process Review



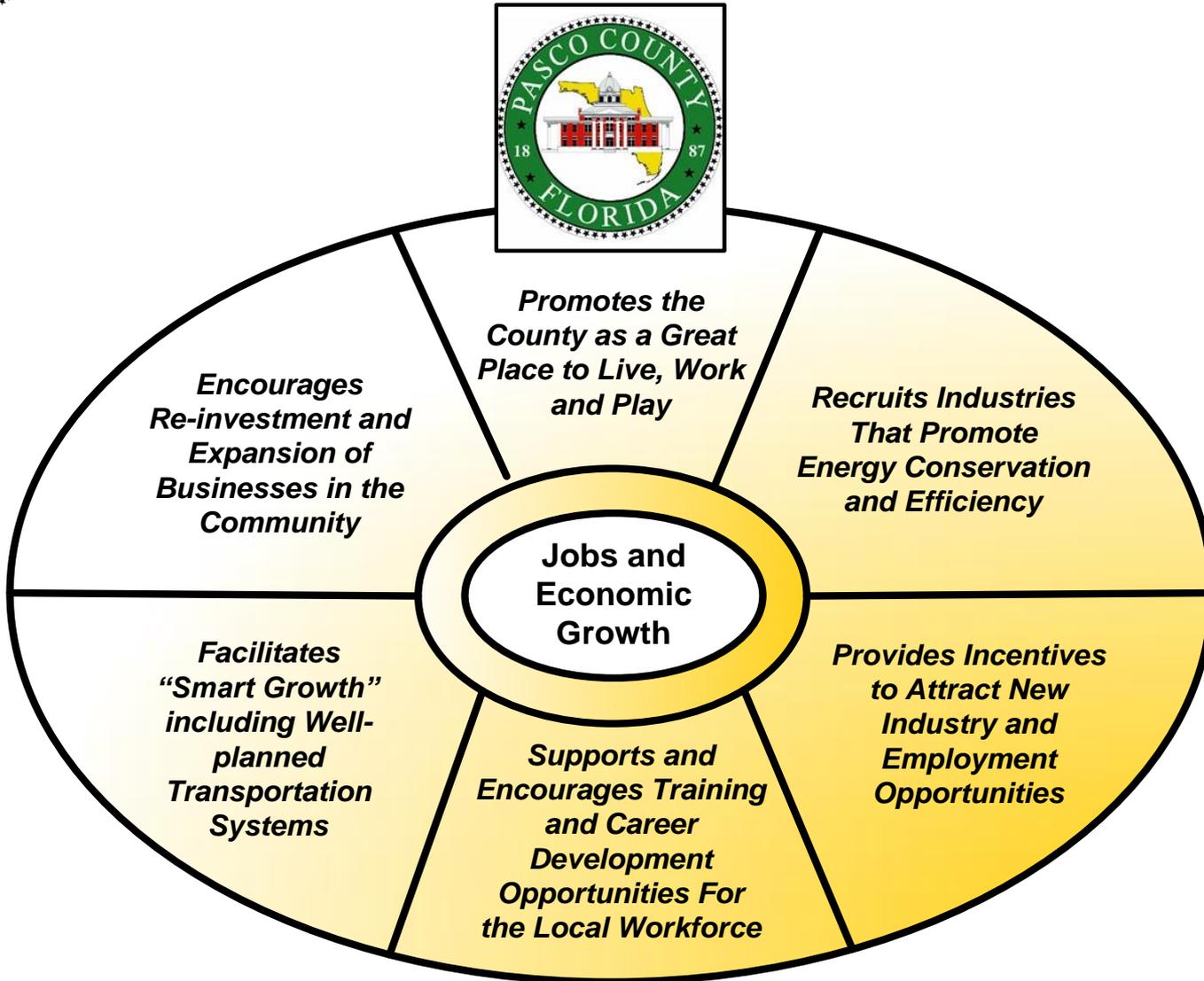
Result: Jobs and Economic Development

If Pasco County _____, then it will have successfully achieved ECONOMIC DEVELOPMENT AND JOB GROWTH

Recruits Industries That Promote Energy Conservation and Efficiency	Provides Incentives to Attract New Industry and Employment Opportunities	Supports and Encourages Training and Career Development Opportunities For the Local Workforce	Facilitates Smart Growth including Well-planned Transportation Systems	Stimulates Re-investment and Expansion of Businesses in the Community	Markets the County as a Great Place to Live, Work and Play
Promote Pasco as a Progressive Community Seeking Modern Energy Solutions	Target employers and approach them to discuss relocation	Continue to Promote and Expand career academies with our businesses	TRILBY and Lacoochee Redevelopment Plan and Implementation	Continued partnership with EDC	Promote Pasco County as a Leader, as a Good Place to Live - Promote Recognition County has Received
Brand Pasco to be a Green Community	Meet our KIR - increase prime acreage of zoning from 400 to 800 acres by 2015	Strong K-12 School System	Designated EC Districts throughout the County	Employers invest in our community, supporting local charities and causes	Money Spent on Community Safety is Spent on Economic Development
Add a Solar Energy Manufacturing Focus to Target Industry	Increase Jobs in target industries	Need to encourage more tech school training both public and private	Establish entitlements for land	Continue to work with small business to expand their markets	Encourage Trust among citizens
Take advantage of growth in solar energy	Attract Industries		Working on land use changes to stimulate economic development	Encourage business investment in Pasco	Community who is employed have a sense of contributing to the community
	Create consistent, clear and certain incentives		Streamline government permitting process	Work with existing businesses for referrals	Build upon successes
	Set aside money for economic development		Well planned roads and transit system	Reward businesses for their successes	
	Tax Incentives		Planned for future mass transit system	Business Investments	
	Special Tax Districts		Improve transportation infrastructure		
	Sty flexible if special situations occur with incentives				

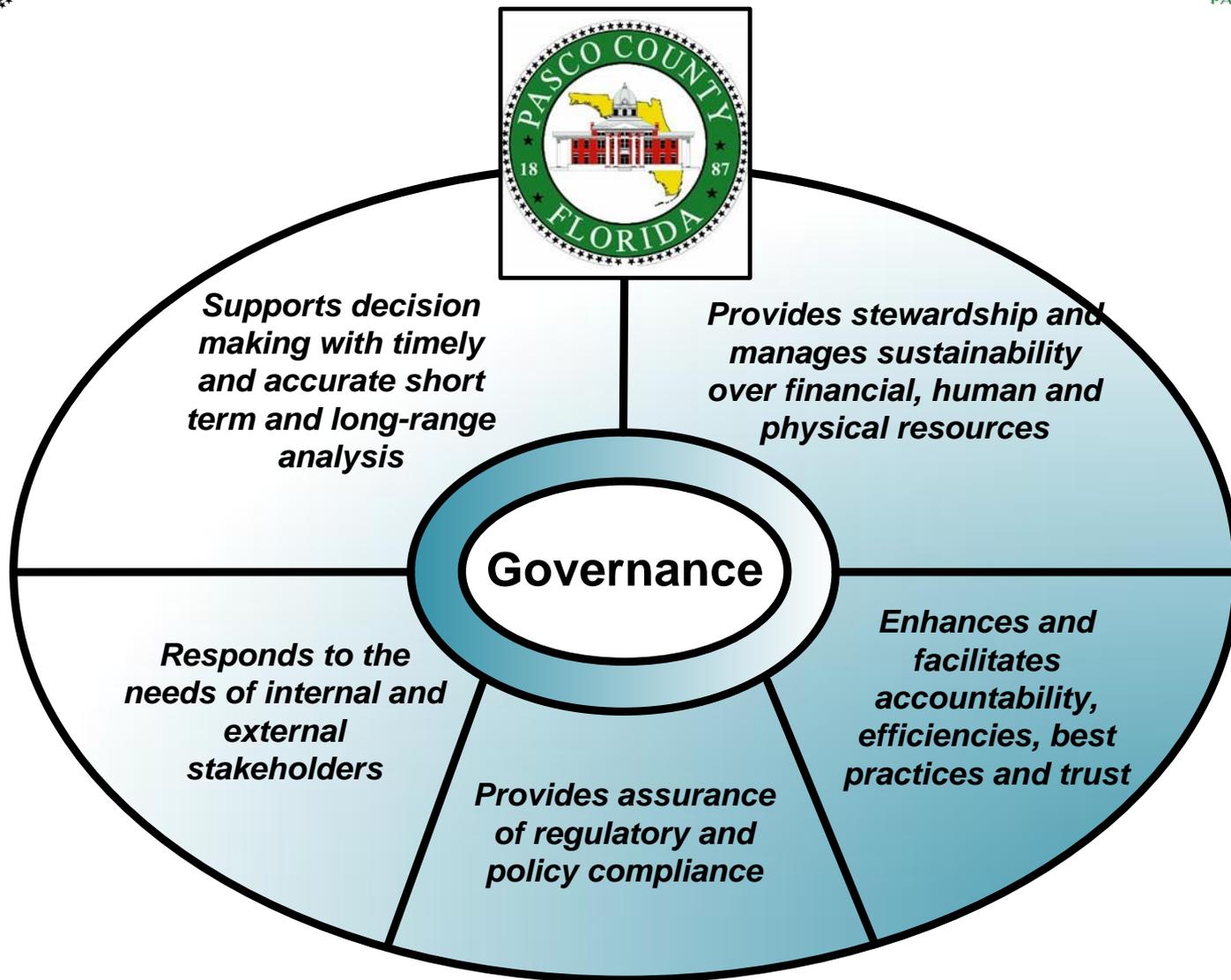


Process Review



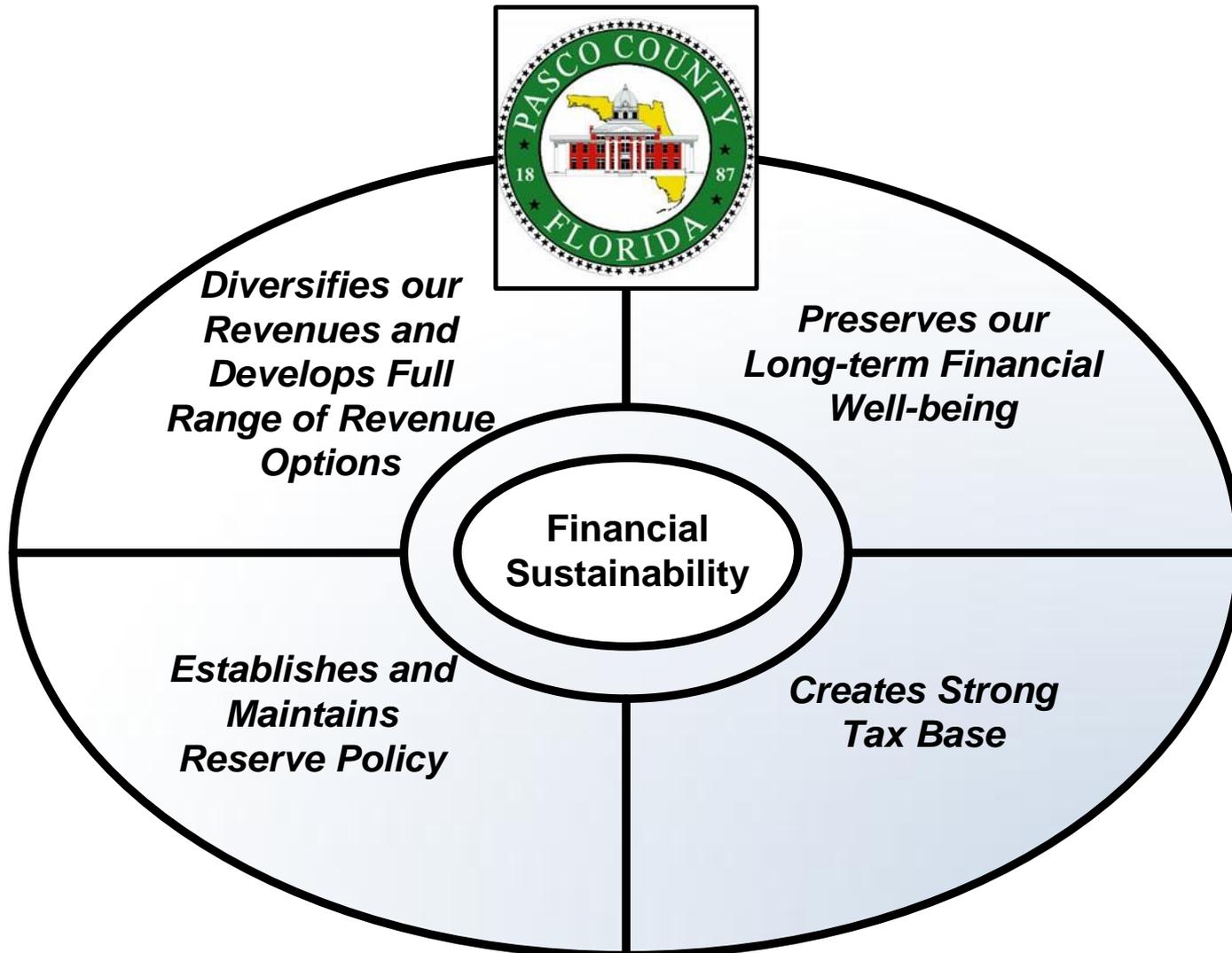


Process Review





Process Review





Lessons Learned



Lessons Learned



- Focus was only on our “Challenges” and did not consider our “Advantages”
- Some good “fits” and “successes”
 - Values a good fit
 - PIT Crew Improvement, many completed Business Plan Initiatives, some improved KIRs
- Negative feedback regarding Vision and Mission
 - Too wordy and hard to remember, confusing, employees’ ability to “relate” it to their work



Lessons Learned



- Strategic Alignment not clear to Workforce
- Program Scoring
 - Many good programs in Quartile 4
 - Workforce Development
 - Project Tracking
 - Cuts impacted Level of Service (LOS) and led to fees and reduction in service
- Strategic Advantages not leveraged
 - Parks and Recreation, Libraries, etc.



Lessons Learned



- Need a team approach to determining KIRs
- Should we have cross-silo or cross-branch programs?
- Quality of Life programs (and measures) missing
- Need more representation of ALL our core services
- Still need benchmarks
- “Premier” – how do we know?; are we funding to be Premier?
- Quartile cuts still across the board vs. investing in key services for success (i.e. IT)
- It is a painful process, but it is working
- Need ROI analysis of projects
- Culture Clash in decisions
- Need Interrelationships/symbiosis of departments
- Lack of Workforce Focus is lack of implementation toward goals
- Need more disclosure/assessment of impact of actions on plan
- Still need to define Level of Service (LOS) for programs
- Analytics needed for accomplishments

TAB 4

REVIEW OF PASCO COUNTY VALUES, MISSION, VISION



Mission

Sterling Definition: The term “mission” refers to the overall function of an organization. The mission answers the question, “What is this organization attempting to accomplish?” The mission might define customers or markets served, distinctive or core competencies, or technologies used.

Current Mission: Delivering services, being innovative, maintaining efficiencies, building confidence – this is our mission and we’re committed to doing it best.

Staff Options:

- Providing quality of life through first class services
- Working together for a better community
- Serving our community to create a better future
- Providing high quality public services to our community

Brainstorm:



Vision

Sterling Definition: The term “vision” refers to the desired future state of your organization. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future.

Current Vision: Pasco County – Florida’s premier county for balanced economic growth, environmental sustainability, and first class services.

Staff Options:

- Pasco County, A Great Place to be
- Pasco, Florida’s Premier County
- Pasco County, something for everyone

Brainstorm:



Values

Sterling Definition: The term “values” refers to the guiding principles and behaviors that embody how your organization and its people are expected to operate. Values reflect and reinforce the desired culture of an organization. Values support and guide the decision making of every workforce member, helping the organization accomplish its mission and attain its vision in an appropriate manner. Examples of values might include demonstrating integrity and fairness in all interactions, exceeding customer expectations, valuing individuals and diversity, protecting the environment, and striving for performance excellence every day.

Current Values: Respect
Integrity
Innovation
Service Excellence
Quality

Staff Options: No Changes Proposed

Brainstorm:



Core Competencies

Sterling Definition: The term “core competencies” refers to your organization’s areas of greatest expertise. Your organization’s core competencies are those strategically important capabilities that are central to fulfilling your mission or provide an advantage in your marketplace or service environment. Core competencies frequently are challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage. Absence of a needed organizational core competency may result in a significant strategic challenge or disadvantage in the marketplace.

Staff Options:

- Community Planning and Development
- Community Services
- Environmental Sustainability
- Financial Stewardship
- Public Safety
- Service Oriented Culture

Brainstorm:

TAB 5

STRATEGIC PLANNING INPUTS: CUSTOMER REQUIREMENTS ANALYSIS



PASCO COUNTY, FL 2012



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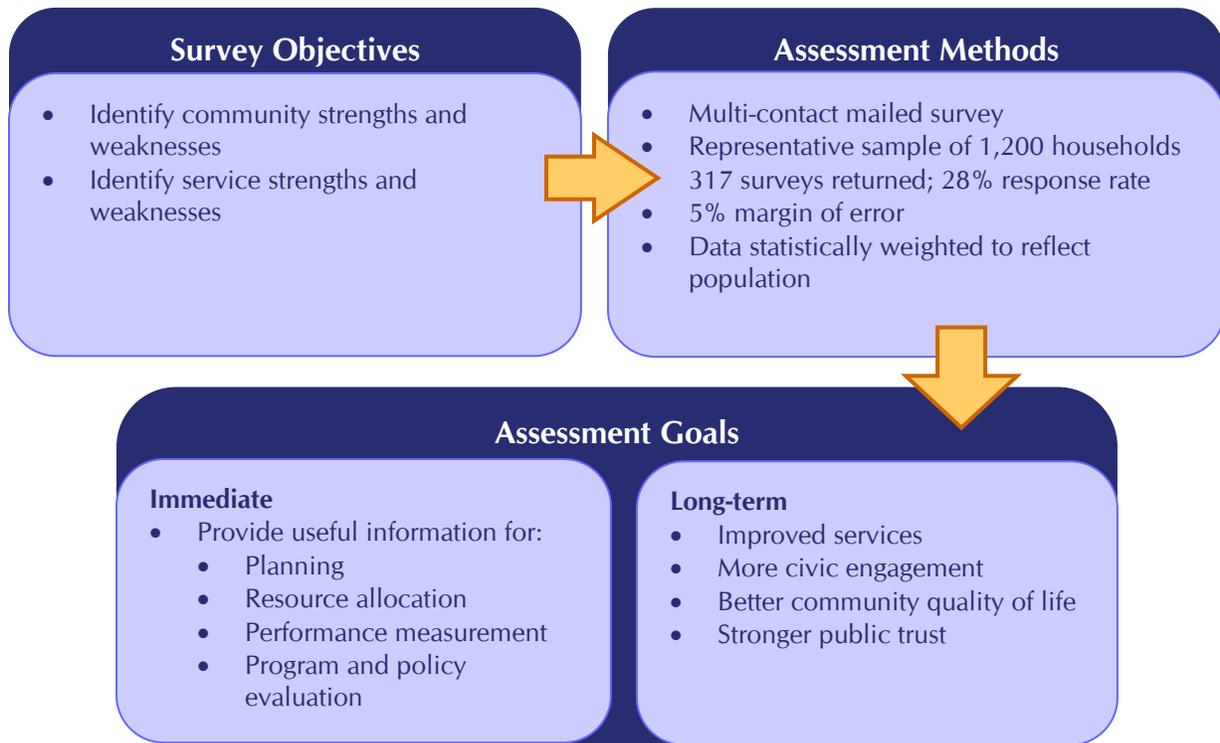
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 317 completed surveys were obtained, providing an overall response rate of 28%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for Pasco County was developed in close cooperation with local jurisdiction staff. Pasco County staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. Pasco County staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulations of results and several custom questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the Pasco County Survey (317 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American counties. Where possible, the better comparison is not from one service to another in Pasco County, but from Pasco County services to services like them provided by other jurisdictions.

Interpreting Comparisons to Previous Years

This report contains comparisons with prior years' results. In this report, we are comparing this year's data with existing data in the graphs. Differences between years can be considered "statistically significant" if they are greater than eight percentage points. Trend data for your jurisdiction represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected residents' opinions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

Pasco County chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the Pasco County survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, Pasco County results were generally noted as being “above” the benchmark, “below” the benchmark or “similar” to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as “more,” “similar” or “less” (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of “much,” (for example, “much less” or “much above”). These labels come from a statistical comparison of Pasco County's rating to the benchmark.

“Don’t Know” Responses and Rounding

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of Pasco County survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in Pasco County and believed the county was a good place to live. The overall quality of life in Pasco County was rated as “excellent” or “good” by 70% of respondents. Almost all reported they plan on staying in Pasco County for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. The three characteristics receiving the most favorable ratings were opportunities to participate in religious or spiritual events and activities, opportunities to volunteer, and the quality of overall natural environment in Pasco County. The two characteristics receiving the least positive ratings were the ease of bus travel and employment opportunities.

Ratings of community characteristics were compared to the benchmark database. Of the 31 characteristics for which comparisons were available, two were above the national benchmark comparison, eight were similar to the national benchmark comparison and 21 were below.

Residents in Pasco County were somewhat civically engaged. While only 22% had attended a meeting of local elected public officials or other local public meeting in the previous 12 months, 93% had provided help to a friend or neighbor. Less than half had volunteered their time to some group or activity in Pasco County, which was lower than the benchmark.

In general, survey respondents demonstrated mild trust in local government. About half rated the overall direction being taken by Pasco County as “good” or “excellent.” This was similar to the benchmark. Those residents who had interacted with an employee of Pasco County in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave somewhat favorable ratings to a majority of local government services. County services rated were able to be compared to the benchmark database. Of the 40 services for which comparisons were available, four were above the benchmark comparison, 13 were similar to the benchmark comparison and 23 were below.

A Key Driver Analysis was conducted for Pasco County which examined the relationships between ratings of each service and ratings of Pasco County's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall county service quality have been identified. By targeting improvements in key services, Pasco County can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Ambulance or emergency medical services
- Animal control
- Drinking water
- Economic development
- Sherriff services

Of these services, those deserving the most attention may be those that were below the benchmark comparisons: animal control, drinking water, and economic development.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in Pasco County – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents’ commitment to Pasco County. Residents were asked whether they planned to move soon or if they would recommend Pasco County to others. Intentions to stay and willingness to make recommendations provide evidence that Pasco County offers services and amenities that work.

Many of Pasco County’s residents gave favorable ratings to their neighborhoods and the community as a place to live. Further most reported they would recommend the community to others and plan to stay for the next five years. Overall community quality was compared to survey data from previous years. Average ratings were computed for the previous years’ data to make comparison easier. Community quality ratings were generally stable.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

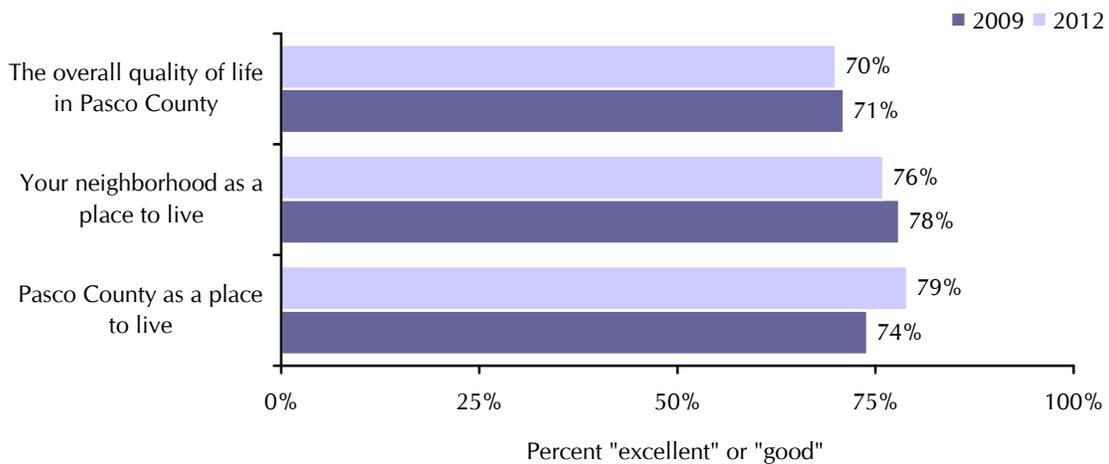


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

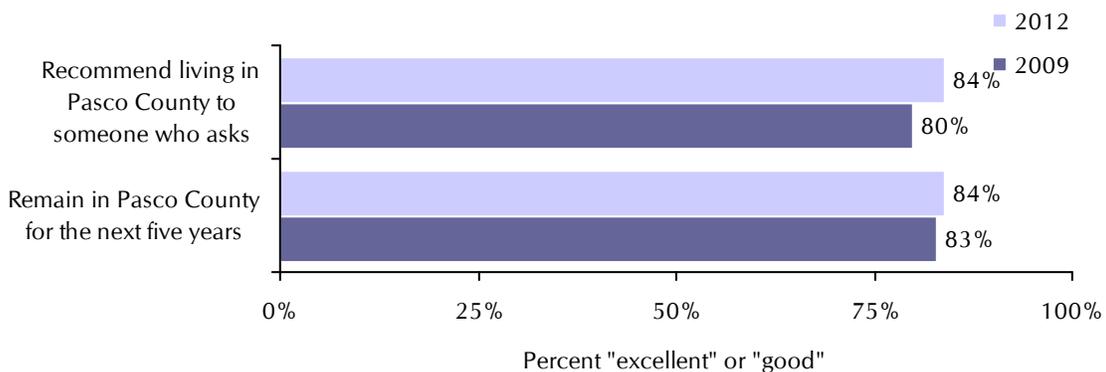


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
The overall quality of life in Pasco County	Much below
Your neighborhood as a place to live	Similar
Pasco County as a place to live	Below
Recommend living in Pasco County to someone who asks	Below
Remain in Pasco County for the next five years	Similar

COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of six aspects of mobility to rate on a scale of "excellent," "good," "fair" and "poor." Ease of car travel was given the most positive rating, followed by traffic flow on major streets. The mobility ratings tended to be lower than the national benchmarks. The rating for traffic flow on major streets had improved over time.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY BY YEAR

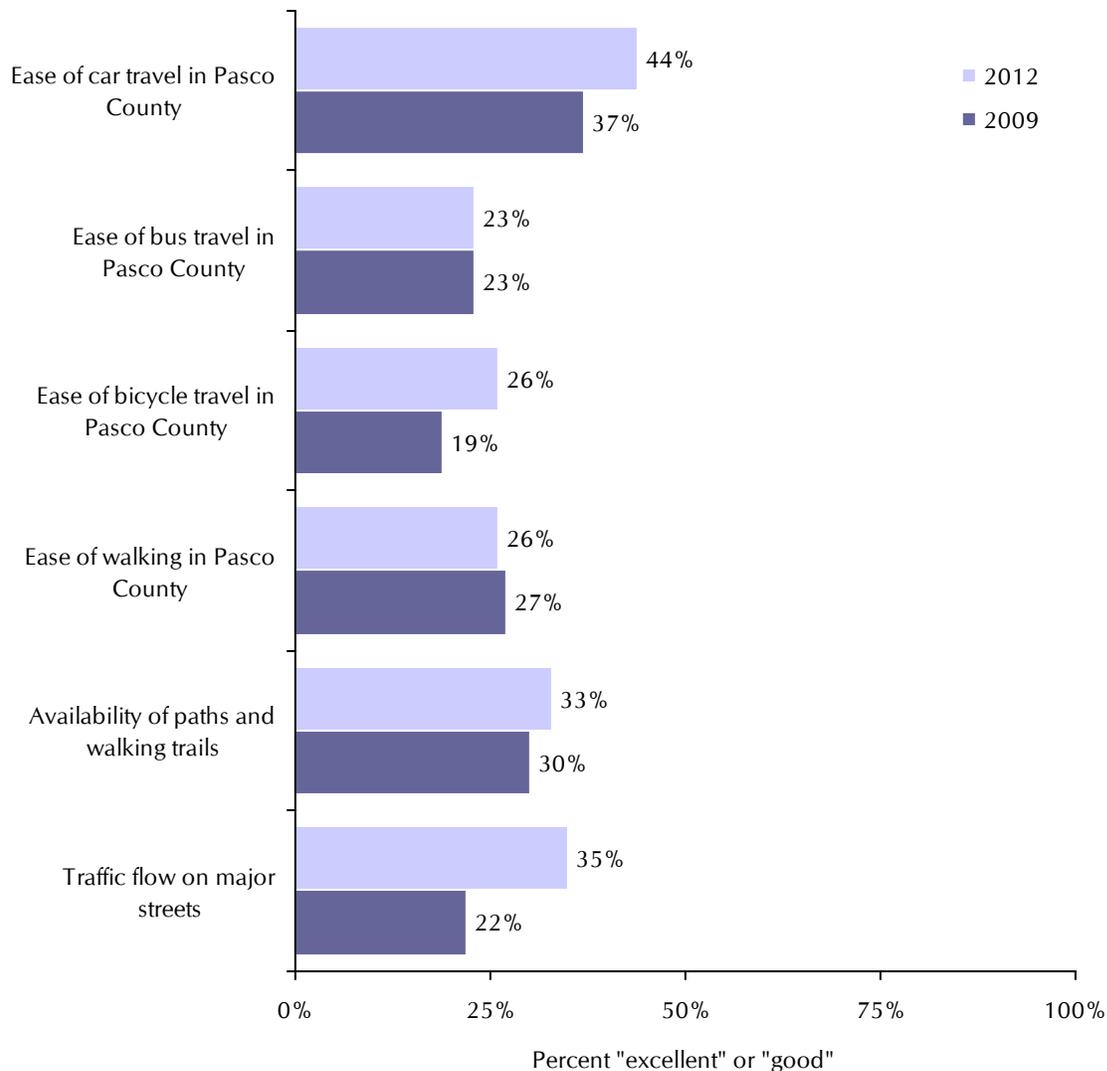


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS BY YEAR

	Comparison to benchmark
Ease of car travel in Pasco County	Much below
Ease of bus travel in Pasco County	Much below
Ease of bicycle travel in Pasco County	Much below
Ease of walking in Pasco County	Much below
Availability of paths and walking trails	Much below
Traffic flow on County roads	Below

Three transportation services were rated in Pasco County. As experienced in many communities across America, ratings tended to be somewhat unfavorable. However, all ratings have shown improvement since the previous survey administration.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES BY YEAR

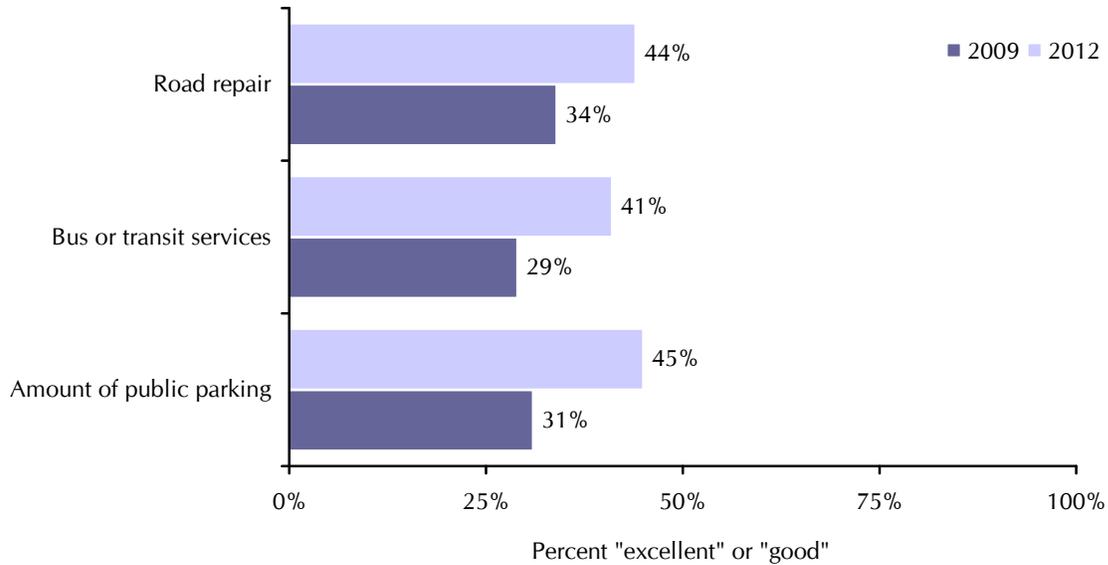


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Road repair	Similar
Bus or transit services	Much below
Amount of public parking	Similar

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS BY YEAR

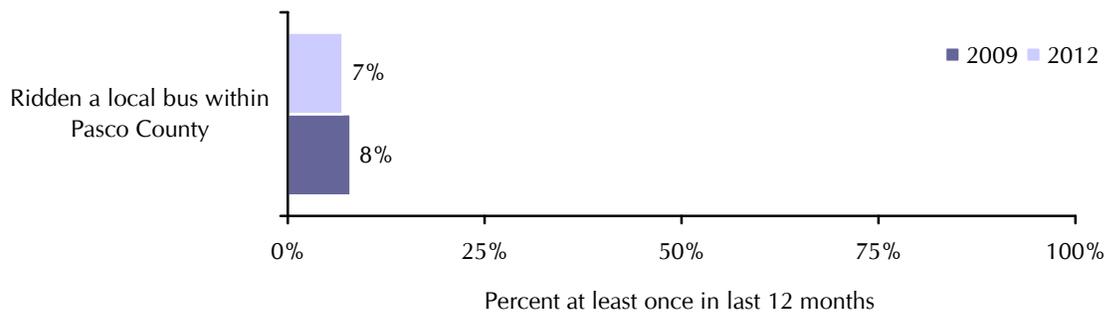


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Pasco County	Much less

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the overwhelming mode of use. However, 3% of work commute trips were made by transit, 2% by bicycle and 1% by foot.

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE BY YEAR

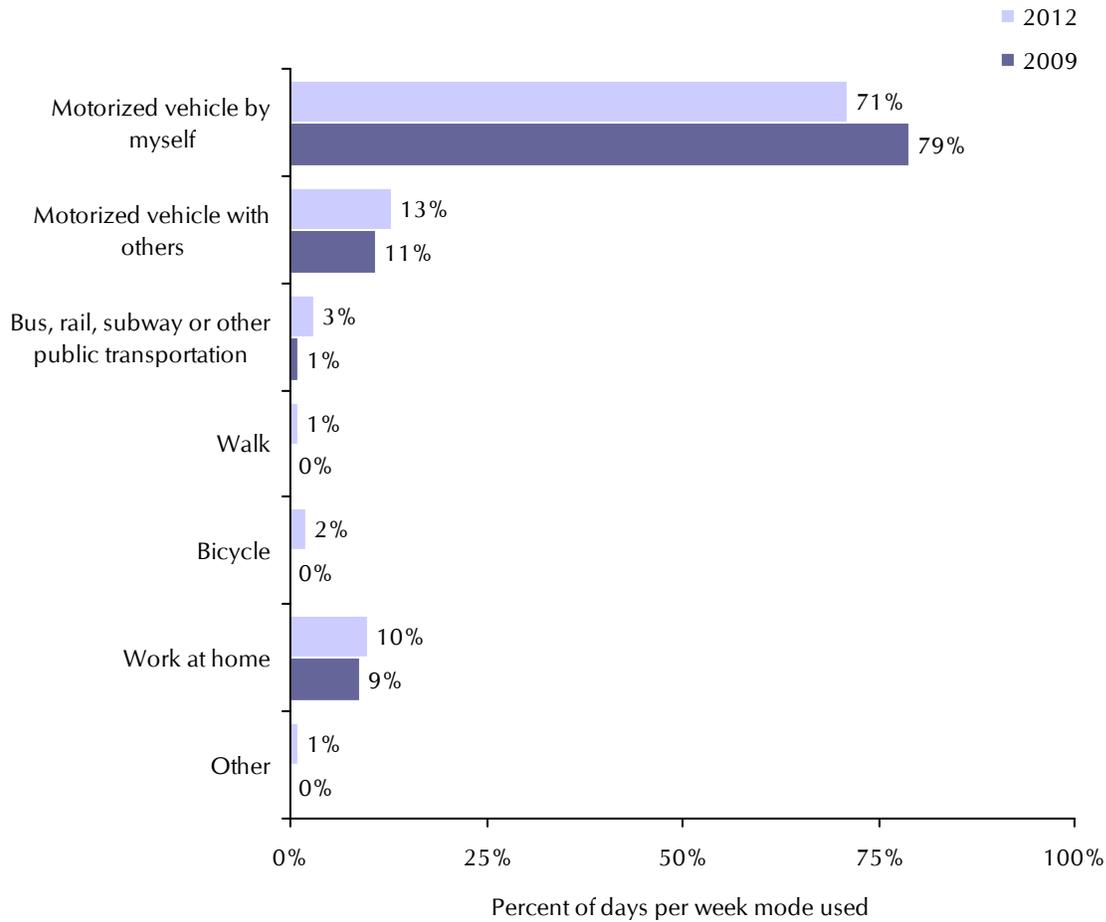


FIGURE 13: DRIVE ALONE BENCHMARKS

	Comparison to benchmark
Average percent of work commute trips made by driving alone	Less

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of Pasco County residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 53% of respondents, while the variety of housing options was rated as “excellent” or “good” by 61% of respondents. The rating of perceived affordable housing availability was better for Pasco County than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY BY YEAR

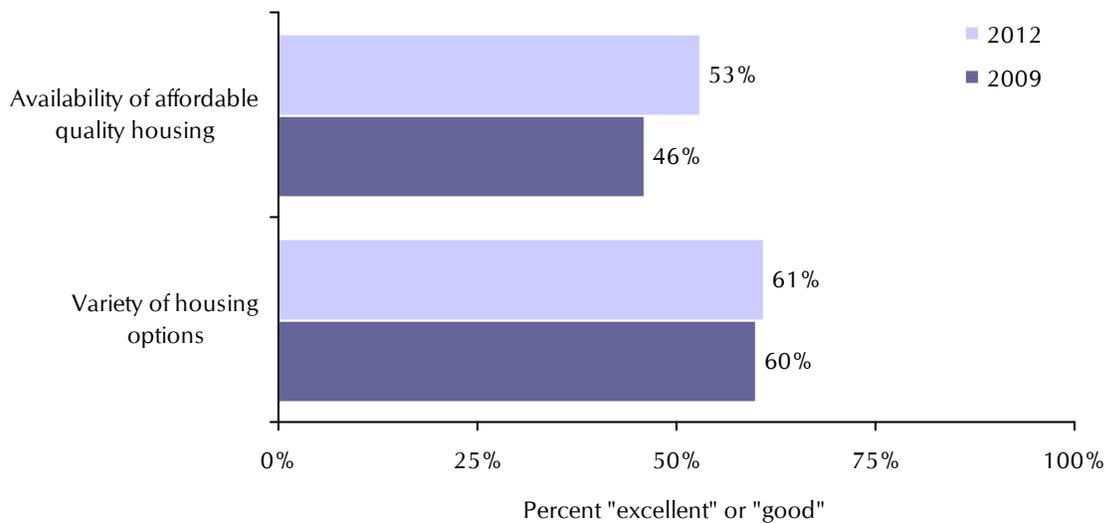


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much above
Variety of housing options	Similar

To augment the perceptions of affordable housing in Pasco County, the cost of housing as reported in the survey was compared to residents' reported monthly income to create a rough estimate of the proportion of residents of Pasco County experiencing housing cost stress. Almost half of survey participants were found to pay housing costs of more than 30% of their monthly household income, which is much higher than the national benchmark.

FIGURE 16: PROPORTION OF RESPONDENTS EXPERIENCING HOUSING COST STRESS BY YEAR

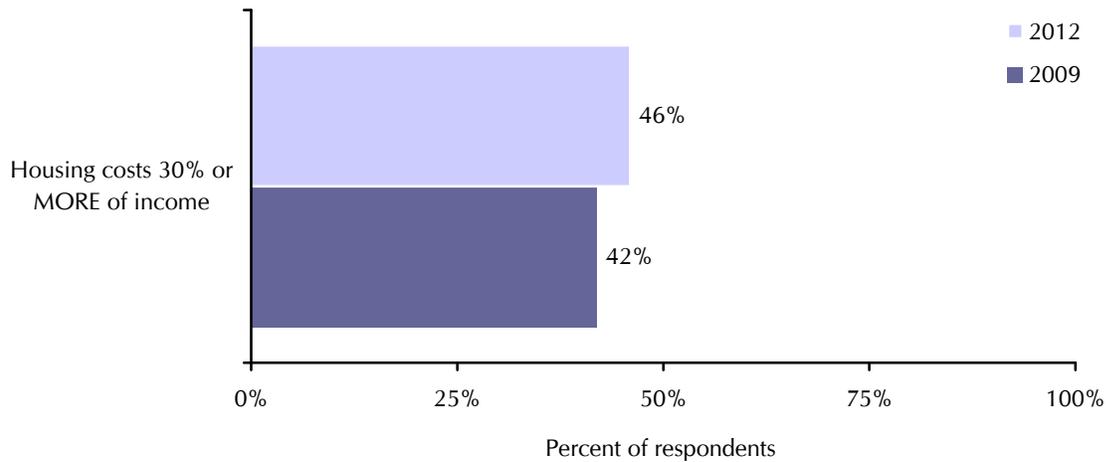


FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	Much more

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community’s overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of Pasco County and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in Pasco County was rated as “excellent” or “good” by 52% of respondents, which was similar to the benchmark. While the overall appearance of Pasco County received a favorable rating from 50% of respondents it was lower than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in Pasco County, 19% thought they were a “major” problem. The services of animal control, code enforcement, and land use all received rating lower than the benchmark, but did show improvement over the past three years.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT" BY YEAR

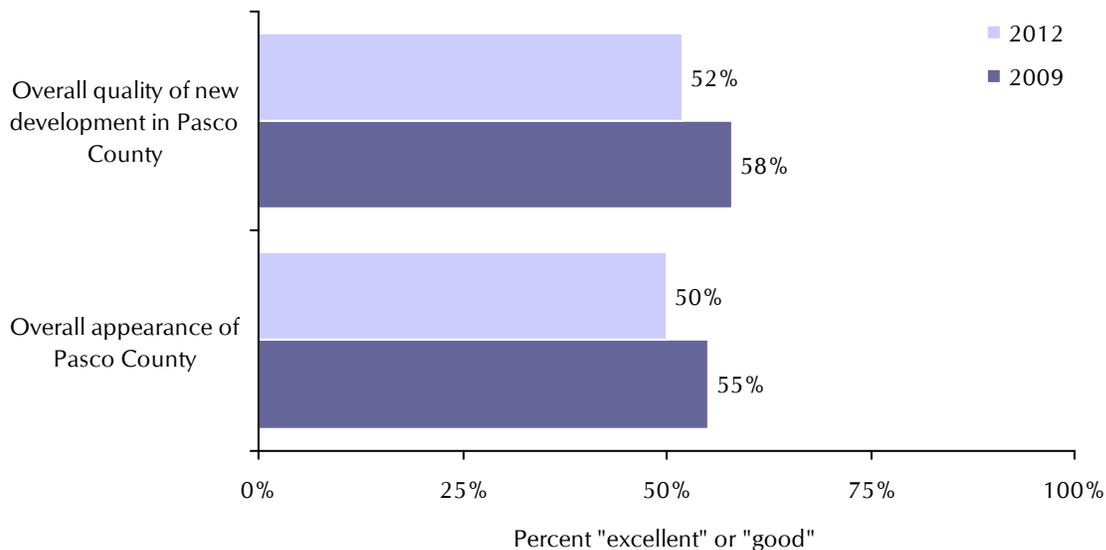


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Overall quality of new development in Pasco County	Similar
Overall appearance of Pasco County	Much below

FIGURE 20: RATINGS OF POPULATION GROWTH BY YEAR

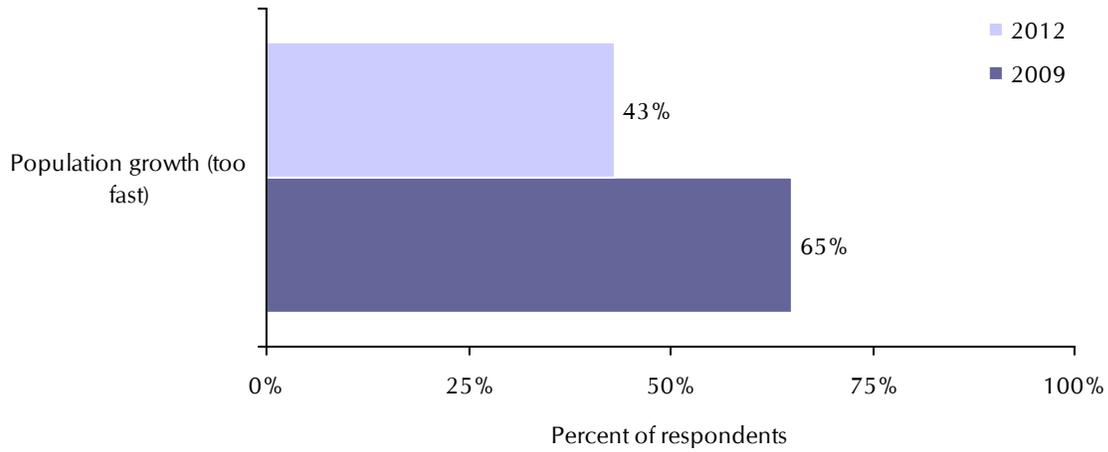


FIGURE 21: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Similar

FIGURE 22: RATINGS OF NUISANCE PROBLEMS BY YEAR

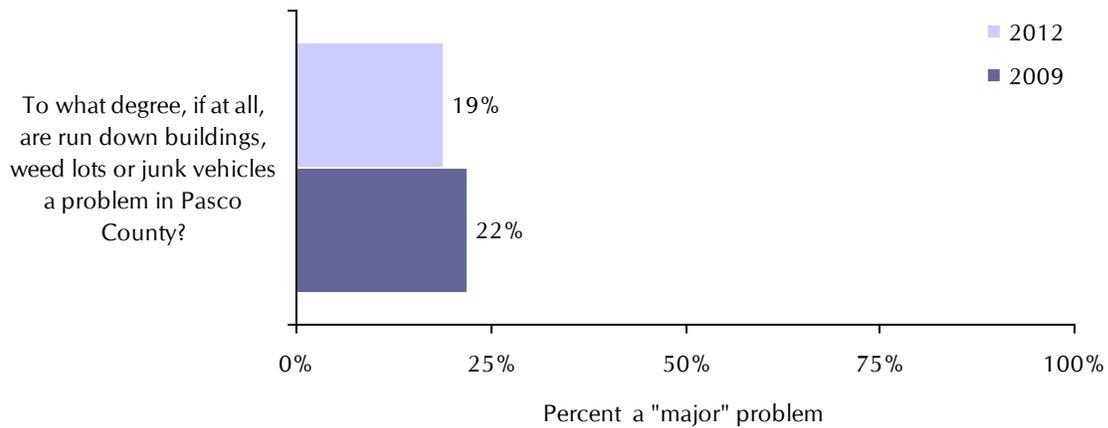


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

Comparison to benchmark	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Pasco County?	Much more

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BY YEAR

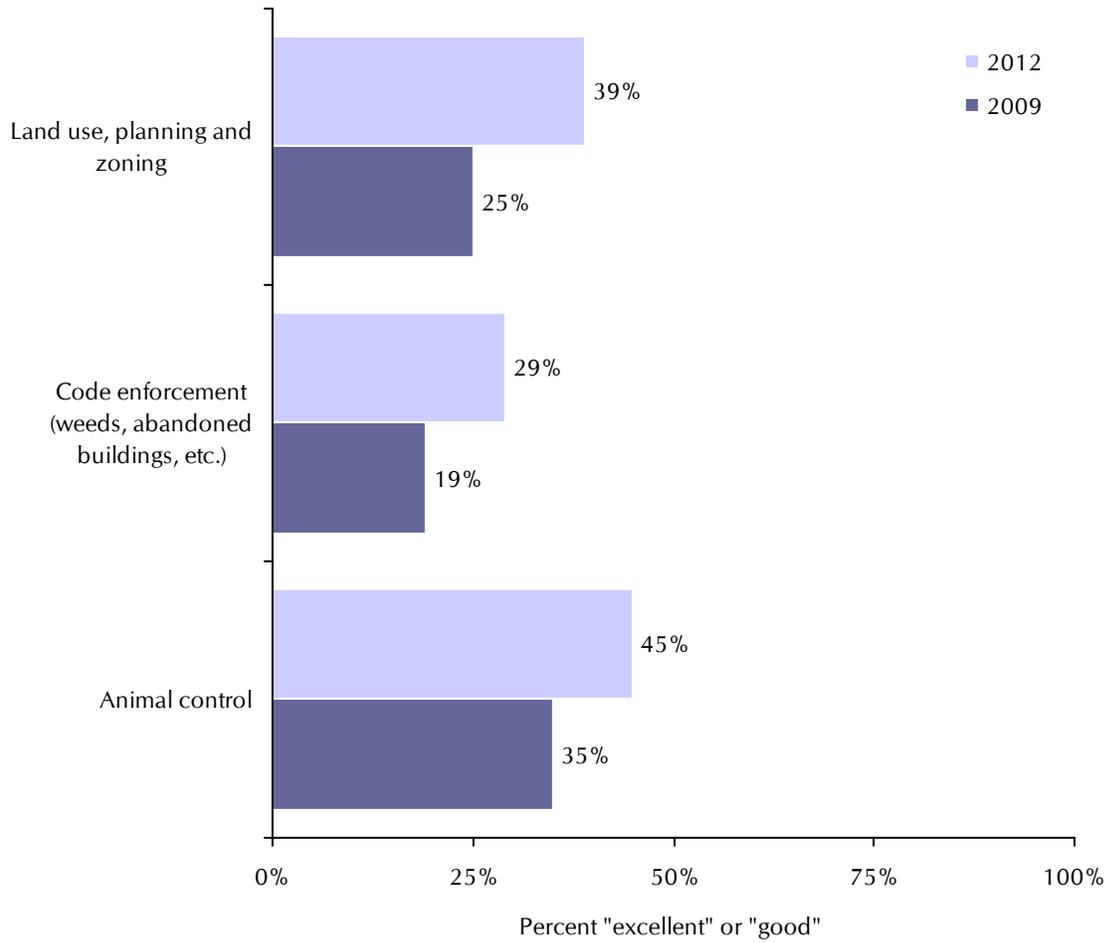


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Below
Code enforcement (weeds, abandoned buildings, etc)	Much below
Animal control	Much below

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were shopping opportunities and the overall quality of business and service establishments. Receiving the lowest rating was employment opportunities. All ratings had remained stable since the previous survey administration.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BY YEAR

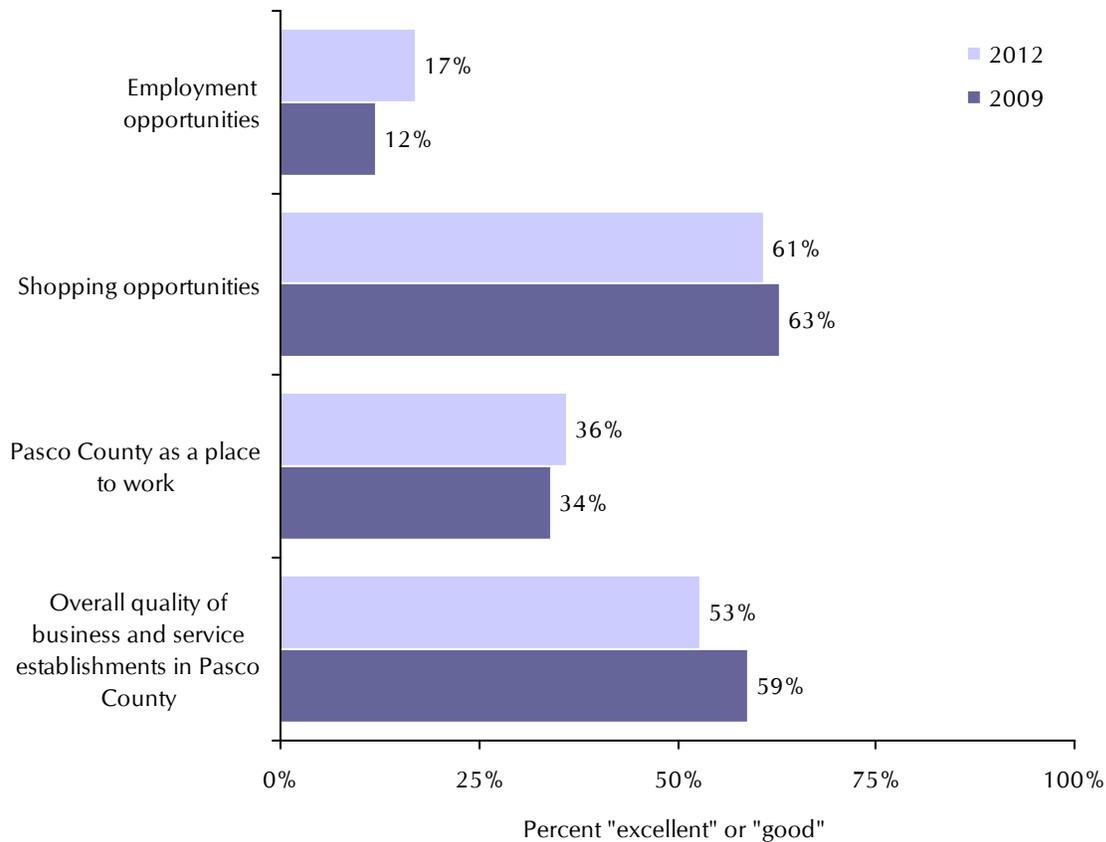


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much below
Shopping opportunities	Above
Pasco County as a place to work	Much below
Overall quality of business and service establishments in Pasco County	Below

Residents were asked to evaluate the speed of jobs growth and retail growth on scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Pasco County, 87% responded that it was “too slow,” while 36% reported retail growth as “too slow. About the same number of residents in Pasco County compared to other jurisdictions believed that retail growth was too slow and more residents believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH BY YEAR

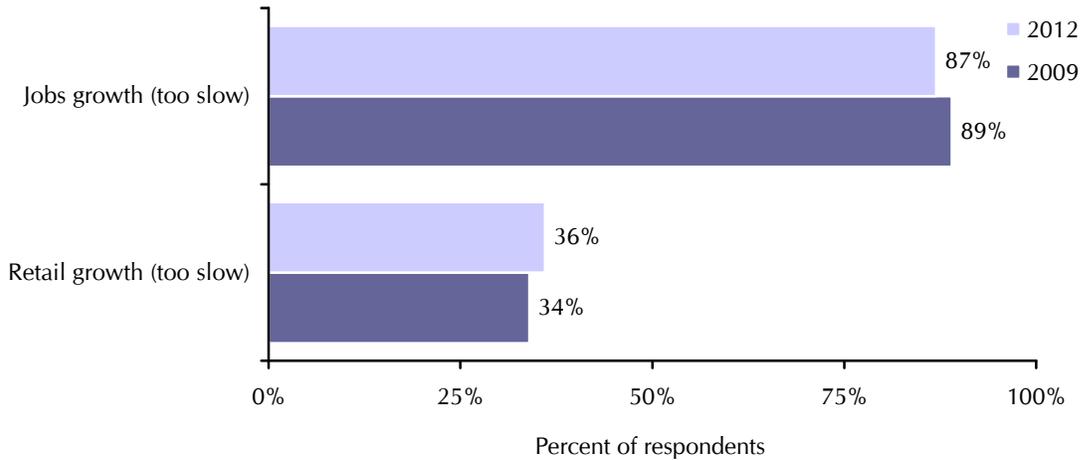


FIGURE 29: RETAIL AND JOB GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Similar
Jobs growth seen as too slow	Much more

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES BY YEAR

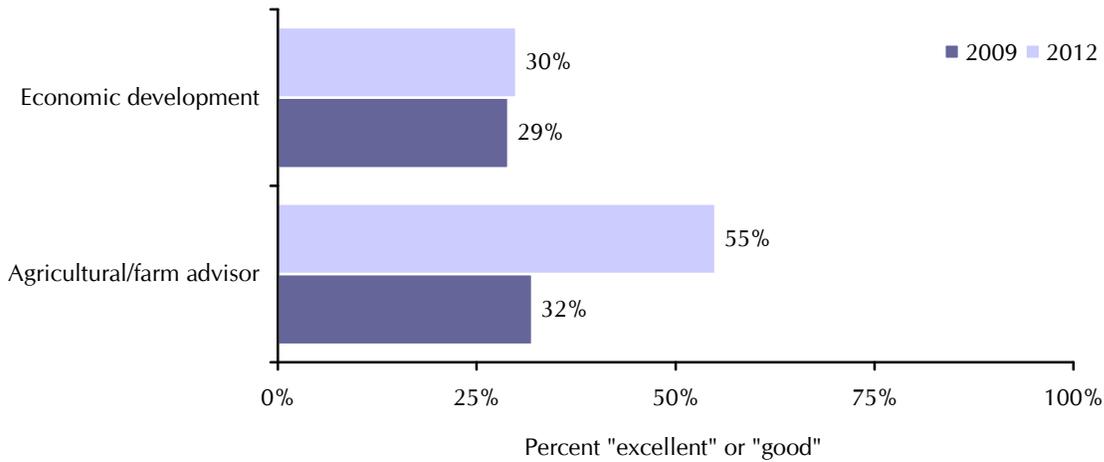


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

	Comparison to benchmark
Economic development	Much below
Agricultural/farm advisor	Much above

Residents were asked to reflect on their economic prospects in the near term. Nineteen percent of Pasco County residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family. The percent of residents with an optimistic outlook on their household income was the same as comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE BY YEAR

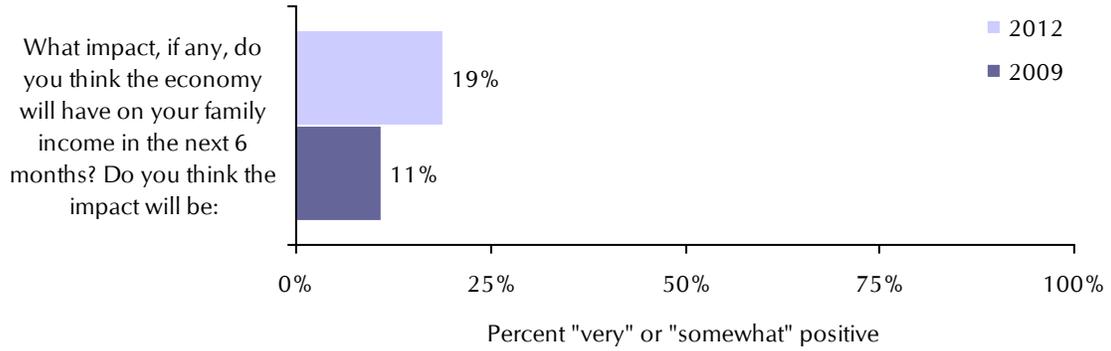


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Similar

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Many gave positive ratings of safety in Pasco County. Almost two thirds of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 70% felt “very” or “somewhat” safe from environmental hazards. Daytime sense of safety was better than nighttime safety and neighborhoods felt safer than downtown. Public safety ratings remained stable over time.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY BY YEAR

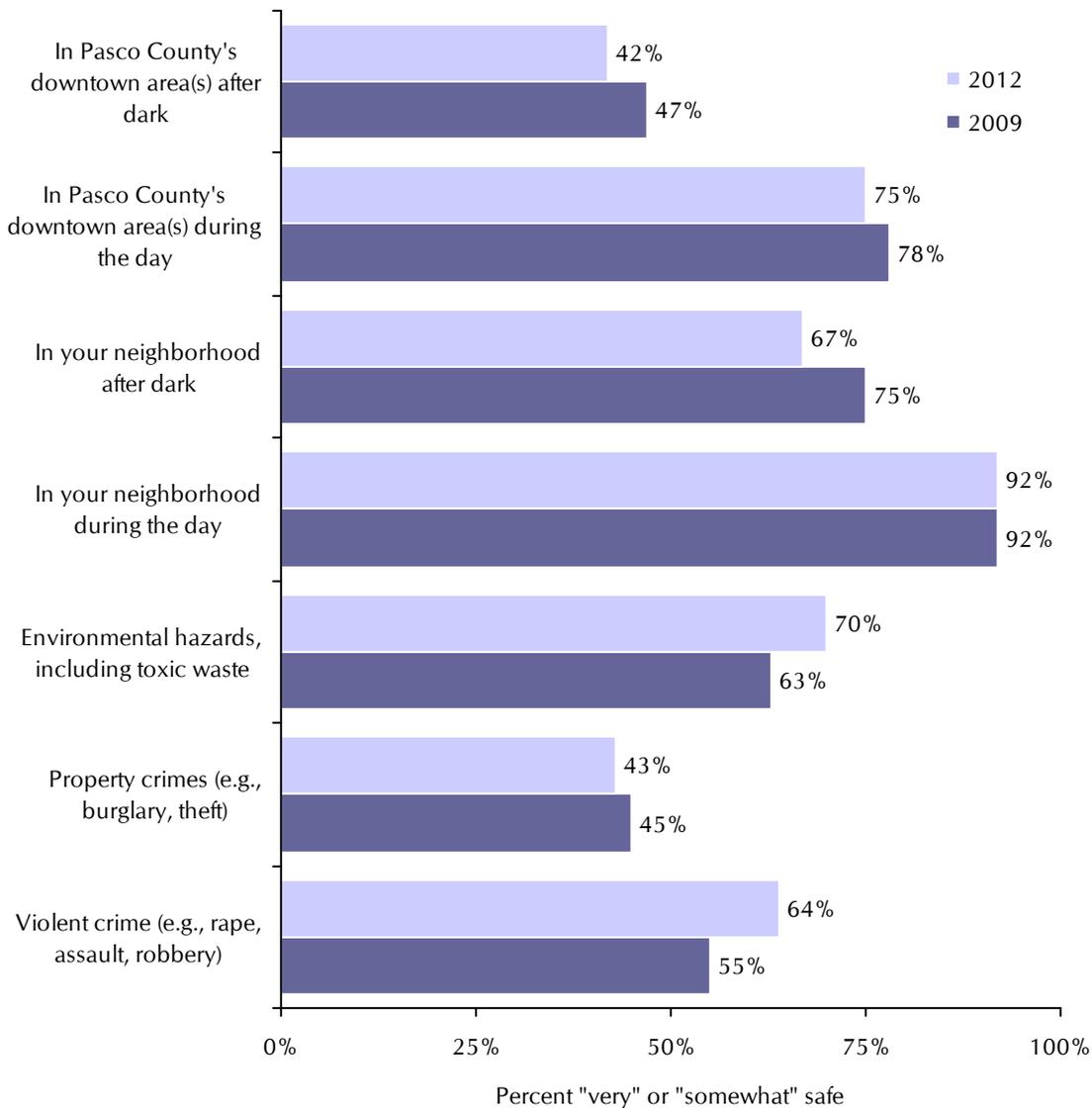


FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
Safety in your neighborhood during the day	Similar
Safety in your neighborhood after dark	Below
Safety in Pasco County's downtown area during the day	Much below
Safety in Pasco County's downtown area after dark	Much below
Safety from violent crime (e.g., rape, assault, robbery)	Much below
Safety from property crimes (e.g., burglary, theft)	Much below
Environmental hazards, including toxic waste	Similar

As assessed by the survey, 14% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 84% had reported it to police. Compared to other jurisdictions about the same percent of Pasco County residents had been victims of crime in the 12 months preceding the survey and more residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING BY YEAR

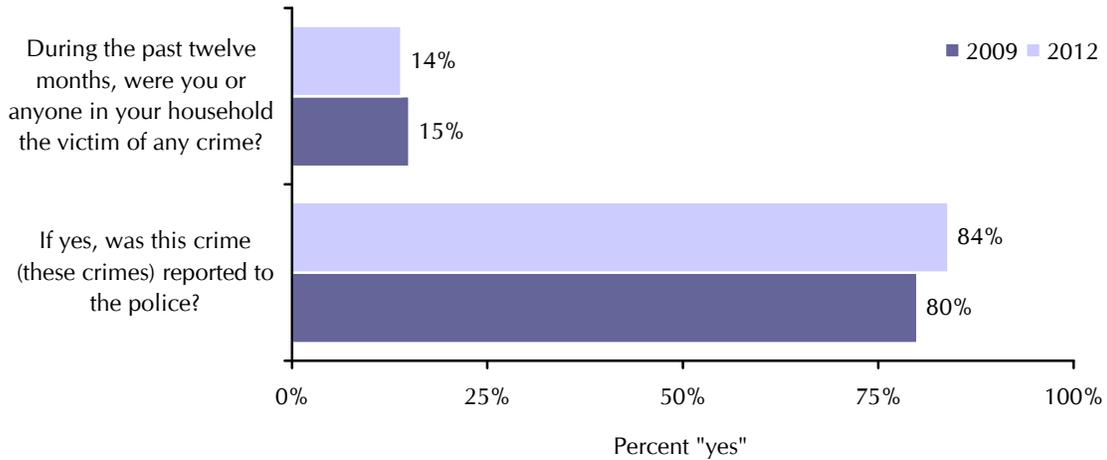


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Similar
Reported crimes	More

Residents rated eight County public safety services; of these, six were rated similar to the benchmark comparison and two were rated below the benchmark comparison. Fire services and EMS received the highest ratings, while crime prevention and emergency preparedness received the lowest ratings. All were rated similar compared to previous years.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES BY YEAR

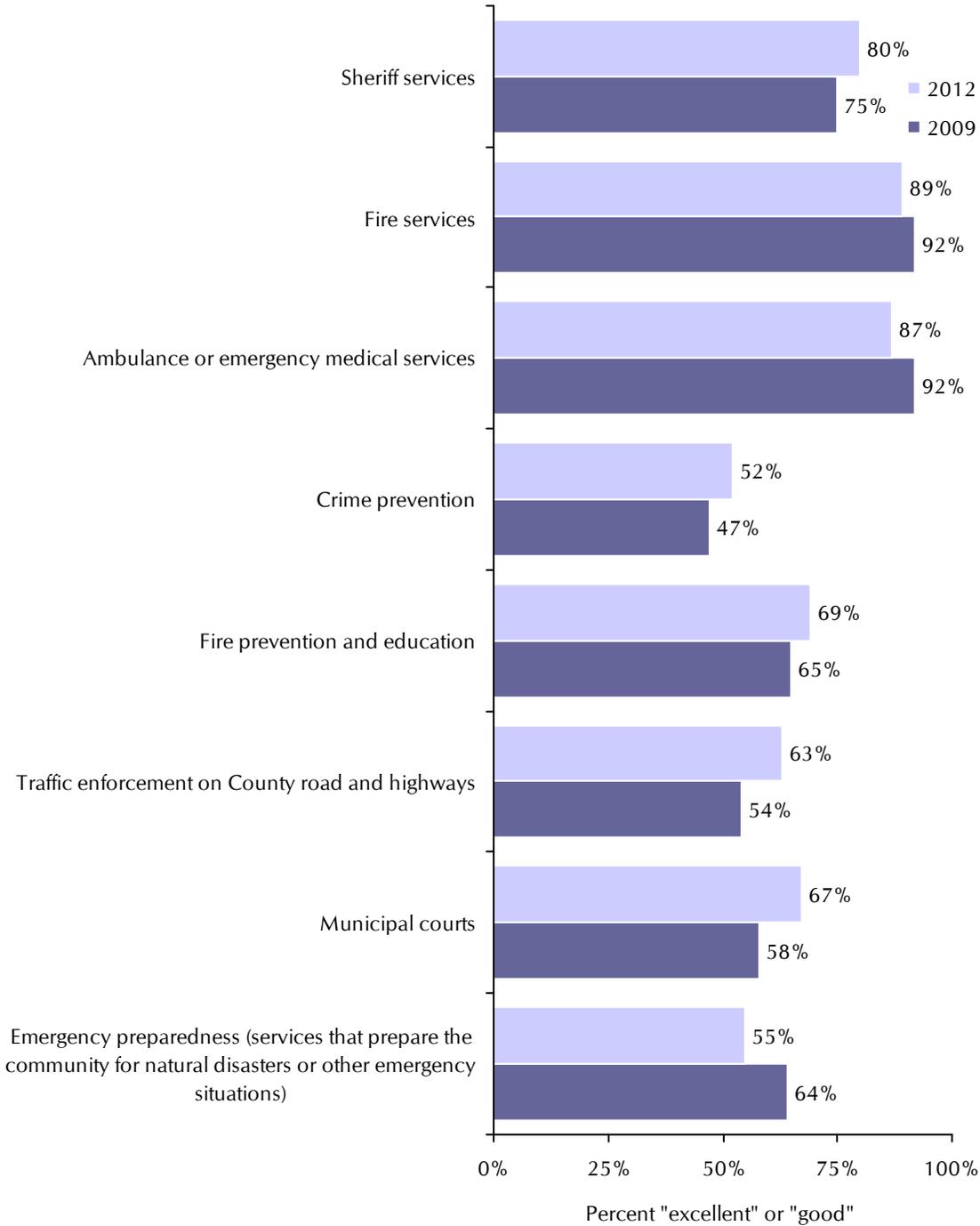


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Sheriff services	Similar
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Below
Fire prevention and education	Below
Traffic enforcement on County roads and highways	Similar
Municipal courts	Similar
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green.” These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of Pasco County were asked to evaluate their local environment and the services provided to ensure its quality. The overall quality of the natural environment was rated as “excellent” or “good” by 67% of survey respondents. Air quality received the highest rating. It was similar to the benchmark and had improved since the prior survey administration.

FIGURE 40: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT BY YEAR

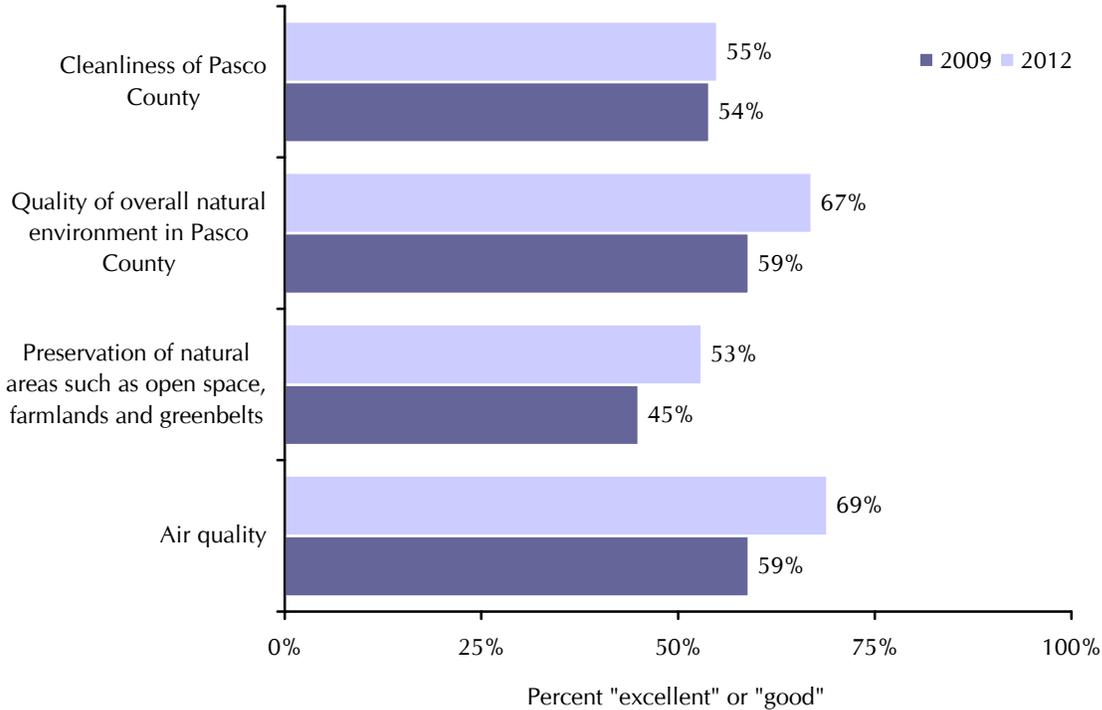


FIGURE 41: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Pasco County	Much below
Quality of overall natural environment in Pasco County	Below
Preservation of natural areas such as open space, farmlands and greenbelts	Similar
Air quality	Similar

Resident recycling was less than recycling reported in comparison communities.

FIGURE 42: FREQUENCY OF RECYCLING IN LAST 12 MONTHS BY YEAR

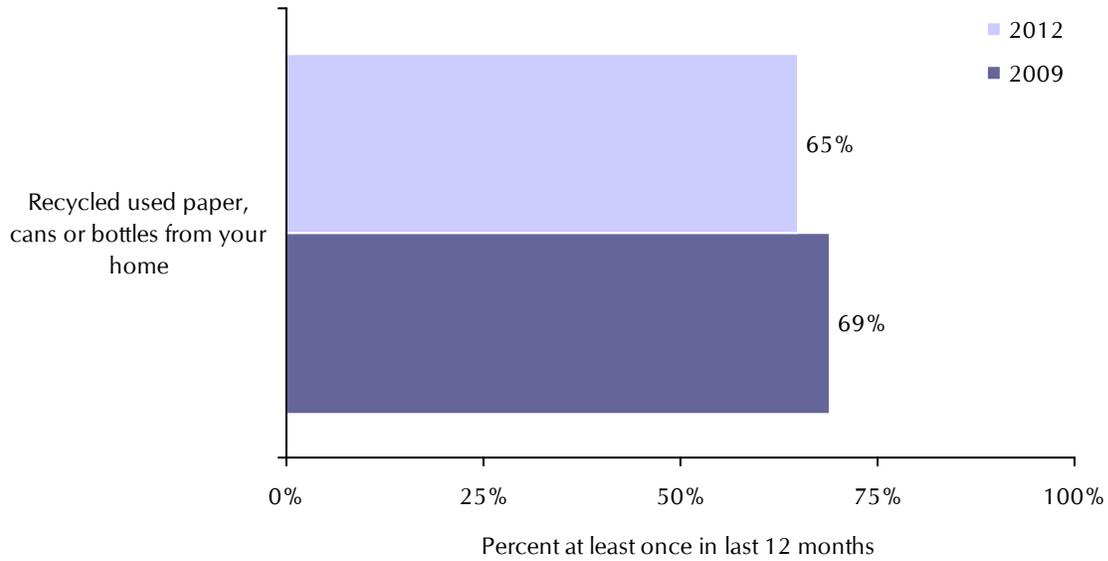


FIGURE 43: FREQUENCY OF RECYCLING BENCHMARKS

	Comparison to benchmark
Recycled used paper, cans or bottles from your home	Much less

Of the seven utility services rated by those completing the questionnaire, two were similar and five were below the benchmark comparison. The ratings for drinking water and sewer services increased from 2009 to 2012.

FIGURE 44: RATINGS OF UTILITY SERVICES BY YEAR

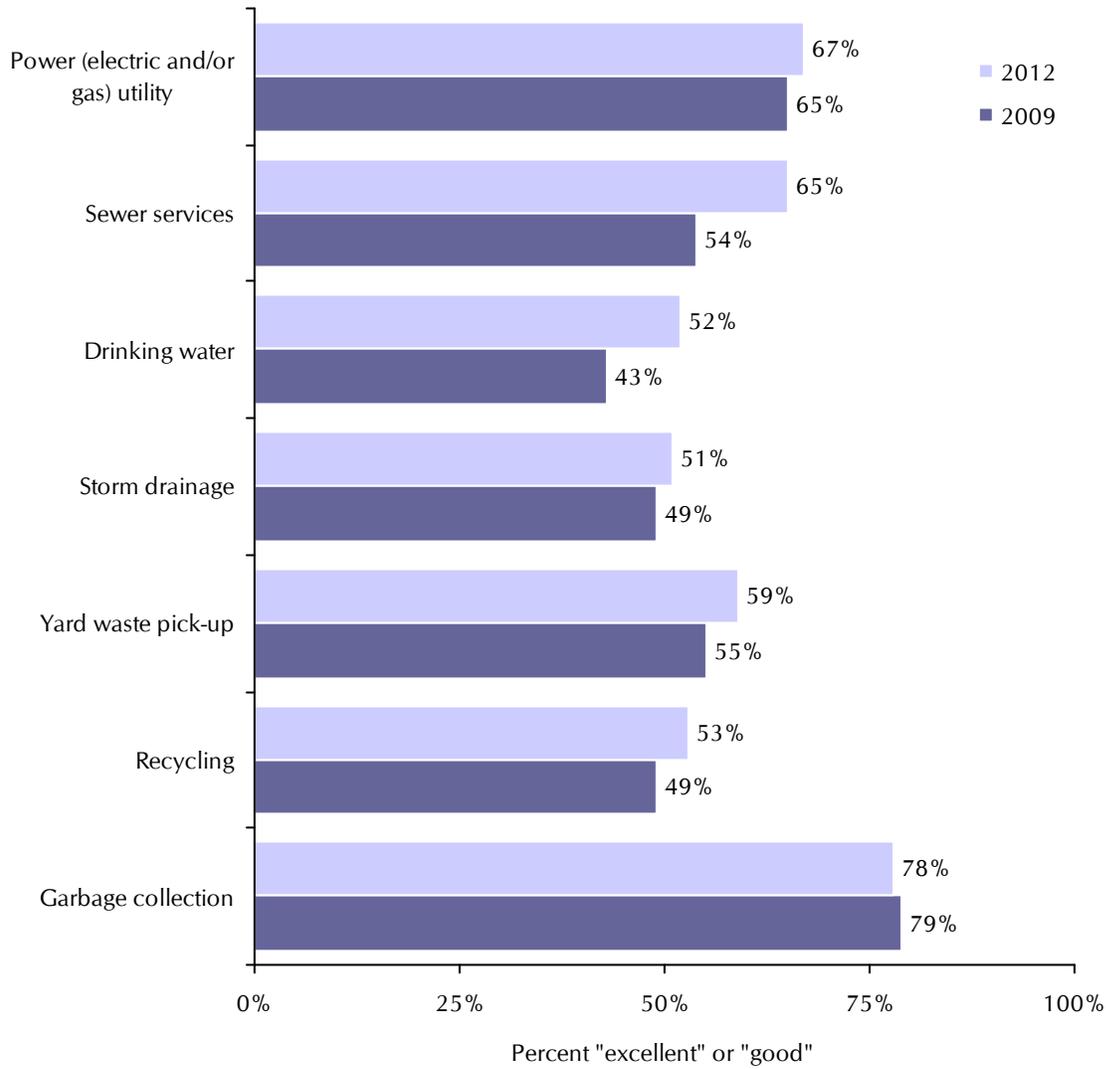


FIGURE 45: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Below
Sewer services	Similar
Drinking water	Much below
Storm drainage	Below
Yard waste pick-up	Much below
Recycling	Much below
Garbage collection	Similar

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in Pasco County were rated somewhat unfavorably as were services related to parks and recreation. Resident use of County parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Pasco County recreation centers was smaller than the percent of users in comparison jurisdictions, and recreation program use was down notably from the previous survey administration. However, ratings of nature programs and classes showed marked improvement.

FIGURE 46: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES BY YEAR

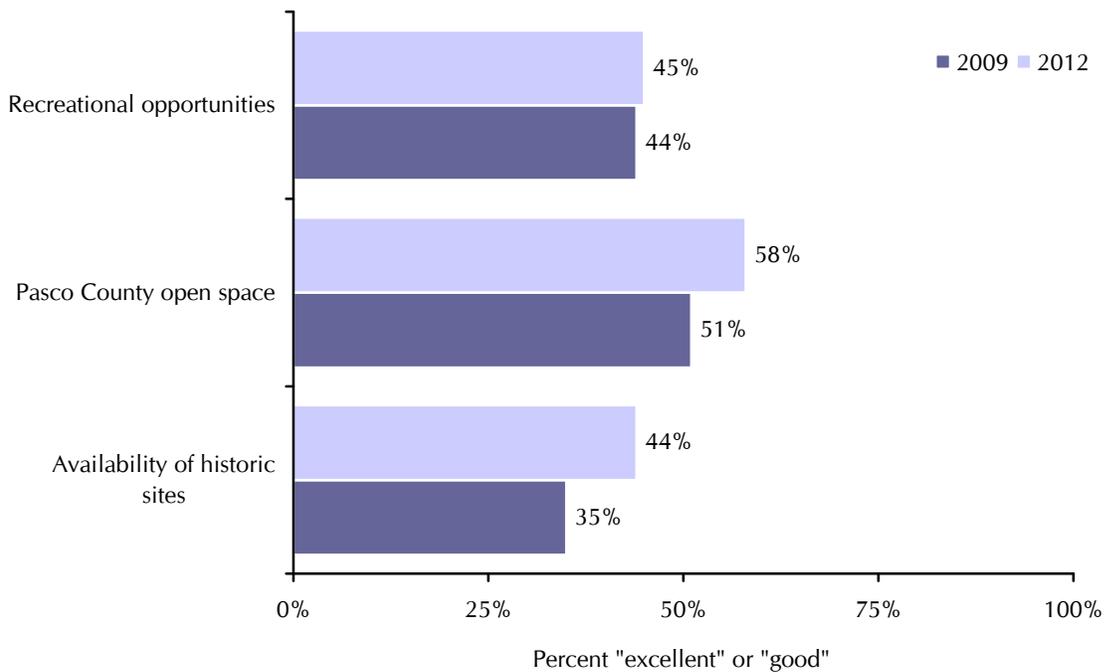


FIGURE 47: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreational opportunities	Much below
Pasco County open space	Much below
Availability of historic sites	Much below

FIGURE 48: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BY YEAR

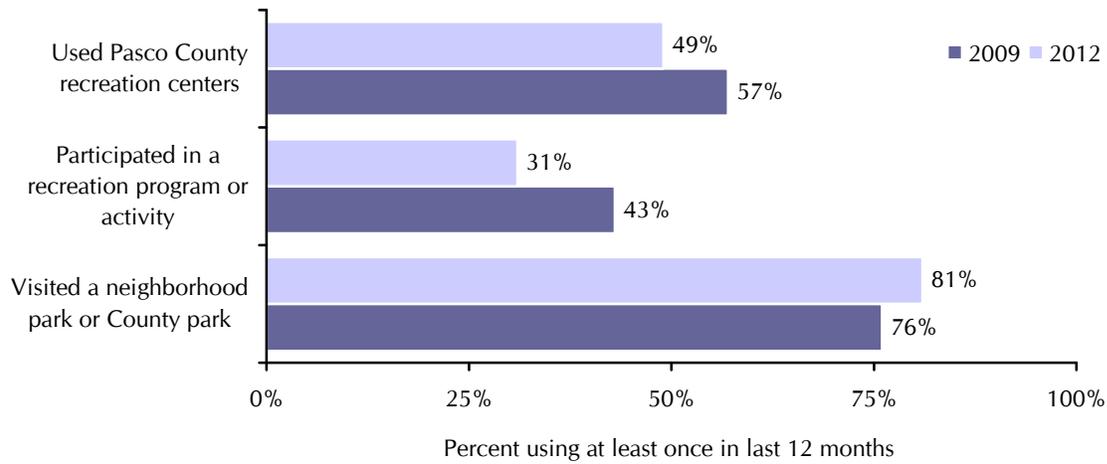


FIGURE 49: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Pasco County recreation centers	Much less
Participated in a recreation program or activity	Much less
Visited a neighborhood park or County park	Less

FIGURE 50: RATINGS OF PARKS AND RECREATION SERVICES BY YEAR

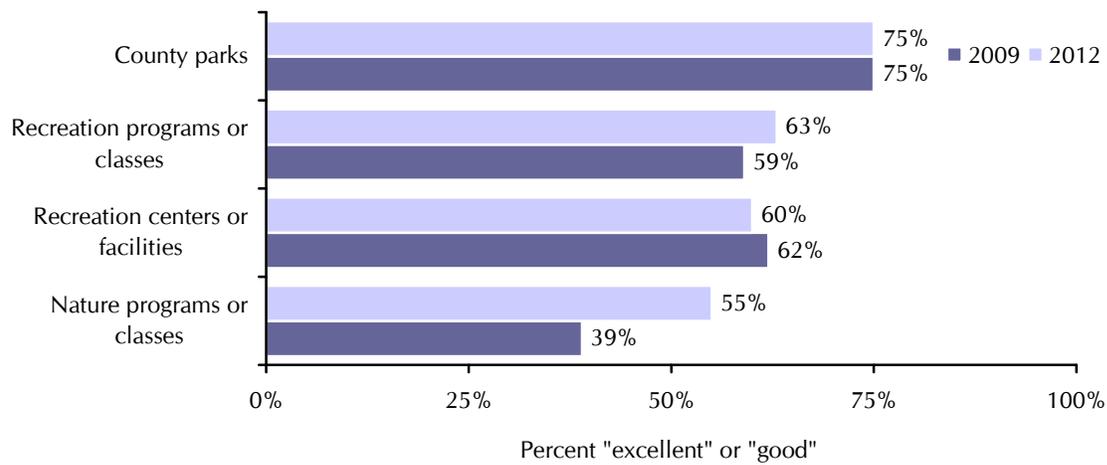


FIGURE 51: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
County parks	Below
Recreation programs or classes	Much below
Recreation centers or facilities	Much below
Nature programs or classes	Below

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 36% of respondents. Educational opportunities were rated as “excellent” or “good” by 46% of respondents. Compared to the benchmark data, educational opportunities were below the average of comparison jurisdictions, but were rated much higher than previous Pasco County survey respondents.

About 57% of Pasco residents used a County library at least once in the 12 months preceding the survey. This participation rate for library use was below comparison jurisdictions.

FIGURE 52: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

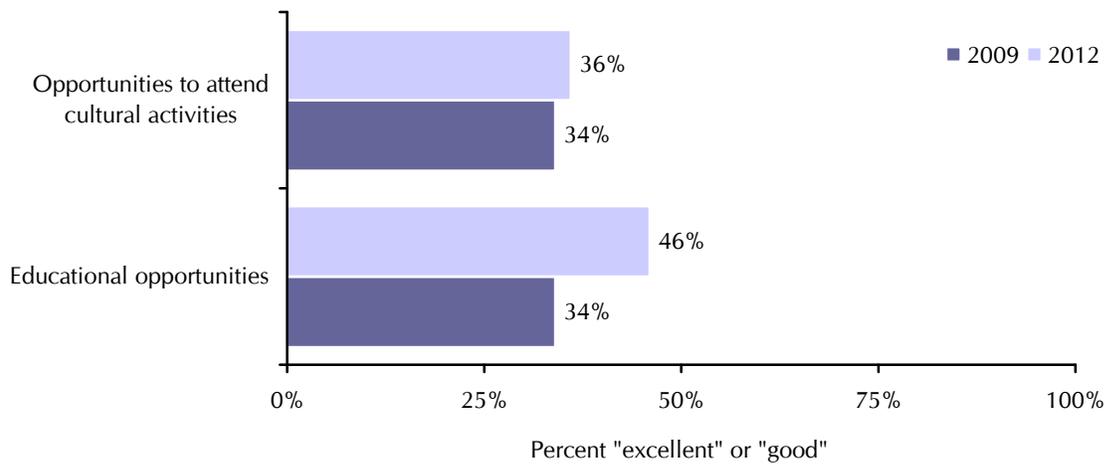


FIGURE 53: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much below
Educational opportunities	Much below

FIGURE 54: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BY YEAR

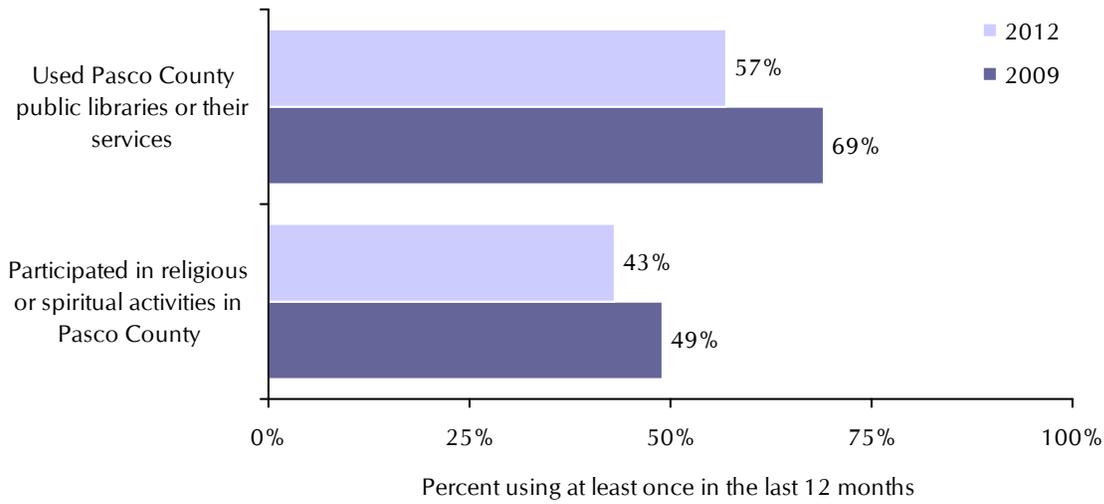


FIGURE 55: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Pasco County public libraries or their services	Much less
Participated in religious or spiritual activities in Pasco County	Much less

FIGURE 56: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES BY YEAR

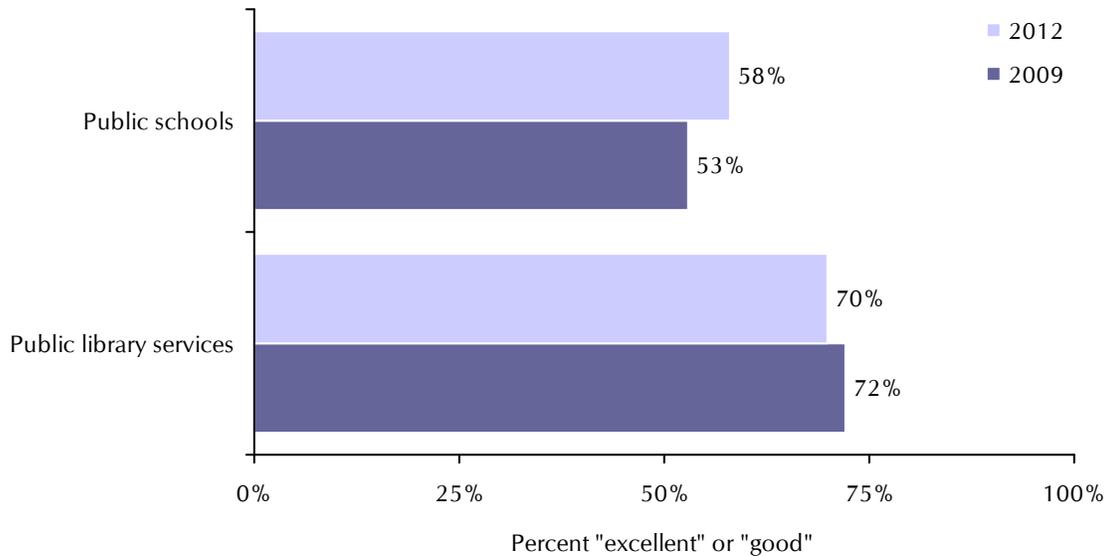


FIGURE 57: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Below
Public library services	Below

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of Pasco County were asked to rate the community’s health services as well as the availability of health care, high quality affordable food and preventive health care services. The availability of affordable quality food was rated most positively for Pasco County, while the availability of affordable quality health care was rated less favorably by residents. These ratings were stable over time.

Among Pasco County residents, 46% rated affordable quality health care as “excellent” or “good.” Those ratings were similar to the ratings of comparison communities.

FIGURE 58: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BY YEAR

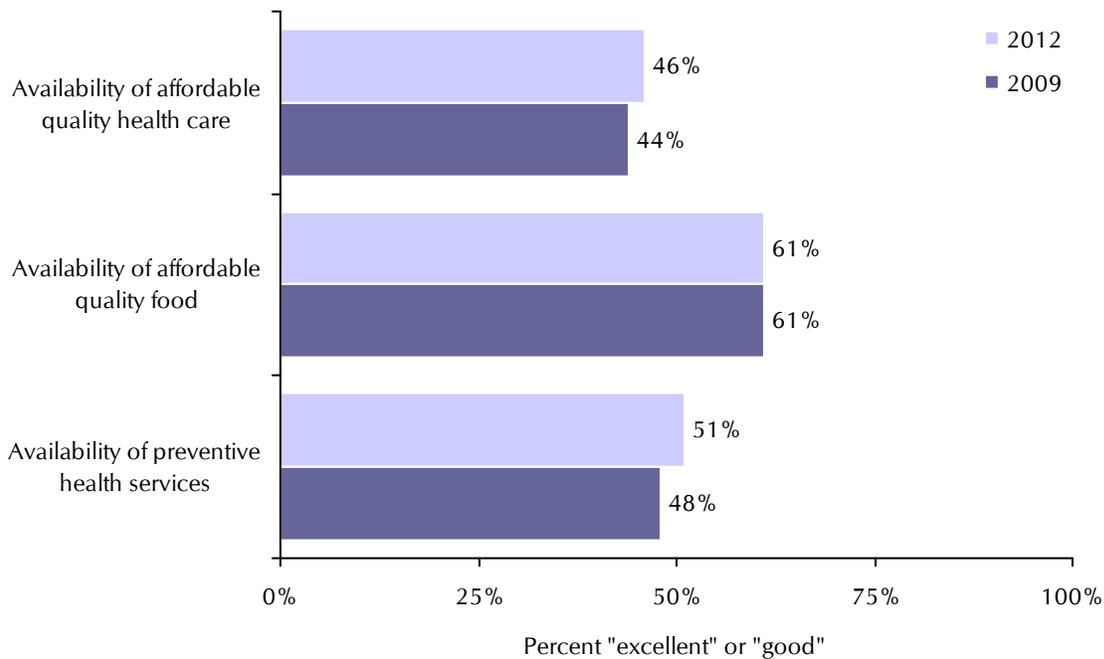


FIGURE 59: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Similar
Availability of affordable quality food	Similar
Availability of preventive health services	Below

Of the four health related services offered in Pasco County, three were above the benchmark and one was similar to the benchmark. The ratings for mental health services, drug and alcohol services and adult protective services increased over time.

FIGURE 60: RATINGS OF HEALTH AND WELLNESS SERVICES BY YEAR

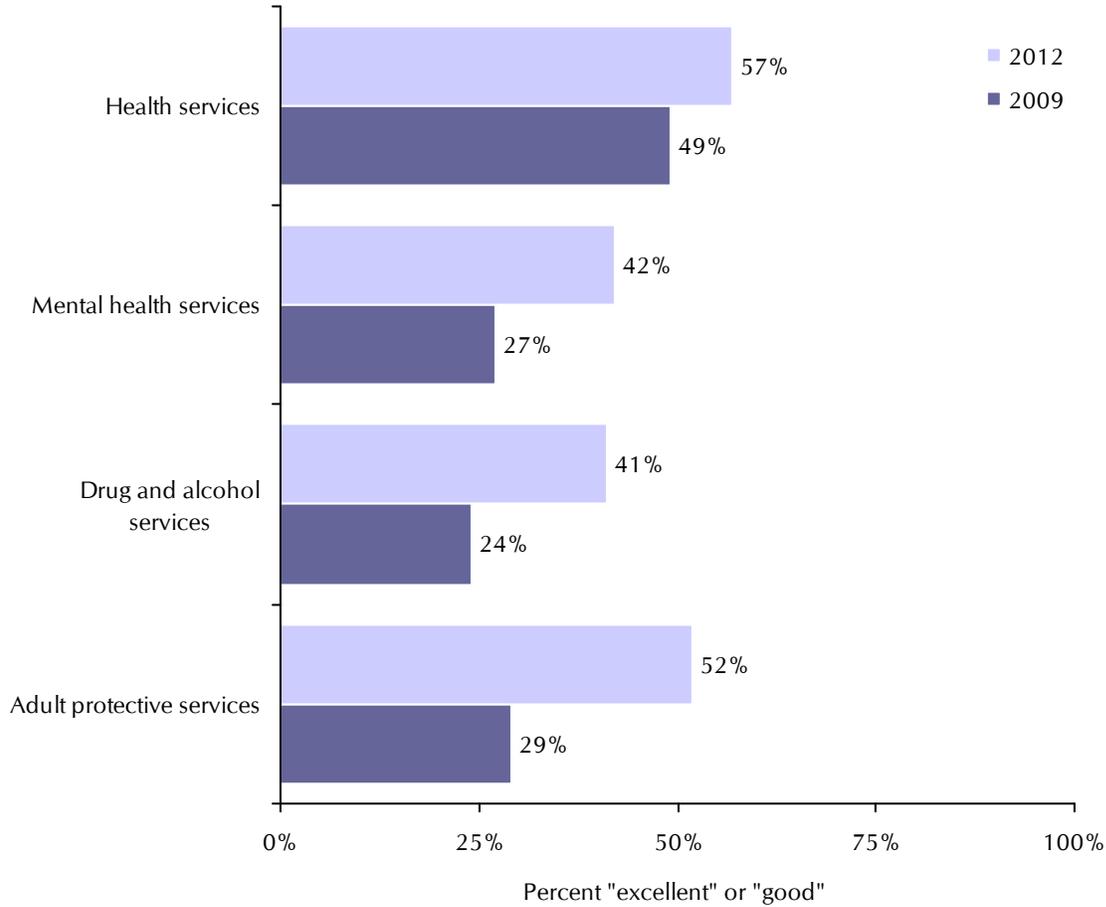


FIGURE 61: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Similar
Mental health services	Above
Drug and alcohol services	Above
Adult protective services	Much above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of Pasco County as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A majority of residents rated Pasco County as an “excellent” or “good” place to raise kids or retire. Most residents felt that the local sense of community was “excellent” or “good” and that Pasco County was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents but was similar to the benchmark.

FIGURE 62: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS BY YEAR

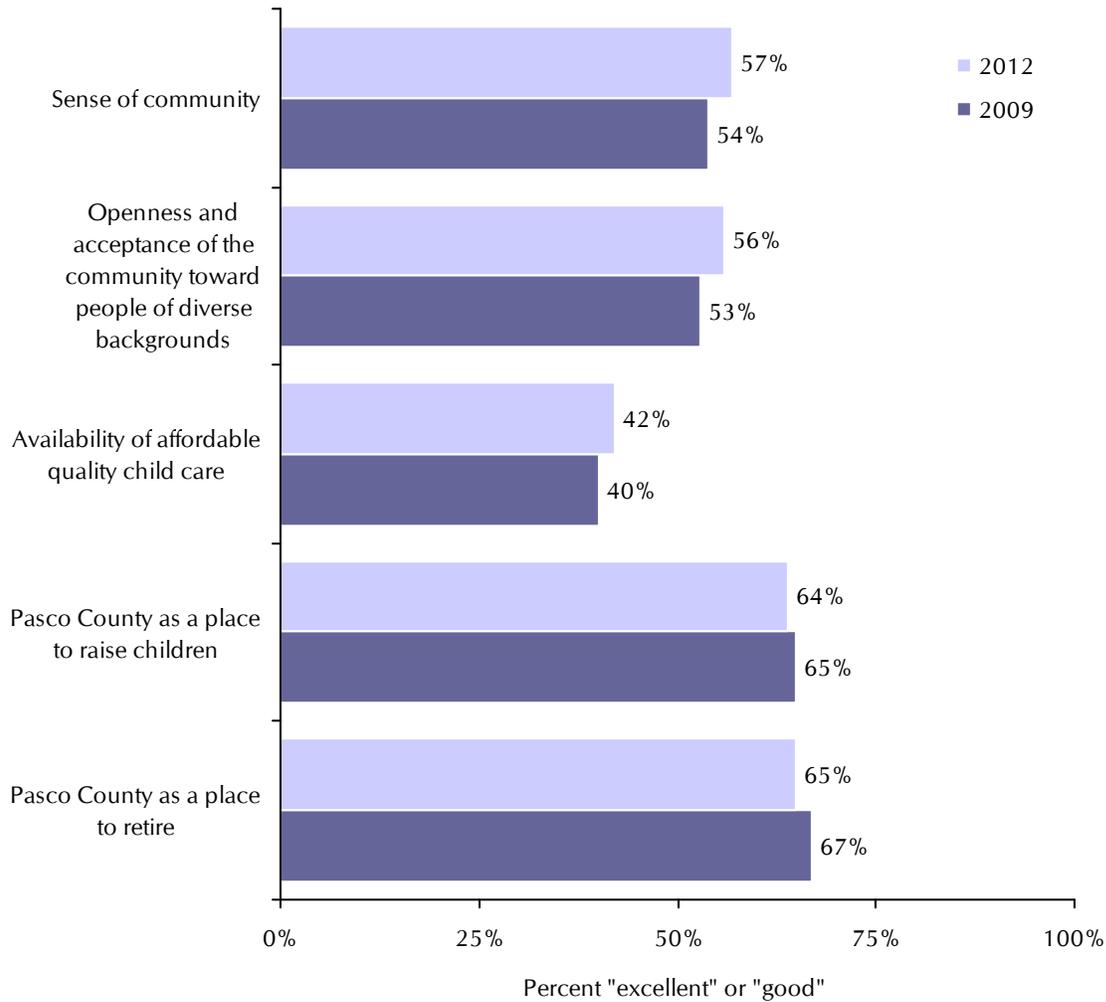


FIGURE 63: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Below
Openness and acceptance of the community toward people of diverse backgrounds	Below
Availability of affordable quality child care	Similar
Pasco County as a place to raise children	Much below
Pasco County as a place to retire	Similar

Services to more vulnerable populations (e.g. seniors, youth or low-income residents) ranged from 38% to 61% with ratings of “excellent” or “good.” Services to seniors was the same as the benchmark while services to youth and low-income people was the below. Services to all groups were rated higher than in previous survey administrations.

FIGURE 64: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS BY YEAR

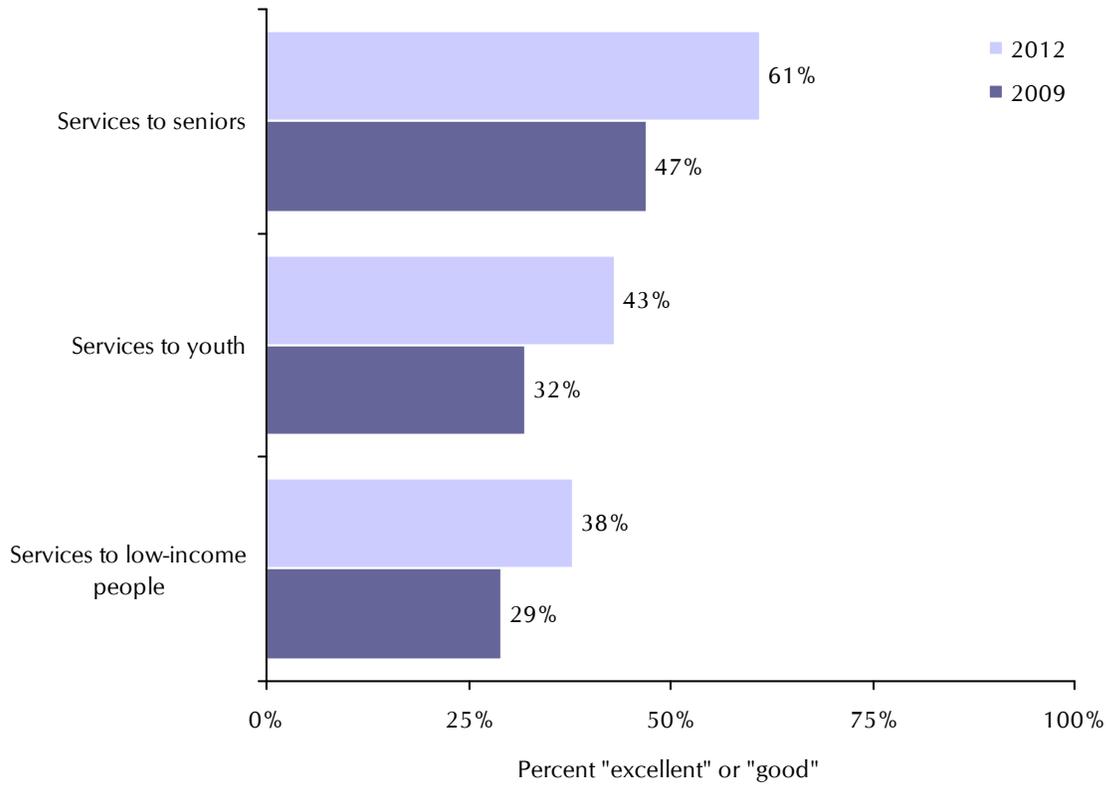


FIGURE 65: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Similar
Services to youth	Much below
Services to low-income people	Below

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding residents' level of connection to, knowledge of and participation in local government, the County can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of Pasco County. Survey participants rated the volunteer opportunities in Pasco County favorably. Opportunities to attend or participate in community matters were rated less favorably. The rating for opportunities to participate in community matters was below the benchmark while the rating for opportunities to volunteer was similar.

FIGURE 66: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR

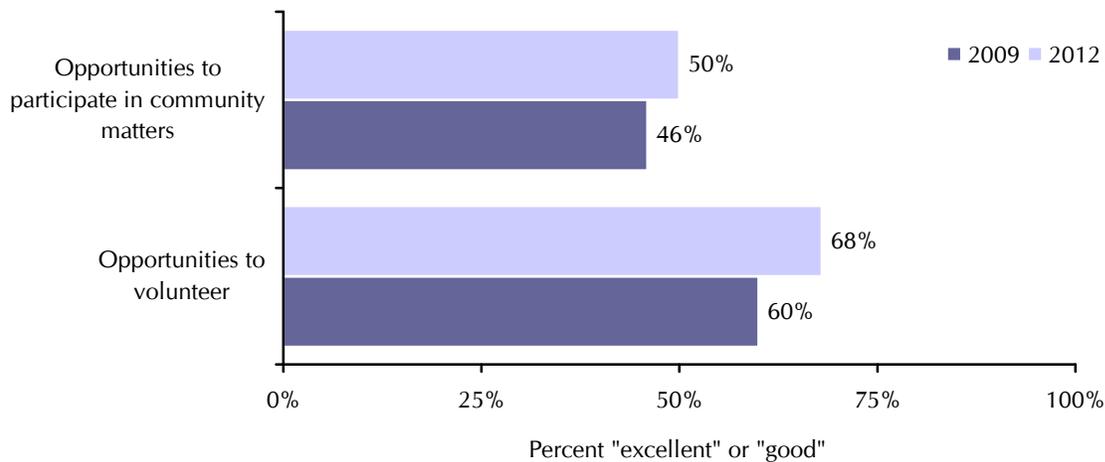


FIGURE 67: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much below
Opportunities to volunteer	Similar

Most of the participants in this survey had not attended a public meeting, volunteered time to a group or participated in a club in the 12 months prior to the survey, but the vast majority had helped a friend. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. All but providing help to a neighbor or friend showed lower rates of community engagement.

FIGURE 68: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BY YEAR¹

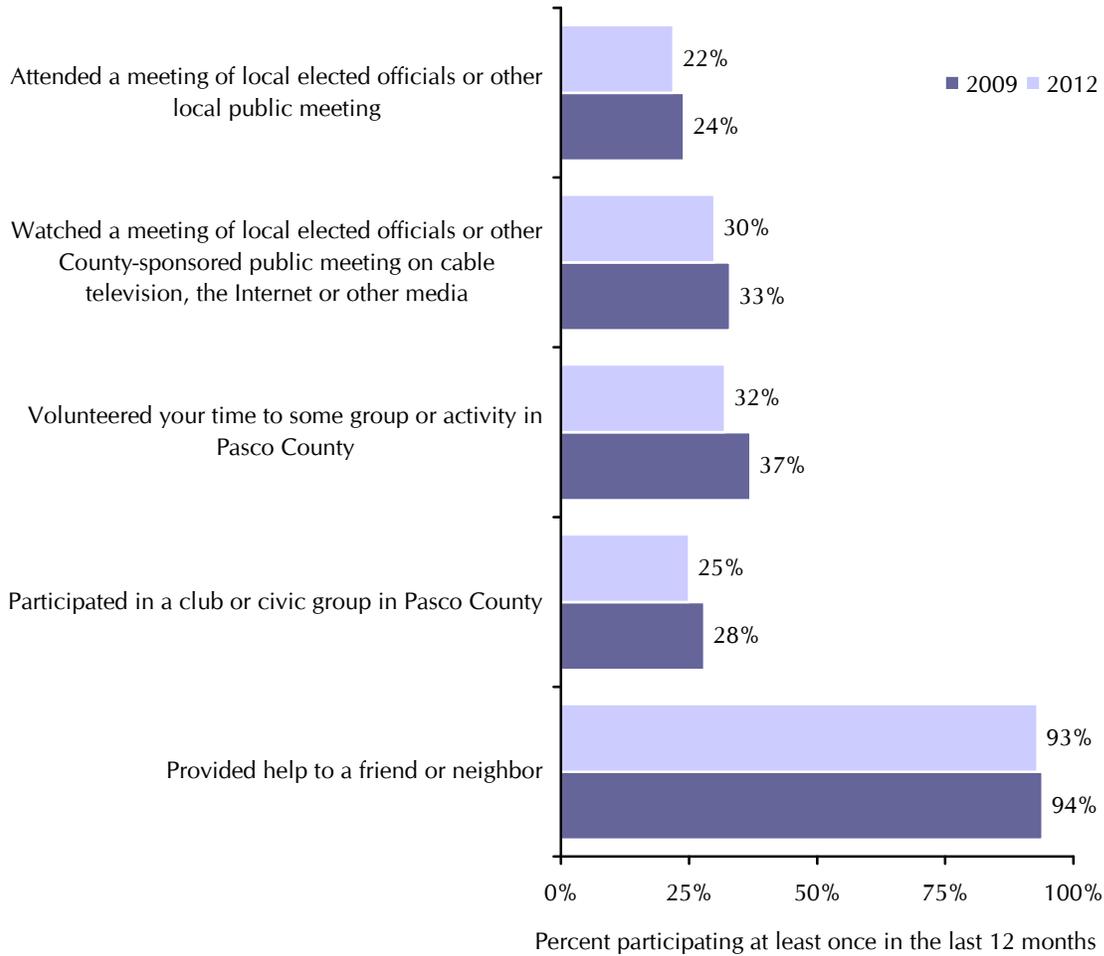


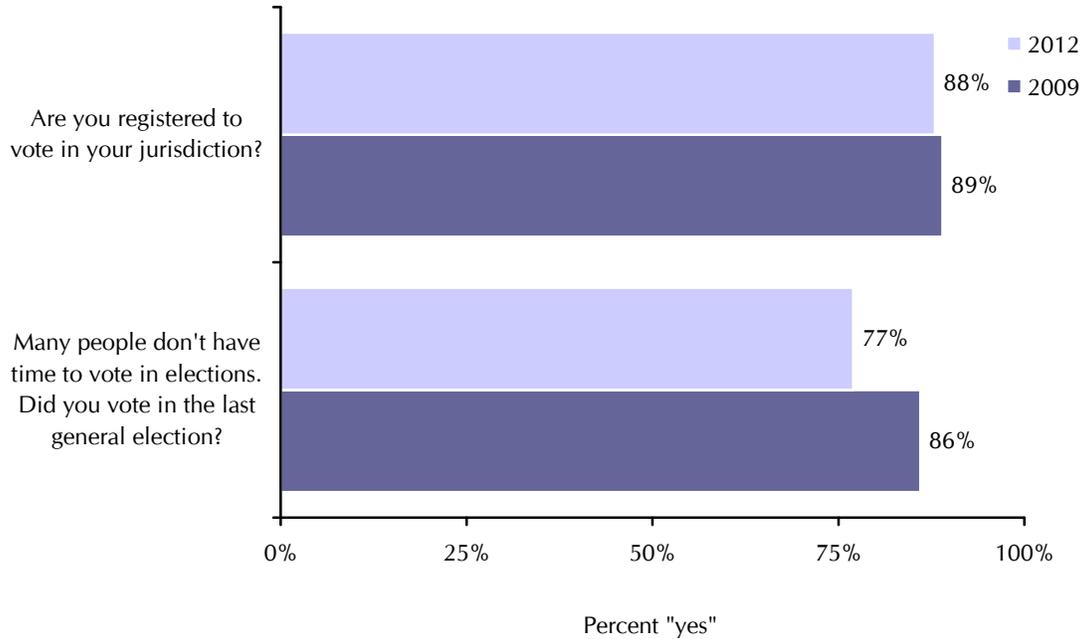
FIGURE 69: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Less
Watched a meeting of local elected officials or other County-sponsored public meeting on cable television, the Internet	Much less
Volunteered your time to some group or activity in Pasco County	Much less
Participated in a club or civic group in Pasco County	Less
Provided help to a friend or neighbor	Similar

¹ Over the past few years, local governments have adopted communication strategies that embrace the Internet and new media. In 2010, the question, “Watched a meeting of local elected officials or other local public meeting on cable television” was revised to include “the Internet or other media” to better reflect this trend.

Pasco County residents showed the largest amount of civic engagement in the area of electoral participation. Eighty-eight percent reported they were registered to vote and 77% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.

FIGURE 70: REPORTED VOTING BEHAVIOR BY YEAR



Note: In addition to the removal of “don’t know” responses, those who said “ineligible to vote” also have been omitted from this calculation. The full frequencies appear in Appendix A.

FIGURE 71: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Similar
Voted in last general election	Similar

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the Pasco County Web site in the previous 12 months, 54% reported they had done so at least once. Public information services were rated unfavorably compared to benchmark data.

FIGURE 72: USE OF INFORMATION SOURCES BY YEAR

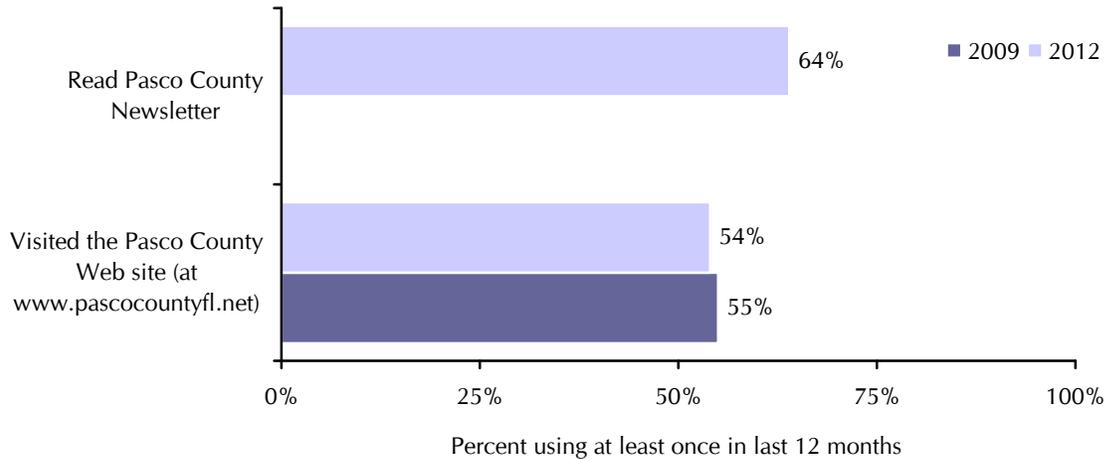


FIGURE 73: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read Pasco County Newsletter	Much less
Visited the Pasco County Web site	Less

FIGURE 74: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BY YEAR

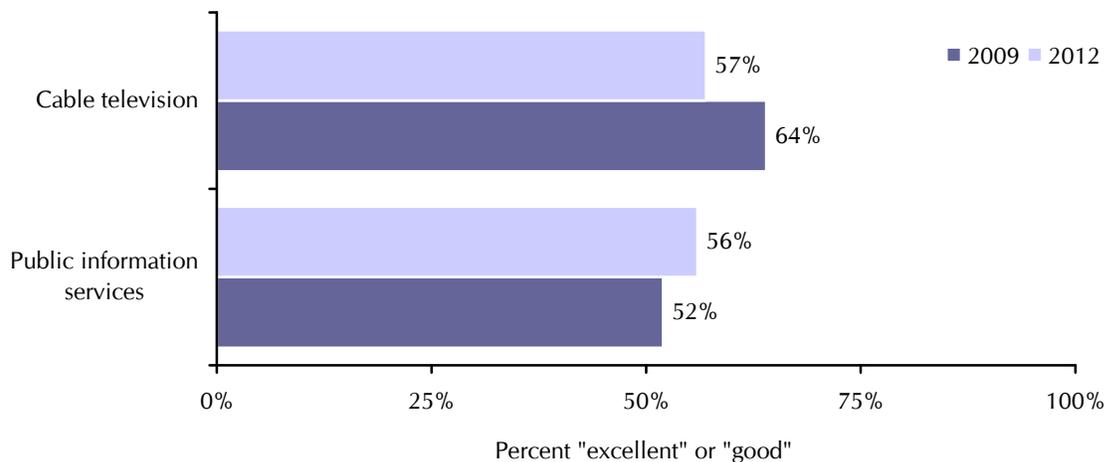


FIGURE 75: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Cable television	Similar
Public information services	Below

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 42% of respondents, while even more rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 76: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES BY YEAR

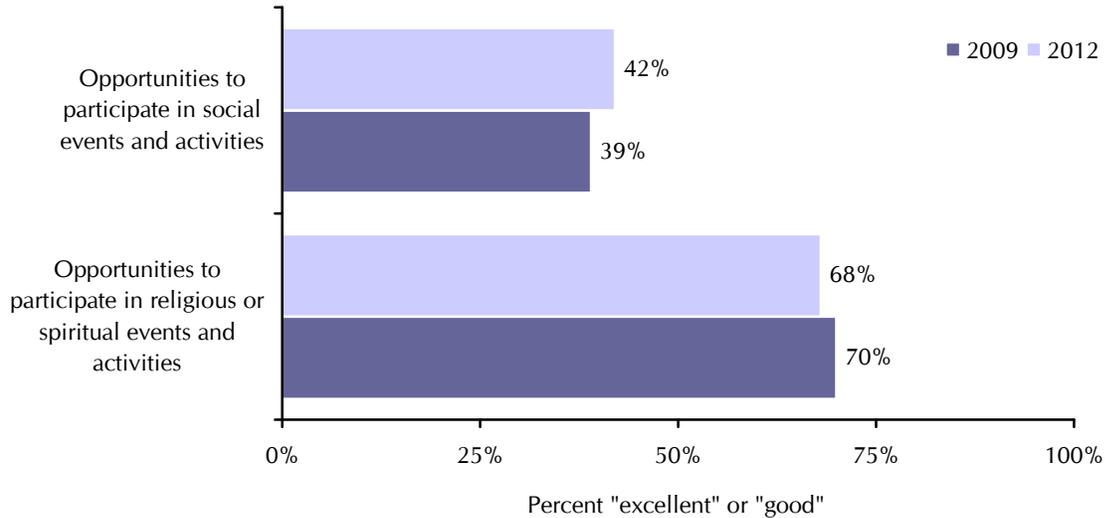


FIGURE 77: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Much below
Opportunities to participate in religious or spiritual events and activities	Much below

Residents in Pasco County reported a strong amount of neighborliness. More than 63% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was much more than the amount of contact reported in other communities.

FIGURE 78: CONTACT WITH IMMEDIATE NEIGHBORS BY YEAR

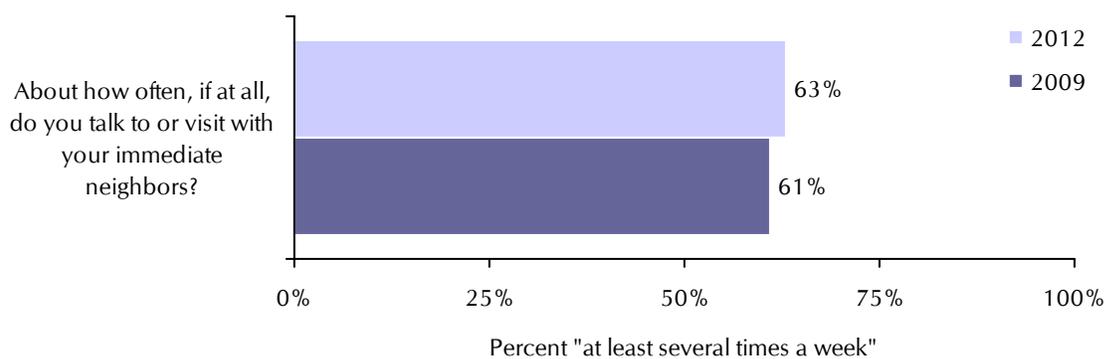


FIGURE 79: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	Much more

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction Pasco County is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by Pasco County could be compared their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about Pasco County may be colored by their dislike of what all levels of government provide.

About half of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job Pasco County does at welcoming citizens involvement, 43% rated it as "excellent" or "good," which was much higher than the rating received from prior survey respondents. Of these four ratings, two were similar to the benchmark and two were below the benchmark. These ratings tended to be trending up over time.

FIGURE 80: PUBLIC TRUST RATINGS BY YEAR

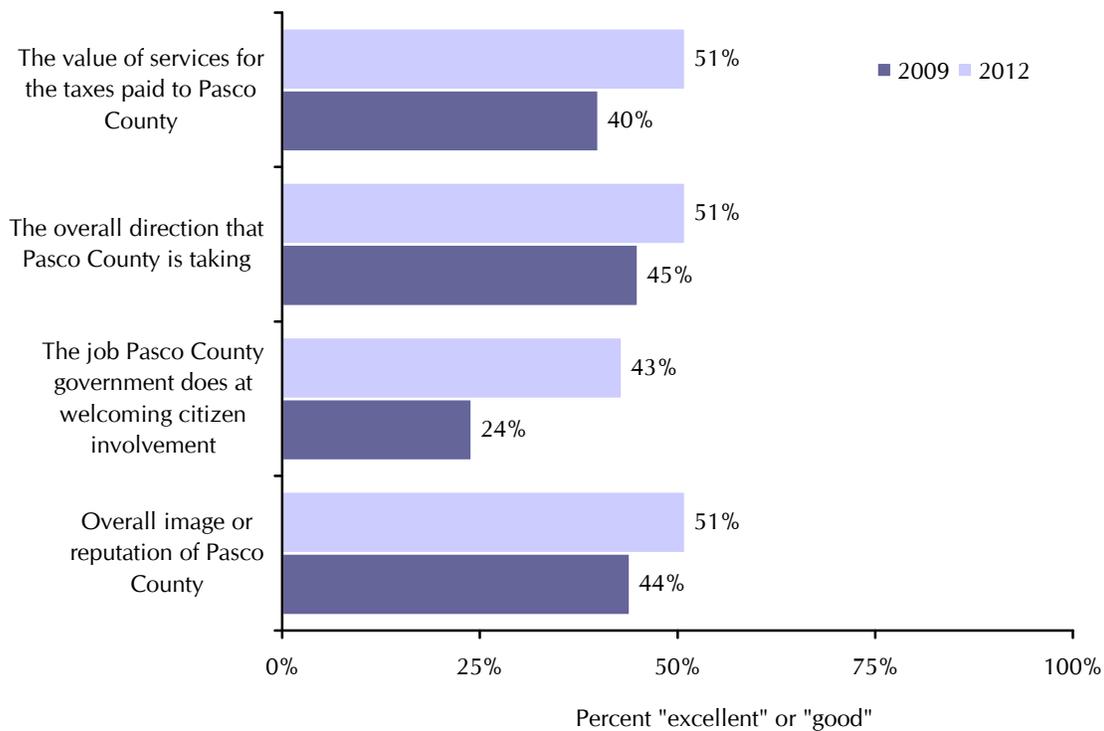


FIGURE 81: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
The value of services for the taxes paid to Pasco County	Similar
The overall direction that Pasco County is taking	Similar
The job Pasco County government does at welcoming citizen involvement	Below
Overall image or reputation of Pasco County	Much below

On average, residents of Pasco County gave the highest evaluations to their own local government and the lowest average rating to the State Government. The overall quality of services delivered by Pasco County was rated as “excellent” or “good” by 60% of survey participants. Ratings of overall County services had increased over the last three years.

FIGURE 82: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BY YEAR

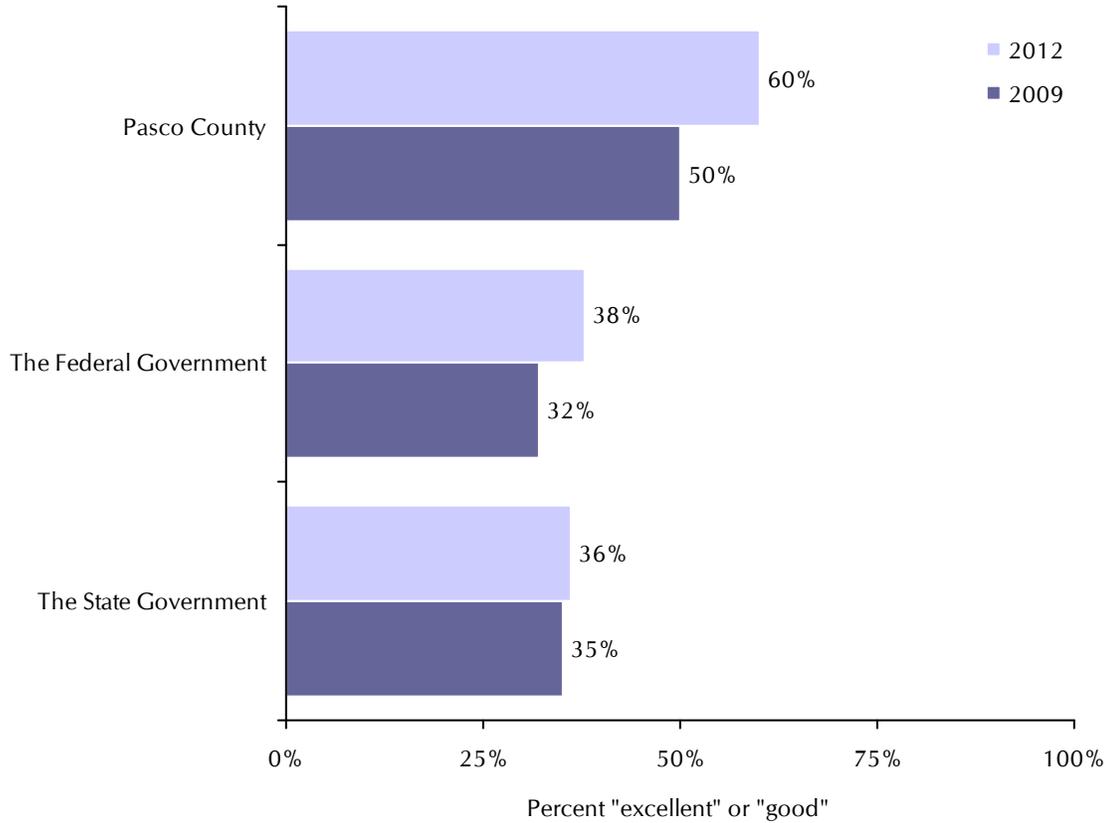


FIGURE 83: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by Pasco County	Below
Services provided by the Federal Government	Similar
Services provided by the State Government	Similar

Pasco County Employees

The employees of Pasco County who interact with the public create the first impression that most residents have of Pasco County. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of Pasco County. As such, it is important to know about residents' experience talking with that "face." When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with Pasco County staff.

Those completing the survey were asked if they had been in contact with a County employee either in person, over the phone or via email in the last 12 months; the 55% who reported that they had been in contact (a percent that is similar to the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. County employees were rated highly; 74% of respondents rated their overall impression as "excellent" or "good." Employees ratings were similar to the national benchmark and were similar to past survey years.

FIGURE 84: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH COUNTY EMPLOYEES IN PREVIOUS 12 MONTHS BY YEAR

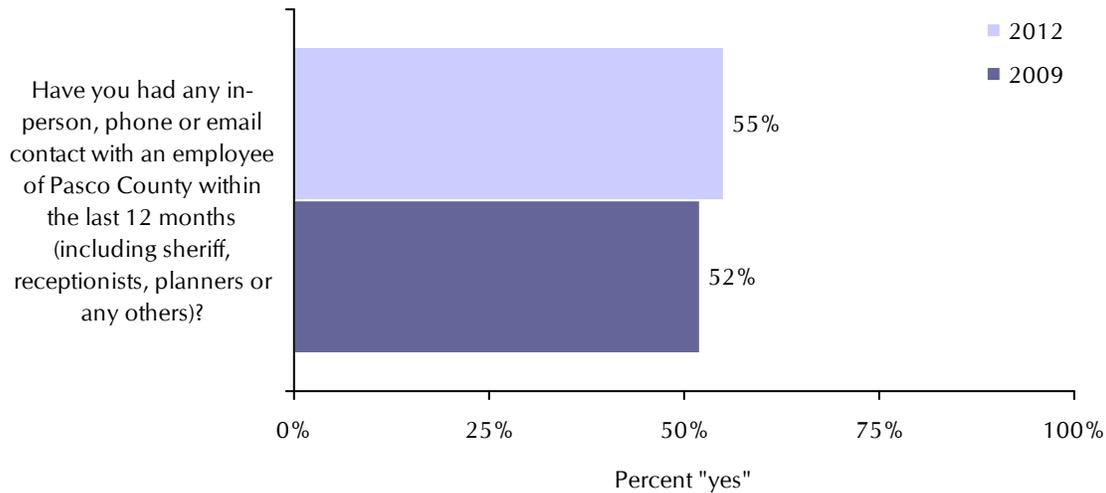


FIGURE 85: CONTACT WITH COUNTY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with county employee(s) in last 12 months	Similar

FIGURE 86: RATINGS OF COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BY YEAR

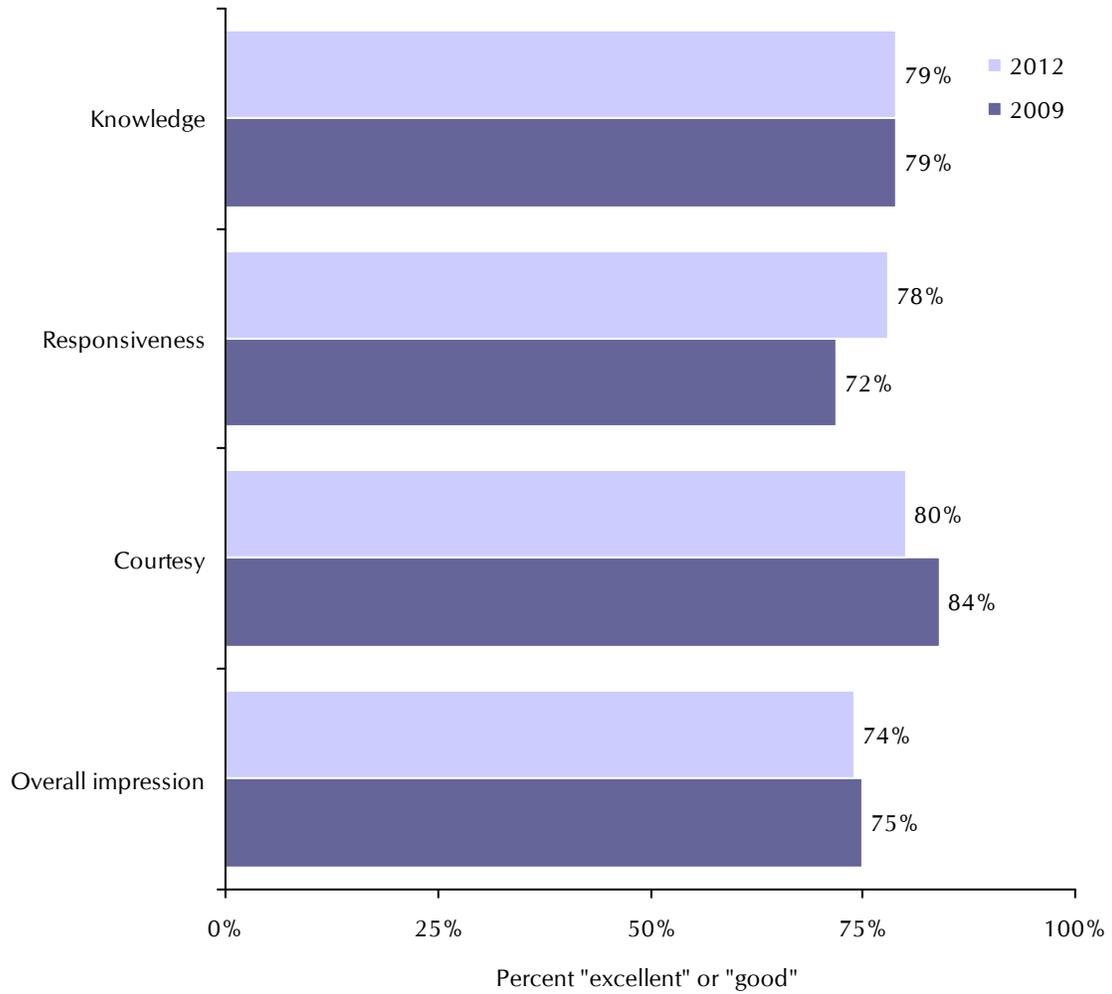


FIGURE 87: RATINGS OF COUNTY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Similar
Responsiveness	Similar
Courtesy	Similar
Overall impression	Similar

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for Pasco County by examining the relationships between ratings of each service and ratings of Pasco County's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall County service quality have been identified. By targeting improvements in key services, Pasco County can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Pasco County Key Driver Analysis were:

- Ambulance or emergency medical services
- Animal control
- Drinking water
- Economic development
- Sheriff services

PASCO COUNTY ACTION CHART

The 2012 Pasco County Action Chart™ on the following page combines three dimensions of performance:

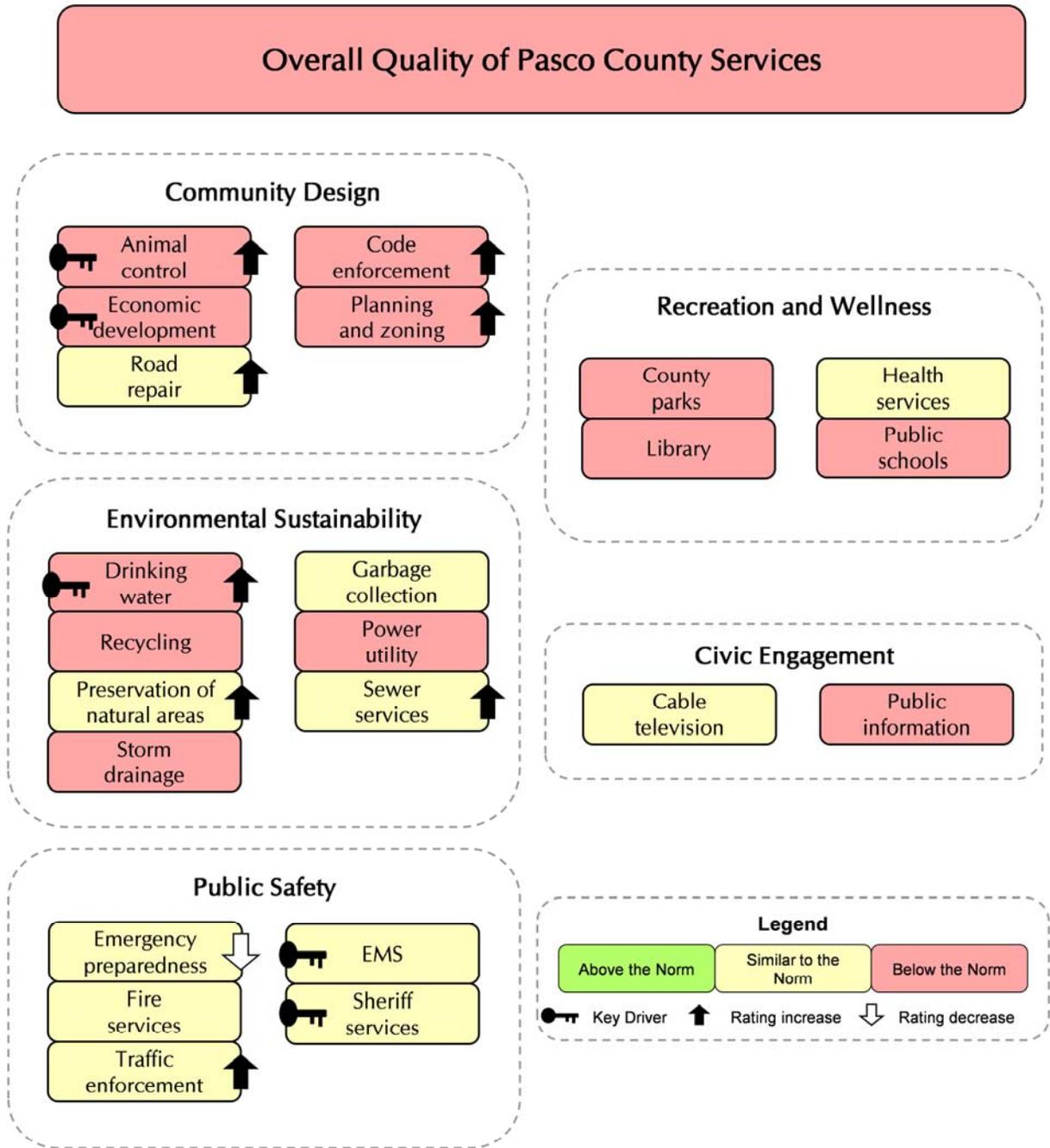
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the County.
- Trendline icons (up and down arrows), indicating whether the current ratings are higher or lower than the previous survey.

Twenty-three services were included in the KDA for Pasco County. Of these, 12 were below the benchmark and 11 were similar to the benchmark. Ratings for eight services were trending up and one was trending down, while 14 remained similar to the previous survey.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are trending down or that are not at least similar to the benchmark. In Pasco County, animal control, drinking water, and economic development were below the benchmark and emergency medical services and sheriff services were similar to the benchmark. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 88: PASCO COUNTY ACTION CHART™



Using Your Action Chart™

The key drivers derived for Pasco County provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit Pasco County, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Pasco County, planning and zoning and sheriff services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Pasco County residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the Pasco County key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.



PASCO COUNTY, FL 2012

Report of Demographic Subgroup Comparisons

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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. Pasco County staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. Pasco County staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

One of the add-on options that Pasco County chose was to have crosstabulations of evaluative questions 1-18 by demographic questions D3 (length of residency), D5 (housing tenure), D9 (annual household income), D12 (age of respondent).

UNDERSTANDING THE RESULTS

“DON’T KNOW” RESPONSES

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

UNDERSTANDING THE TABLES

In this report, comparisons between demographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by demographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")															
Please rate each of the following aspects of quality of life in Pasco County:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Pasco County as a place to live	87%	77%	75%	79%	64%	84%	79%	74%	79%	92%	78%	81%	75%	82%	79%
Your neighborhood as a place to live	70%	78%	79%	76%	68%	79%	76%	70%	81%	83%	76%	57%	82%	82%	77%
Pasco County as a place to raise children	68%	66%	60%	64%	48%	69%	64%	58%	61%	83%	63%	59%	66%	65%	64%
Pasco County as a place to work	33%	29%	39%	35%	36%	35%	35%	36%	31%	33%	34%	27%	34%	44%	36%
Pasco County as a place to retire	68%	62%	64%	64%	59%	66%	65%	63%	59%	76%	64%	71%	52%	71%	65%
The overall quality of life in Pasco County	74%	69%	69%	70%	52%	75%	70%	62%	72%	88%	69%	69%	66%	74%	70%

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Pasco County as a whole:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Sense of community	61%	56%	55%	57%	54%	58%	57%	60%	53%	54%	56%	51%	54%	63%	57%
Openness and acceptance of the community toward people of diverse backgrounds	65%	57%	50%	56%	60%	55%	56%	53%	55%	59%	55%	48%	58%	58%	56%
Overall appearance of Pasco County	56%	46%	47%	49%	47%	51%	50%	49%	51%	51%	50%	53%	46%	52%	50%
Cleanliness of Pasco County	64%	49%	52%	55%	49%	57%	55%	52%	55%	65%	55%	63%	57%	50%	55%
Overall quality of new development in Pasco County	70%	46%	44%	52%	48%	53%	52%	49%	53%	58%	52%	63%	44%	53%	52%
Variety of housing options	70%	59%	58%	61%	58%	62%	61%	62%	51%	77%	61%	66%	57%	63%	61%
Overall quality of business and service establishments in Pasco County	54%	57%	49%	52%	53%	52%	52%	54%	44%	60%	52%	41%	53%	58%	53%
Shopping opportunities	68%	59%	56%	60%	60%	61%	61%	64%	54%	68%	61%	57%	62%	61%	60%
Opportunities to attend cultural activities	47%	35%	29%	35%	39%	35%	36%	43%	27%	30%	36%	43%	28%	39%	36%
Recreational opportunities	49%	41%	44%	45%	35%	48%	45%	44%	35%	60%	44%	53%	35%	49%	45%
Employment opportunities	33%	10%	14%	17%	26%	13%	17%	22%	7%	22%	17%	19%	15%	19%	18%

The National Citizen Survey™ by National Research Center, Inc.

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Pasco County as a whole:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Educational opportunities	63%	34%	42%	45%	46%	45%	45%	48%	43%	39%	45%	45%	39%	53%	46%
Opportunities to participate in social events and activities	42%	37%	43%	41%	32%	45%	42%	47%	31%	45%	42%	49%	32%	47%	42%
Opportunities to participate in religious or spiritual events and activities	65%	65%	70%	67%	57%	71%	68%	68%	61%	78%	67%	55%	66%	74%	68%
Opportunities to volunteer	69%	63%	70%	68%	60%	70%	68%	70%	58%	78%	68%	62%	62%	75%	69%
Opportunities to participate in community matters	46%	52%	51%	50%	49%	51%	51%	61%	29%	57%	50%	49%	45%	56%	51%
Ease of car travel in Pasco County	58%	49%	34%	44%	38%	47%	45%	46%	32%	64%	44%	46%	39%	47%	44%
Ease of bus travel in Pasco County	26%	27%	19%	23%	23%	23%	23%	29%	12%	5%	22%	19%	18%	27%	23%
Ease of bicycle travel in Pasco County	34%	30%	19%	26%	15%	30%	26%	24%	25%	29%	25%	31%	24%	25%	26%
Ease of walking in Pasco County	24%	24%	29%	27%	13%	30%	26%	28%	20%	34%	26%	17%	23%	34%	27%
Availability of paths and walking trails	36%	31%	32%	33%	34%	33%	33%	34%	22%	48%	32%	37%	28%	36%	33%
Traffic flow on major streets	43%	39%	29%	35%	26%	38%	35%	36%	23%	55%	34%	43%	32%	34%	35%

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Pasco County as a whole:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Amount of public parking	54%	44%	40%	45%	34%	47%	44%	43%	37%	77%	45%	47%	45%	44%	45%
Availability of affordable quality housing	69%	42%	48%	53%	49%	53%	52%	50%	46%	77%	53%	55%	52%	52%	52%
Availability of affordable quality child care	61%	26%	38%	42%	38%	43%	42%	40%	35%	60%	41%	47%	39%	40%	41%
Availability of affordable quality health care	56%	43%	44%	47%	42%	48%	46%	48%	32%	63%	45%	43%	33%	57%	46%
Availability of affordable quality food	71%	58%	56%	60%	55%	62%	61%	56%	66%	63%	60%	61%	54%	66%	61%
Availability of preventive health services	56%	41%	53%	51%	51%	51%	51%	54%	42%	57%	50%	47%	43%	58%	51%
Air quality	72%	62%	71%	69%	66%	71%	70%	65%	68%	82%	68%	68%	70%	68%	69%
Quality of overall natural environment in Pasco County	71%	63%	67%	67%	65%	68%	67%	62%	71%	75%	67%	66%	70%	66%	67%
Overall image or reputation of Pasco County	57%	42%	51%	51%	41%	54%	51%	51%	45%	57%	50%	43%	48%	57%	51%

Question 3: Growth															
Please rate the speed of growth in the following categories in Pasco County over the past 2 years:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Population growth too fast	33%	38%	50%	43%	54%	40%	43%	43%	44%	45%	44%	48%	43%	40%	43%
Retail growth too slow	34%	35%	39%	36%	26%	39%	36%	32%	43%	37%	37%	33%	38%	37%	36%
Job growth too slow	86%	95%	83%	87%	91%	85%	87%	86%	90%	88%	88%	86%	89%	84%	86%

Question 4: Code Enforcement (Percent a "major" problem)															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Run down buildings, weed lots or junk vehicle a major problem in Pasco County	19%	25%	17%	20%	18%	20%	20%	19%	24%	8%	19%	15%	16%	24%	19%

Question 5: Community Safety (Percent "very" or "somewhat" safe)															
Please rate how safe or unsafe you feel from the following in Pasco County:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Violent crime (e.g., rape, assault, robbery)	67%	62%	63%	64%	60%	65%	64%	58%	66%	79%	63%	53%	71%	64%	64%
Property crimes (e.g., burglary, theft)	41%	42%	44%	43%	42%	43%	43%	40%	43%	51%	42%	31%	39%	51%	43%
Environmental hazards, including toxic waste	57%	75%	75%	70%	60%	73%	70%	64%	72%	90%	70%	67%	71%	71%	70%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)															
Please rate how safe or unsafe you feel:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
In your neighborhood during the day	97%	97%	86%	92%	88%	93%	92%	87%	97%	98%	92%	85%	98%	90%	92%
In your neighborhood after dark	60%	74%	69%	68%	69%	67%	67%	59%	66%	93%	66%	41%	78%	73%	67%
In Pasco County's downtown area(s) during the day	76%	84%	71%	75%	67%	78%	76%	77%	70%	81%	75%	54%	80%	81%	75%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)															
Please rate how safe or unsafe you feel:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
In Pasco County's downtown area(s) after dark	49%	41%	39%	42%	46%	42%	43%	41%	39%	47%	41%	36%	43%	45%	42%

Questions 7 and 8: Crime Victimization and Reporting (Percent "yes")															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
During the past twelve months, were you or anyone in your household the victim of any crime?	16%	10%	15%	14%	14%	14%	14%	15%	12%	17%	15%	13%	22%	9%	14%
If yes, was this crime (these crimes) reported to the police?	67%	100%	88%	84%	54%	91%	83%	80%	79%	100%	83%	100%	77%	85%	84%

Question 9: Resident Behaviors (Percent at least once in past 12 months)															
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Pasco County?	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Used Pasco County public libraries or their services	46%	62%	61%	57%	59%	57%	57%	59%	54%	49%	56%	36%	63%	62%	57%
Used Pasco County recreation centers	43%	48%	53%	49%	42%	50%	48%	47%	47%	61%	49%	38%	64%	41%	48%
Participated in a recreation program or activity	33%	34%	27%	31%	25%	32%	30%	31%	24%	48%	31%	20%	43%	26%	31%
Visited a neighborhood park or County park	82%	84%	78%	81%	75%	82%	80%	79%	84%	84%	81%	78%	87%	76%	81%
Ridden a local bus within Pasco County	7%	5%	9%	7%	23%	2%	7%	11%	1%	4%	7%	6%	6%	8%	7%
Attended a meeting of local elected officials or other local public meeting	16%	21%	27%	23%	13%	25%	23%	22%	19%	31%	22%	11%	24%	27%	22%
Watched a meeting of local elected officials or other County-sponsored public meeting on cable television, the Internet or other media	19%	31%	35%	29%	31%	29%	29%	35%	23%	26%	30%	1%	34%	41%	30%
Read Pasco County Newsletter	68%	64%	61%	64%	63%	64%	64%	56%	70%	77%	64%	59%	73%	59%	64%
Visited the Pasco County Web site (at www.pascocountyfl.net)	65%	46%	51%	54%	44%	56%	54%	43%	67%	63%	53%	53%	60%	48%	53%

Question 9: Resident Behaviors (Percent at least once in past 12 months)															
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Pasco County?	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Recycled used paper, cans or bottles from your home	51%	70%	70%	65%	46%	70%	64%	64%	56%	75%	63%	51%	65%	72%	65%
Volunteered your time to some group or activity in Pasco County	18%	40%	38%	32%	22%	35%	32%	37%	24%	32%	32%	17%	34%	37%	31%
Participated in religious or spiritual activities in Pasco County	29%	42%	51%	42%	47%	41%	43%	40%	38%	58%	42%	16%	48%	54%	43%
Participated in a club or civic group in Pasco County	18%	31%	25%	25%	19%	27%	25%	27%	15%	42%	25%	9%	24%	33%	25%
Provided help to a friend or neighbor	85%	96%	96%	93%	81%	96%	93%	91%	92%	97%	92%	91%	91%	94%	93%

Question 10: Neighborliness (Percent at least several times per week)															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Visit with neighbors at least several times a week	58%	58%	69%	63%	66%	63%	64%	61%	67%	66%	64%	60%	61%	68%	64%

Question 11: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Pasco County:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Sheriff services	78%	81%	80%	80%	79%	80%	80%	78%	80%	79%	79%	68%	83%	84%	80%
Fire services	92%	89%	88%	89%	83%	91%	89%	87%	93%	85%	89%	84%	90%	91%	89%
Ambulance or emergency medical services	85%	90%	86%	87%	76%	91%	87%	83%	91%	94%	86%	73%	91%	89%	87%
Crime prevention	44%	55%	55%	52%	51%	53%	52%	53%	48%	49%	51%	19%	53%	67%	52%
Fire prevention and education	72%	67%	68%	69%	57%	74%	69%	72%	59%	79%	69%	64%	62%	77%	69%
Municipal courts	71%	72%	64%	67%	61%	71%	68%	62%	78%	67%	67%	62%	69%	71%	68%
Traffic enforcement on County road and highways	62%	70%	60%	63%	72%	61%	63%	62%	58%	79%	63%	55%	68%	63%	63%
Road repair	53%	47%	37%	44%	49%	43%	44%	42%	39%	61%	44%	64%	45%	34%	44%
Bus or transit services	29%	25%	52%	40%	31%	45%	41%	41%	49%	18%	40%	35%	31%	49%	41%
Garbage collection	69%	79%	84%	78%	57%	84%	78%	71%	81%	87%	77%	63%	77%	86%	78%
Recycling	38%	56%	61%	53%	31%	59%	53%	56%	53%	35%	52%	33%	49%	67%	53%
Yard waste pick-up	57%	62%	59%	59%	47%	62%	59%	53%	62%	67%	58%	53%	46%	69%	58%
Storm drainage	50%	57%	50%	52%	34%	56%	52%	43%	51%	66%	50%	49%	51%	53%	51%
Drinking water	52%	49%	53%	52%	37%	55%	52%	51%	48%	64%	52%	51%	42%	60%	52%
Sewer services	58%	62%	71%	65%	54%	69%	66%	58%	67%	71%	63%	51%	63%	72%	65%
Power (electric and/or gas) utility	65%	69%	68%	67%	51%	72%	67%	61%	72%	67%	65%	53%	65%	76%	67%
County parks	67%	73%	80%	75%	68%	77%	75%	73%	73%	84%	74%	71%	74%	77%	75%
Recreation programs or classes	55%	63%	65%	62%	54%	65%	62%	62%	59%	70%	62%	66%	53%	69%	62%
Recreation centers or facilities	54%	54%	64%	59%	43%	65%	59%	61%	52%	64%	59%	69%	52%	61%	59%

Question 11: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Pasco County:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Pasco County open space	41%	58%	64%	58%	47%	60%	57%	54%	56%	73%	57%	43%	61%	61%	58%
Nature programs or classes	36%	54%	63%	54%	41%	60%	54%	51%	51%	77%	54%	79%	41%	57%	55%
Availability of historic sites	27%	49%	51%	44%	35%	46%	43%	49%	34%	31%	43%	38%	36%	53%	45%
Land use, planning and zoning	42%	45%	35%	39%	34%	39%	38%	36%	37%	42%	38%	50%	39%	34%	39%
Code enforcement (weeds, abandoned buildings, etc.)	35%	29%	25%	29%	28%	28%	28%	33%	26%	20%	28%	30%	26%	30%	29%
Animal control	45%	37%	50%	45%	35%	48%	44%	41%	54%	38%	45%	36%	48%	47%	45%
Economic development	29%	36%	29%	30%	32%	30%	30%	37%	11%	40%	29%	34%	22%	37%	30%
Health services	65%	54%	52%	56%	58%	57%	57%	60%	48%	64%	56%	57%	46%	65%	57%
Services to seniors	59%	66%	59%	61%	59%	62%	61%	64%	57%	59%	62%	78%	50%	63%	61%
Services to youth	38%	47%	42%	43%	43%	44%	44%	44%	33%	56%	42%	32%	30%	60%	43%
Services to low-income people	29%	44%	39%	38%	27%	42%	38%	38%	19%	92%	38%	24%	31%	51%	38%
Public library services	56%	72%	75%	70%	65%	71%	70%	73%	68%	59%	70%	47%	71%	75%	70%
Public information services	57%	56%	54%	55%	61%	54%	55%	60%	47%	52%	55%	34%	59%	59%	55%
Public schools	68%	56%	54%	57%	60%	56%	57%	60%	58%	49%	58%	65%	45%	68%	58%
Cable television	47%	59%	62%	57%	51%	58%	56%	52%	60%	60%	56%	42%	58%	64%	56%

Question 11: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Pasco County:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	48%	62%	55%	55%	56%	55%	55%	53%	55%	68%	55%	39%	50%	67%	55%
Preservation of natural areas such as open space, farmlands and greenbelts	61%	52%	50%	53%	52%	54%	54%	49%	57%	60%	53%	39%	59%	57%	54%
Mental health services	62%	31%	35%	42%	44%	42%	43%	44%	37%	62%	43%	51%	36%	43%	42%
Drug and alcohol services	48%	26%	43%	41%	42%	42%	42%	41%	39%	62%	41%	35%	34%	49%	41%
Adult protective services	55%	42%	53%	52%	45%	56%	52%	46%	59%	81%	52%	42%	51%	54%	52%
Agricultural/farm advisor	43%	63%	59%	55%	53%	57%	56%	49%	61%	90%	56%	54%	45%	61%	55%

Question 12: Government Services Overall (Percent "excellent" or "good")															
Overall, how would you rate the quality of the services provided by each of the following?	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Pasco County	58%	58%	61%	60%	54%	62%	60%	56%	58%	74%	59%	52%	57%	66%	60%
The Federal Government	46%	37%	33%	37%	37%	38%	38%	37%	32%	52%	38%	48%	29%	39%	38%
The State Government	41%	37%	33%	36%	43%	35%	37%	36%	28%	54%	36%	38%	33%	39%	37%

Question 13: Contact with County Employees (Percent "yes")															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Have you had any in-person, phone or email contact with an employee of Pasco County within the last 12 months (including police, receptionists, planners or any others)?	53%	49%	60%	55%	64%	53%	55%	44%	75%	56%	56%	63%	65%	43%	55%

Question 14: County Employees (Percent "excellent" or "good")															
What was your impression of the employee(s) of Pasco County in your most recent contact?	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Knowledge	89%	78%	74%	79%	82%	78%	79%	72%	80%	89%	78%	68%	84%	80%	79%
Responsiveness	86%	75%	74%	78%	78%	78%	78%	75%	74%	87%	76%	72%	75%	83%	77%
Courtesy	86%	78%	77%	80%	81%	80%	80%	72%	81%	90%	79%	56%	84%	90%	79%
Overall impression	74%	75%	74%	74%	77%	74%	75%	66%	77%	81%	73%	58%	78%	81%	74%

Question 15: Government Performance (Percent "excellent" or "good")															
Please rate the following categories of Pasco County government performance:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
The value of services for the taxes paid to Pasco County	51%	49%	51%	51%	55%	50%	51%	49%	50%	57%	50%	34%	48%	61%	51%
The overall direction that Pasco County is taking	65%	51%	42%	51%	54%	50%	51%	49%	49%	54%	50%	51%	45%	56%	51%
The job Pasco County government does at welcoming citizen involvement	46%	43%	41%	43%	47%	43%	44%	44%	31%	60%	42%	44%	32%	52%	43%

Question 16: Recommendation and Longevity (Percent "somewhat" or "very" likely)															
Please indicate how likely or unlikely you are to do each of the following:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Recommend living in Pasco County to someone who asks	86%	85%	81%	84%	75%	86%	84%	79%	88%	88%	83%	84%	81%	86%	84%
Remain in Pasco County for the next five years	84%	89%	81%	84%	79%	85%	84%	78%	91%	84%	83%	71%	88%	88%	84%

Question 17: Impact of the Economy (Percent "somewhat" or "very" positive)															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	17%	27%	15%	19%	18%	18%	18%	22%	18%	13%	19%	11%	24%	19%	19%

Question 18a: Custom Question 1 (Percent "somewhat" or "strongly" oppose)															
Over the past four years, Pasco County has cut services in lieu of increasing taxes. We are facing a budget deficit again. Please indicate the extent to which you would support or oppose each of the following methods the County could use to address the budget deficit:	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Reduce services	26%	33%	43%	35%	23%	39%	35%	35%	30%	44%	35%	32%	33%	40%	36%
Increase taxes	33%	28%	29%	30%	33%	29%	30%	30%	22%	47%	30%	44%	23%	27%	29%
Increase user fees	39%	38%	32%	35%	33%	36%	35%	40%	25%	44%	36%	29%	35%	38%	35%
Establish a higher tax rate for geographic areas that desire a higher level of service	69%	68%	55%	62%	49%	66%	63%	60%	67%	59%	62%	73%	57%	62%	62%

Question 18b: Custom Question 2 (Percent "somewhat" or "strongly" support)															
	Length of Residency				Home Ownership			Household Income				Age			
	5 years or less	6 to 10 years	More than 10 years	Overall	Rent	Own	Overall	Less than \$50,000	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Next year, Pasco County faces a projected \$6.1 million deficit and may have to cut more services or raise the tax rate. To cover the deficit, we would have to increase the millage .3164 per \$1,000 of taxable value. Using the example of a house valued at \$100,000 (\$50,000 taxable value), we would have to raise taxes approximately \$16 a year to cover the deficit. To what extent would you support or oppose increasing the property tax rate in order to cover the projected deficit?	70%	55%	54%	59%	48%	61%	58%	51%	67%	70%	59%	73%	51%	56%	58%

The National Citizen Survey™ by National Research Center, Inc.



PASCO COUNTY, FL 2012

Report of Geographic Subgroup Comparisons

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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. Pasco County staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. Pasco County staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

UNDERSTANDING THE RESULTS

“DON’T KNOW” RESPONSES

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

UNDERSTANDING THE TABLES

In this report, comparisons between geographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by geographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

The 95 percent confidence level for this survey is generally no greater than plus or minus five percentage points around any given percent reported for the entire sample (317 completed surveys). For each area (West, Central, or East), the margin of error rises to approximately + or – 11% since sample sizes were approximately 127 for West, 81 for Central, and 109 for East.

COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")				
Please rate each of the following aspects of quality of life in Pasco County:	Area			
	West	Central	East	Overall
Pasco County as a place to live	68%	87%	85%	79%
Your neighborhood as a place to live	68%	82%	80%	76%
Pasco County as a place to raise children	41%	78%	75%	64%
Pasco County as a place to work	34%	27%	44%	36%
Pasco County as a place to retire	53%	67%	75%	65%
The overall quality of life in Pasco County	56%	78%	78%	70%

Question 2: Community Characteristics (Percent "excellent" or "good")				
Please rate each of the following characteristics as they relate to Pasco County as a whole:	Area			
	West	Central	East	Overall
Sense of community	43%	56%	74%	57%
Openness and acceptance of the community toward people of diverse backgrounds	46%	65%	59%	56%
Overall appearance of Pasco County	33%	62%	57%	50%
Cleanliness of Pasco County	38%	69%	61%	55%
Overall quality of new development in Pasco County	36%	62%	59%	52%
Variety of housing options	57%	64%	64%	61%
Overall quality of business and service establishments in Pasco County	41%	56%	62%	53%
Shopping opportunities	51%	61%	71%	61%
Opportunities to attend cultural activities	37%	31%	38%	36%
Recreational opportunities	38%	45%	53%	45%
Employment opportunities	14%	18%	20%	17%
Educational opportunities	38%	47%	53%	46%
Opportunities to participate in social events and activities	36%	35%	53%	42%
Opportunities to participate in religious or spiritual events and activities	62%	64%	78%	68%
Opportunities to volunteer	60%	69%	75%	68%

Question 2: Community Characteristics (Percent "excellent" or "good")				
Please rate each of the following characteristics as they relate to Pasco County as a whole:	Area			
	West	Central	East	Overall
Opportunities to participate in community matters	43%	44%	64%	50%
Ease of car travel in Pasco County	40%	52%	41%	44%
Ease of bus travel in Pasco County	22%	14%	31%	23%
Ease of bicycle travel in Pasco County	16%	32%	31%	26%
Ease of walking in Pasco County	22%	20%	36%	26%
Availability of paths and walking trails	35%	23%	37%	33%
Traffic flow on major streets	28%	38%	39%	35%
Amount of public parking	39%	48%	49%	45%
Availability of affordable quality housing	50%	55%	53%	53%
Availability of affordable quality child care	27%	54%	43%	42%
Availability of affordable quality health care	40%	50%	50%	46%
Availability of affordable quality food	59%	58%	64%	61%
Availability of preventive health services	51%	48%	54%	51%
Air quality	65%	70%	73%	69%
Quality of overall natural environment in Pasco County	60%	68%	74%	67%
Overall image or reputation of Pasco County	36%	53%	65%	51%

Question 3: Growth				
Please rate the speed of growth in the following categories in Pasco County over the past 2 years:	Area			
	West	Central	East	Overall
Population growth too fast	31%	50%	47%	43%
Retail growth too slow	47%	28%	33%	36%
Job growth too slow	90%	81%	87%	87%

Question 4: Code Enforcement (Percent a "major" problem)				
	Area			
	West	Central	East	Overall
Run down buildings, weed lots or junk vehicle a major problem in Pasco County	25%	20%	11%	19%

Question 5: Community Safety (Percent "very" or "somewhat" safe)				
Please rate how safe or unsafe you feel from the following in Pasco County:	Area			
	West	Central	East	Overall
Violent crime (e.g., rape, assault, robbery)	56%	81%	57%	64%
Property crimes (e.g., burglary, theft)	33%	54%	44%	43%
Environmental hazards, including toxic waste	59%	88%	67%	70%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)				
Please rate how safe or unsafe you feel:	Area			
	West	Central	East	Overall
In your neighborhood during the day	84%	97%	96%	92%
In your neighborhood after dark	61%	68%	74%	67%
In Pasco County's downtown area(s) during the day	73%	81%	75%	75%
In Pasco County's downtown area(s) after dark	33%	54%	45%	42%

Questions 7 and 8: Crime Victimization and Reporting (Percent "yes")				
	Area			
	West	Central	East	Overall
During the past twelve months, were you or anyone in your household the victim of any crime?	16%	13%	12%	14%
If yes, was this crime (these crimes) reported to the police?	74%	82%	100%	84%

Question 9: Resident Behaviors (Percent at least once in past 12 months)				
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Pasco County?	Area			
	West	Central	East	Overall
Used Pasco County public libraries or their services	65%	51%	54%	57%
Used Pasco County recreation centers	50%	52%	44%	49%
Participated in a recreation program or activity	25%	40%	28%	31%
Visited a neighborhood park or County park	86%	78%	77%	81%
Ridden a local bus within Pasco County	11%	3%	7%	7%
Attended a meeting of local elected officials or other local public meeting	20%	18%	29%	22%
Watched a meeting of local elected officials or other County-sponsored public meeting on cable television, the Internet or other media	31%	23%	34%	30%
Read Pasco County Newsletter	62%	71%	59%	64%
Visited the Pasco County Web site (at www.pascocountyfl.net)	48%	72%	44%	54%
Recycled used paper, cans or bottles from your home	62%	57%	75%	65%
Volunteered your time to some group or activity in Pasco County	33%	27%	35%	32%
Participated in religious or spiritual activities in Pasco County	42%	37%	49%	43%
Participated in a club or civic group in Pasco County	18%	24%	33%	25%
Provided help to a friend or neighbor	90%	91%	97%	93%

Question 10: Neighborliness (Percent at least several times per week)				
	Area			
	West	Central	East	Overall
Visit with neighbors at least several times a week	68%	62%	59%	63%

Question 11: Service Quality (Percent "excellent" or "good")				
Please rate the quality of each of the following services in Pasco County:	Area			
	West	Central	East	Overall
Sheriff services	71%	88%	82%	80%
Fire services	82%	93%	95%	89%
Ambulance or emergency medical services	80%	96%	89%	87%
Crime prevention	46%	57%	57%	52%
Fire prevention and education	62%	69%	79%	69%
Municipal courts	60%	81%	66%	67%
Traffic enforcement on County road and highways	57%	63%	70%	63%
Road repair	38%	51%	45%	44%
Bus or transit services	49%	24%	45%	41%
Garbage collection	74%	78%	83%	78%
Recycling	54%	50%	55%	53%
Yard waste pick-up	51%	68%	60%	59%
Storm drainage	40%	54%	62%	51%
Drinking water	37%	51%	69%	52%
Sewer services	57%	69%	72%	65%
Power (electric and/or gas) utility	59%	69%	75%	67%
County parks	67%	79%	82%	75%
Recreation programs or classes	58%	78%	55%	63%
Recreation centers or facilities	57%	71%	53%	60%
Pasco County open space	48%	55%	70%	58%
Nature programs or classes	47%	65%	57%	55%
Availability of historic sites	42%	41%	49%	44%
Land use, planning and zoning	25%	46%	46%	39%
Code enforcement (weeds, abandoned buildings, etc.)	21%	41%	29%	29%
Animal control	41%	58%	39%	45%
Economic development	25%	29%	36%	30%
Health services	49%	62%	61%	57%
Services to seniors	52%	84%	60%	61%
Services to youth	39%	51%	41%	43%

The National Citizen Survey™ by National Research Center, Inc.

Question 11: Service Quality (Percent "excellent" or "good")				
Please rate the quality of each of the following services in Pasco County:	Area			
	West	Central	East	Overall
Services to low-income people	37%	52%	32%	38%
Public library services	72%	68%	70%	70%
Public information services	57%	59%	51%	56%
Public schools	50%	70%	56%	58%
Cable television	58%	58%	55%	57%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	54%	61%	54%	55%
Preservation of natural areas such as open space, farmlands and greenbelts	49%	54%	58%	53%
Mental health services	38%	62%	33%	42%
Drug and alcohol services	39%	58%	33%	41%
Adult protective services	50%	78%	40%	52%
Agricultural/farm advisor	34%	79%	56%	55%

Question 12: Government Services Overall (Percent "excellent" or "good")				
Overall, how would you rate the quality of the services provided by each of the following?	Area			
	West	Central	East	Overall
Pasco County	52%	65%	64%	60%
The Federal Government	35%	38%	41%	38%
The State Government	38%	39%	33%	36%

Question 13: Contact with County Employees (Percent "yes")				
	Area			
	West	Central	East	Overall
Have you had any in-person, phone or email contact with an employee of Pasco County within the last 12 months (including police, receptionists, planners or any others)?	56%	57%	53%	55%

Question 14: County Employees (Percent "excellent" or "good")				
What was your impression of the employee(s) of the Pasco County in your most recent contact?	Area			
	West	Central	East	Overall
Knowledge	68%	86%	84%	79%
Responsiveness	76%	80%	77%	78%
Courtesy	70%	80%	91%	80%
Overall impression	67%	79%	79%	74%

Question 15: Government Performance (Percent "excellent" or "good")				
Please rate the following categories of Pasco County government performance:	Area			
	West	Central	East	Overall
The value of services for the taxes paid to Pasco County	51%	53%	50%	51%
The overall direction that Pasco County is taking	43%	55%	57%	51%
The job Pasco County government does at welcoming citizen involvement	40%	42%	48%	43%

Question 16: Recommendation and Longevity (Percent "somewhat" or "very" likely)				
Please indicate how likely or unlikely you are to do each of the following:	Area			
	West	Central	East	Overall
Recommend living in Pasco County to someone who asks	69%	95%	90%	84%
Remain in Pasco County for the next five years	73%	91%	89%	84%

Question 17: Impact of the Economy (Percent "somewhat" or "very" positive)				
	Area			
	West	Central	East	Overall
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	13%	23%	22%	19%

Question 18a: Custom Question 1 (Percent "somewhat" or "strongly" support)				
Over the past four years, Pasco County has cut services in lieu of increasing taxes. We are facing a budget deficit again. Please indicate the extent to which you would support or oppose each of the following methods the County could use to address the budget deficit:	Area			
	West	Central	East	Overall
Reduce services	36%	40%	30%	35%
Increase taxes	28%	32%	29%	30%
Increase user fees	34%	36%	37%	35%
Establish a higher tax rate for geographic areas that desire a higher level of service	57%	69%	62%	62%

Question 18b: Custom Question 2 (Percent "somewhat" or "strongly" support)				
Next year, Pasco County faces a projected \$6.1 million deficit and may have to cut more services or raise the tax rate. To cover the deficit, we would have to increase the millage .3164 per \$1,000 of taxable value. Using the example of a house valued at \$100,000 (\$50,000 taxable value), we would have to raise taxes approximately \$16 a year to cover the deficit. To what extent would you support or oppose increasing the property tax rate in order to cover the projected deficit?	Area			
	West	Central	East	Overall
Next year, Pasco County faces a projected \$6.1 million deficit and may have to cut more services or raise the tax rate. To cover the deficit, we would have to increase the millage .3164 per \$1,000 of taxable value. Using the example of a house valued at \$1	53%	63%	61%	59%

TAB 6

STRATEGIC PLANNING INPUTS : PERFORMANCE ANALYSIS



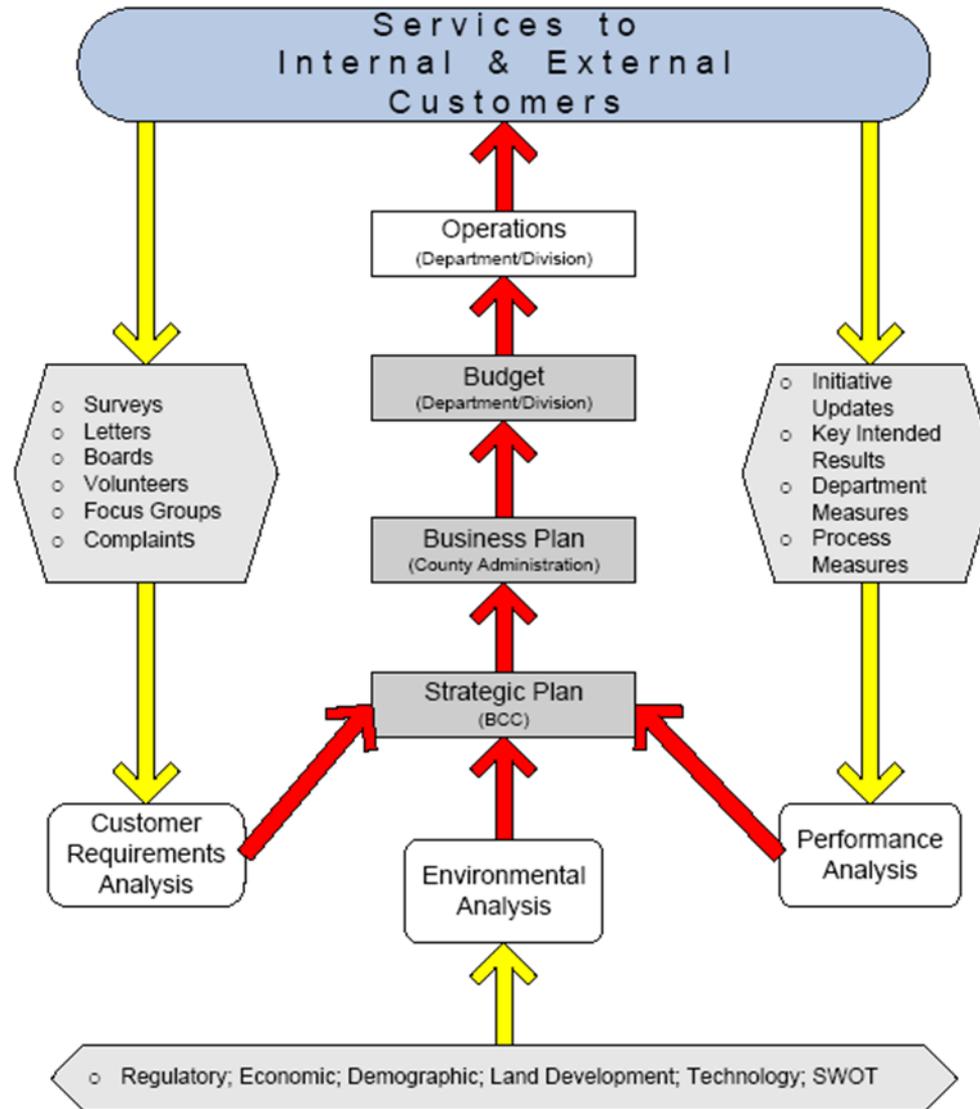
Board Workshop

November 26, 2012

Annual Performance Report Update



Pasco County Planning Model





Overview



- 3rd Annual Performance Report in this format
- Gives status of Strategic Plan KIRs and Business Plan Initiatives
- Serves as input for future decision making
- Includes individual and department accolades (Pages 3-6)
- Includes summary of the Capital Improvement Plan project updates (Pages 32-34)



Summary Update



Strategic Plan KIRs



6 On Target



7 At Risk



0 Off Target

Business Plan Initiatives



13 Completed



27 In Progress



6 On Hold



2 Cancelled



Strategic Objective #1

Jobs and Economic Development



Pages 7-12

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Industrial Growth			
Pasco County Jobs			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	2	0	0
	3	6	6
	0	0	1
	0	0	0



Strategic Objective #2 Financial Sustainability



Pages 13-15

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Fund Reserve Policies			
Diversify Property Tax Base			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	0	1	3
	3	4	2
	0	0	0
	0	0	0



Strategic Objective #3 Growth Management



Pages 16-19

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Urban Service Areas			
Future Land Development Patterns			
Area Wide Transportation Concurrency & Mobility			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	1	2	2
	4	4	3
	0	1	1
	0	0	0



Strategic Objective #4 Customer Service Levels



Pages 20-24

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Public/Private Partnership			
Overall Residential Satisfaction Rating			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	N/A	3	7
	N/A	7	6
	N/A	1	3
	N/A	1	2



Strategic Objective #5 Transportation



Pages 25-28

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Transportation Systems			
Funding Sources			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	N/A	0	1
	N/A	3	5
	N/A	0	0
	N/A	0	0



Strategic Objective #6 Environmental Protection



Pages 29-31

Key Intended Result (KIR)	FY09-10 Status	FY10-11 Status	FY11-12 Status
Conservation Land Inventory			
LEED Buildings			

Business Plan Initiative Status Code	FY09-10 Status	FY10-11 Status	FY11-12 Status
	N/A	0	0
	N/A	2	5
	N/A	1	1
	N/A	0	0

TAB 7

STRATEGIC PLANNING INPUTS: ENVIRONMENTAL SCAN



CAPITAL IMPROVEMENT PLAN

Pasco County's Capital Improvement Plan (CIP) is a comprehensive, guiding document for identification and tracking of approved and proposed capital projects by funding sources and major business unit. The CIP is updated annually as the needs and timing for specific projects change. Final approval of capital projects is provided by the Board of County Commissioners (BCC) as part of the annual budget-approval process.

The process for annual update, development, and approval of the CIP continues to improve through the cooperative efforts of the Office of Management and Budget's (OMB) Capital Projects Planning Coordinator and the Capital Planning Team (CP-TEAM). Introduction and use of budgeting system software, Govmax, for publication and documentation of the five-year CIP has improved the communication, identification, and approval of capital project activities across the County.

Our CIP for Fiscal Years 2013-2017, approved and adopted by the BCC in September 2012, provides a detailed description of each project along with project cost estimates, funding sources, project timetables, and an aerial/graphic showing the project location or a picture of equipment purchases. Ongoing capital projects are also carried forward in this CIP document with information regarding prior-year funding expenditures and total estimated project costs. The CIP document will continue to be updated and enhanced annually as part of the annual budget process with coordination and oversight provided by the CP-Team.

The CP-Team represents all business units within the County enterprise, meeting bi-monthly to jointly coordinate and integrate ongoing and future capital project planning and project-delivery activities for their respective business units and project partners. This communication is important and beneficial in order to set overall project priorities and timing of mutually-beneficial project delivery. This approach to project delivery allows each department to remain in sync with other departmental capital projects and CIP strategic goals and objectives presented in the County's Strategic Plan and project initiatives identified in the Business Plan.

The ongoing work of the CP-Team and bi-monthly meeting/coordination process also provides an opportunity to improve upon project delivery means and methods. An additional benefit is the provision of consistent project execution, project tracking, and reporting of project progress which are ongoing challenges. Currently, an Ad Hoc Committee has established standards for reporting processes and to improve project coordination by documentation of project-specific joint-action plans based on establishment of uniform criteria for reporting, tracking, and illustration of the project delivery process. A high-level, monthly, capital improvement project summary status report has also been established effective with this fiscal year. A web-based solution to improve project status and communication continues to be envisioned including CIP mapping using the County *Pasco View* mapping software.

With this improved capital project planning process, every effort is being made to eliminate conflicts, unanticipated events, provide integration and coordination of projects where feasible, and ensure priorities are established for consistent cost-effective execution and delivery of CIP projects.



ENVIRONMENTAL SCAN - FISCAL YEAR 2012-13



The goals and objectives of this ongoing integrated capital planning process continue to include:

- Implementation of the Pasco County Comprehensive Plan and the Long Range Transportation Plan;
- Implementation of Facility and Utility System Master Plans;
- Establishment of a system of annual examination and prioritization of County CIP needs;
- Continuous coordination of department/business unit effort for cost-effective delivery of CIP projects;
- CIP focus on goals and Key Intended Results of the County's Strategic Plan; and
- Focus on financial strategies and opportunities for bridging CIP funding gaps.

KEY FINDINGS AND CONCLUSIONS

Coordinated planning efforts will continue with the CP-Team for the purpose of reviewing projects to ensure there is no overlap or conflict, and project priorities are in sync. The CP-Team will also provide a forum to continue our joint action plan efforts to improve the coordination and efficiency of the project-delivery process. Overcoming CIP funding gaps and shortfalls will also continue as a major challenge. The County's financial strategy must include the exploration and identification of new revenue options and partnerships for CIP funding and project delivery. Alternative funding and revenue options as well as public/private options must be considered. These options could include but are not limited to: increased Local Option Gas Tax; Municipal Service Benefit Unit(s), or Community Development Districts; transfer fees for entitlements or capacity credits; redevelopment areas; a Mobility Fee; and privatization of infrastructure. These options will need to be further assessed and creative financing alternatives will need to be proposed that align with the Market Area strategies that represent the County's vision for targeted growth, economic development, and redevelopment.

The CP-Team, working with the OMB Capital Projects Planning Coordinator, will maintain the consolidated CIP based on revenue forecast projections and financial feasibility. Through this coordination effort, alternative revenue options can be explored and potential impact to the capital budget can be evaluated. Strategies for cross-functional, business/unit project integration and collaboration are being achieved. Any alternative funding opportunities will be proposed through a financial action plan prior to the annual budget process and incorporated into the annual CIP.



CUSTOMER ENGAGEMENT

For the fourth year in a row, Pasco County continued their annual Community Outreach Campaign: “Bringing Opportunities Home”. A major portion of the campaign is focused on getting good feedback from the citizens of Pasco County through citizen meetings, online social media conversations and formal surveys. This year’s survey was performed online and through the statistically valid National Citizen Survey (NCS). 2012 is the second year that we have performed the NCS with 2009 being the first year. The online survey was performed all 4 years starting in 2009. The NCS is performed annually in over 500 communities nationwide. Based on Pasco County’s survey sample and corresponding response, our results have a +/- 5% validity rating. A summary of the results from the 2012 online citizen survey and NCS was presented to the BCC of County Commissioners on June 12, 2012.

KEY FINDINGS AND CONCLUSIONS

Multiple topics were covered in the online survey and NCS. In general, the questions are broken down into the following focus areas:

- Community Quality
- Community Design
- Public Safety
- Environmental Sustainability
- Recreation and Wellness
- Community Inclusiveness
- Civic Engagement
- Public Trust

The Community Quality questions focus around the quality of life in Pasco County and Pasco County as a place to live. Pasco County received a 79% positive response this year when we asked our citizens to rank “Pasco County as a place to live”. Positive responses correlate to those citizens that responded with a “Good” or “Excellent” response, as opposed to a “Fair” or “Poor” response. This rating is up from a 75% positive response in 2009. Another question asked in this category is the overall quality of Pasco County services. This rating increased from 50% to 60% in the past four years (See Figure 1).



Figure 1 - Overall Service Quality

Community Design questions focus on transportation, housing, land use and zoning, economic sustainability and growth. Almost all of our ratings have shown positive gains since the 2009 survey. Quality of road repair, animal control and economic development are three of the sub categories addressed in this category. In 2009, road repair was considered one of Pasco County’s three key drivers. Key drivers are those things that correlate most strongly with resident perception in regards to overall County service quality. Even though quality of road repair ratings are only 44% positive, the received 29% more positive responses in 2012 than 2009 and saw a 230% increase in excellent responses. Two of Pasco County’s five key drivers according to the 2012 survey are animal control and economic development. Quality of animal



ENVIRONMENTAL SCAN - FISCAL YEAR 2012-13

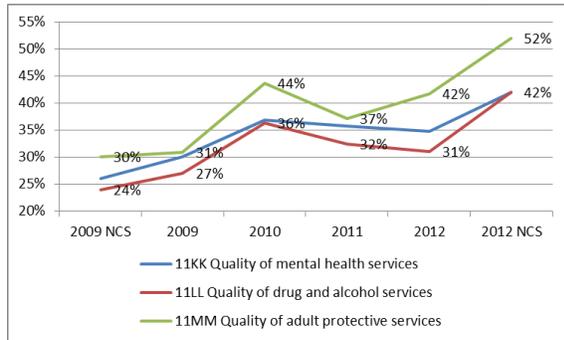


control shows a 45% positive rating which is a 29% increase since 2009 while quality of economic development stayed relatively flat with a 30% positive rating.

The Public Safety focus area asks questions that relate to sheriff, fire and EMS services in addition to quality of emergency preparedness. In 2009 and again in 2012, sheriff services were considered one of Pasco’s key drivers. In 2012, ambulance and EMS services were added as an additional key driver for Pasco. Sheriff services increased 5% from 75% to 80% positive and EMS services decreased 5% from 92% positive to 87%.

Environmental Sustainability asks questions that relate to Pasco’s cleanliness, preservation of natural areas, garbage and recycling, air quality and water quality. The quality of drinking water is the fifth and final key driver for Pasco County in 2012. These ratings increased from 42% to 52% positive between 2009 and 2012.

Recreation and Wellness focuses on parks, recreation, culture, arts, education, health, wellness



and social services. In 2009, quality of public schools showed up as one of Pasco County’s key drivers. It is no longer on the list in 2012. Quality of public schools showed a 5% increase from 53% to 58% over those four years. Most other questions in this category stayed flat except those that correlate to the quality of social services. All of these questions saw increases in positive responses. (See Figure 2)

Figure 2 – Quality of Social Service Programs

The final three focus areas of Community Inclusiveness, Civic Engagement and Public Trust ask questions around sense of community, racial and cultural acceptance, inclusiveness, information and awareness, value of services and direction of community. Almost all of these ratings stayed flat or saw positive increases. The question “How well does Pasco County welcome citizen involvement” increased from 24% in 2009 to 44% in 2012. It is possible that their feelings on this question have prompted more citizen involvement. Over time, more citizens have started to participate in dialogue with Pasco County. This past year showed a 234% increase in monthly active users to our *Bringing Opportunities Home to Pasco County* Facebook page.

The National Research Center is the entity that performs the NCS. They do some additional analysis for Pasco County that breaks down the survey responses into different demographic and geographic sections of the County. The demographic report analyzes length of residency, housing tenure, annual household income and age of respondent. In general, those that have lived in the County longer have a little more positive outlook while those with a lower household income or rent their home have a more negative outlook. Residents aged 18-34 are less satisfied with the quality of Pasco County services than those above 35. The geographic report analyzes responses by those citizens that live in the west, central or east portions of the County. In most responses, those citizens that live on the west side of the County have a much lower opinion of the County than those that live in the central or east sections of the County.



ENVIRONMENTAL SCAN - FISCAL YEAR 2012-13



The final topic worth mentioning in this section relates to the biggest issues facing Pasco County over the next several years. When asked about this topic via an open ended question, Pasco County citizens responded with answers that correlate to topics very similarly to those that they responded to in 2009. The responses for 2012 are shown below.

What do you think are the three biggest issues facing Pasco County over the next several years?		
		Percent of Respondents
Jobs/unemployment/poor economy	JOBS & ECONOMIC DEVELOPMENT	37%
Government/taxes/budget/maintaining levels of service	FINANCIAL SUSTAINABILITY	34%
Infrastructure-roads/traffic/public transit/health care	TRANSPORTATION	32%
Growth management/planning/environment	GROWTH/ENVIRONMENT	21%
Crime/drugs/public safety		20%
Housing cost/property values/vacancies/foreclosure		16%
Education		14%
Economic development		13%
Image/code enforcement- cleaning up the County/homelessness		8%
Utilities/water		4%
Aging population issues		3%
Other		15%
Don't Know		3%
Total may exceed 100% as respondents could select more than one category.		



DEMOGRAPHIC TRENDS

SUMMARY OF DEMOGRAPHIC TRENDS

In addition to growing younger, more mobile, and more diverse, Pasco is becoming more educated and wealthier through the rise in per capita income. Pasco has also shifted from traditionally smaller, “empty-nest” families to households with two or more children. This change is paralleled by a significant trend—an increase in the rental population. With an increase in unemployment levels in recent years and a slow to recuperate economic outlook over the past three years, Census data indicates some overall improvement in our economic health. However, Pasco still has areas of the County that remain impoverished and strained though a high household-cost to income burden. Additionally, the baby-boomer generation’s advancement toward retirement is a trend that may have economic and social impacts the County needs to plan for.

POPULATION DENSITY AND CHARACTERISTICS

According to the 2010 U.S. Census, the County has a population of 464,697 of which less than 8.6% live in incorporated areas. The highest concentration of population exists between U.S. 19 and Little Road, along the western boundary of the County. The majority of this area has a population density of at least 2,000 to 4,000 people per square mile. However, there are some areas that have at least 4,000 to 6,000 or more people per square mile. There are some Census tracts along the S.R. 54/56 corridor and U.S. 41 that have shown population increases as New Tampa crosses the Hillsborough County Line.

Pasco is expected to maintain these same growth patterns into 2035 and 2050, with the majority of the population still residing along the coastal and inland western areas of the County, and population increasing along the “54/56 Gateway” corridor. However, even into 2050, areas in Northeast Pasco as well as between S.R. 52 and the Hernando County line are expected to remain primarily rural. Population and percentage change from 2000 to 2010 for each jurisdiction is given below.

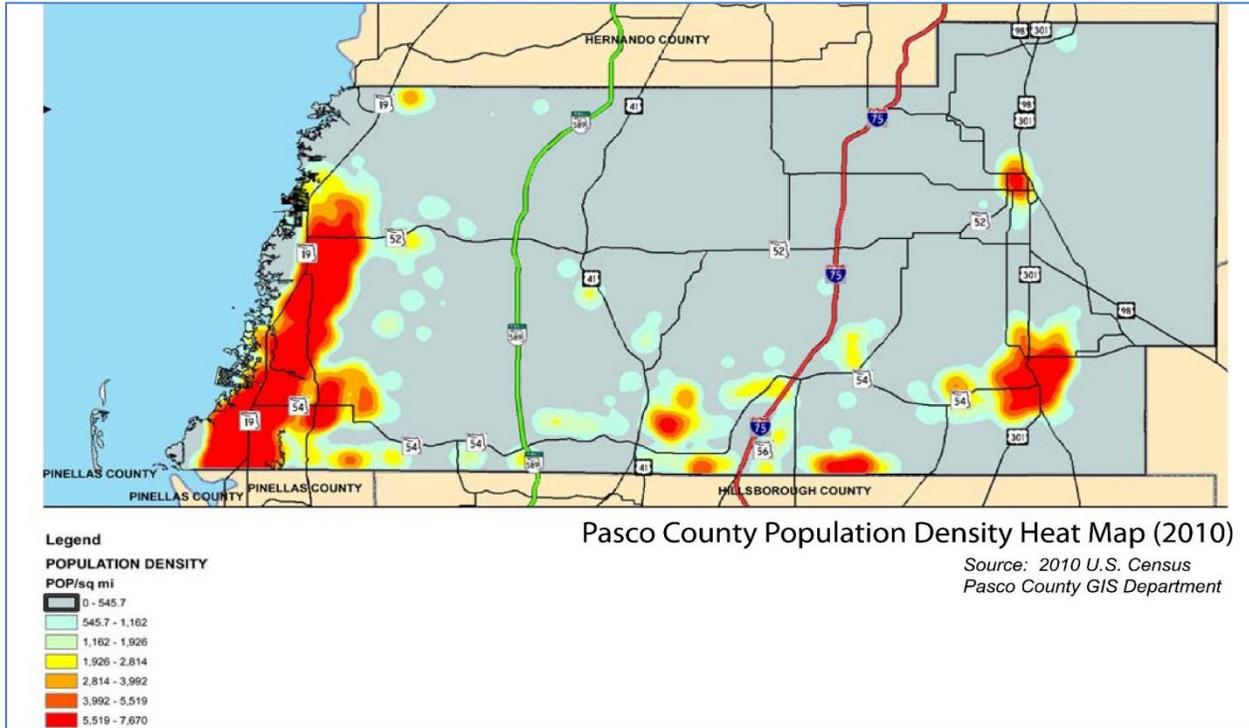
Population Change from 2000 to 2010 by Jurisdiction

Jurisdiction	2000	2010	Numeric Change (2000 to 2010)	Percentage Change (2000 to 2010)
New Port Richey	16,117	14,911	-1,206	-7.5
Port Richey	3,021	2,671	-350	-11.6
Dade City	6,188	6,437	249	4.0
Zephyrhills	10,833	13,288	2,455	22.7
St. Leo	595	1,340	745	125.2
San Antonio	655	1,138	483	73.7
Unincorporated Area	307,359	424,912	117,553	38.2
County Total	344,768	464,697	119,929	34.8

Source: U.S. Census Bureau 2000 and 2010



Pasco County - Population Density



As part of the County’s focus on market areas, Planning and Development has identified the population and percent of total population by market area. As shown on the following table, the West Market Area has seen a decrease in total percent of the County’s population, while each of the other areas have increased, with the most significant increase occurring in the South Market Area.

Population Change from 2000 to 2010 by Market Areas

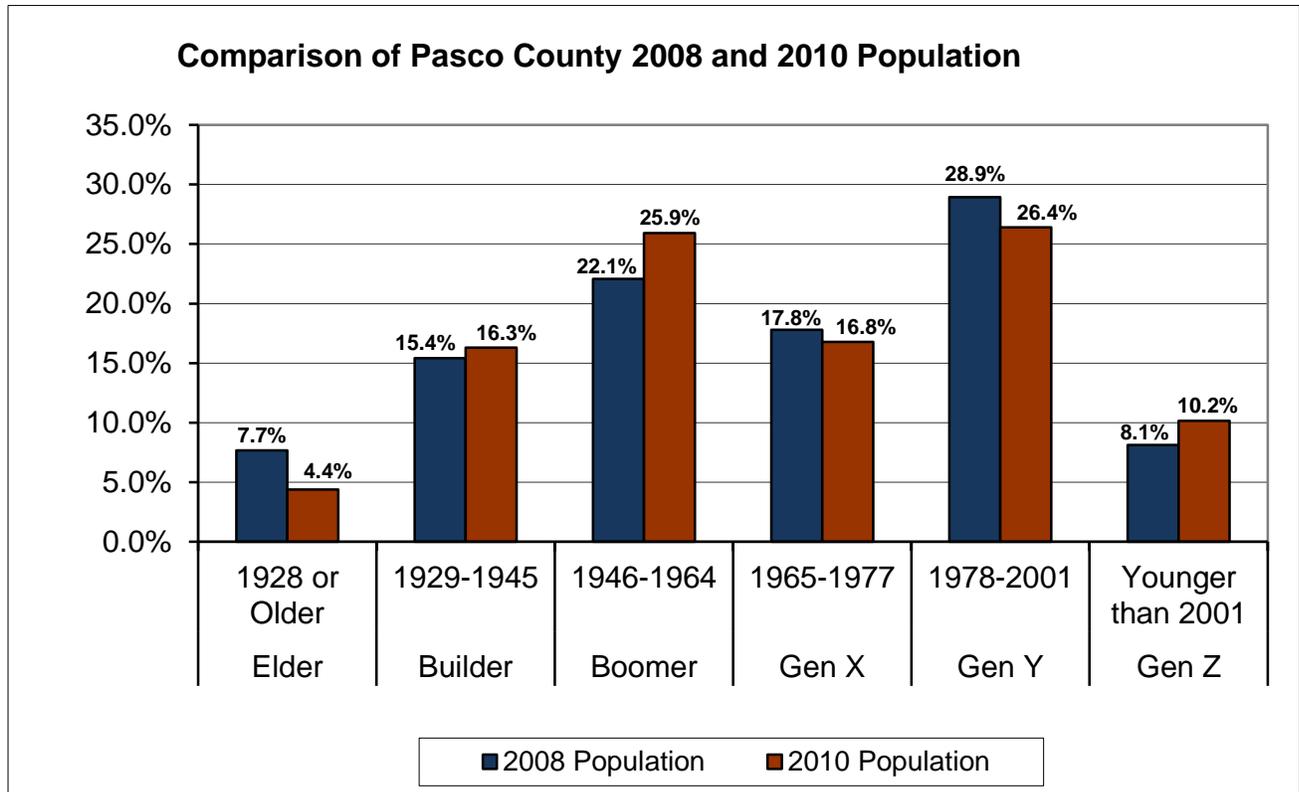
Name	Population (2000)	Percentage of County's Population (2000)	Population (2010)	Percentage of County's Population (2010)	Percentage Change in Population (2000 - 2010)
West Market Area	171,993	49.9	181,069	39.0	5.3
South Market Area	48,429	14.0	119,623	25.7	147.0
Central Market Area	48,784	14.1	73,588	15.8	50.8
East Market Area	50,165	14.6	54,644	11.8	8.9
North Market Area	25,394	7.4	35,774	7.7	40.9
Total:	344,765		464,697		34.8

Source: U.S. Census Bureau 2010



AGE

Pasco County is continuing to become younger and more family-oriented, with the median age of residents decreasing from 44.9 in 2000 to 43.6 in 2010. The percentage of residents over 65 has decreased as well, from 26.7% in 2000, to 19.5% in 2010. Although the County has an increasing number of Baby Boomers (born between approximately 1946 to 1964), a vast majority (53.6%) of its population belongs to Gen X, Y, and Z born after 1965 (see graph below).



Source: U.S. Census Bureau 2010 and 2008 American Community Survey (ACS) (Estimates

RACE

The 2010 Census figures indicate a change in the racial and ethnic makeup of Pasco County. The County is gradually becoming more ethnically diverse with significant increase in its Asian, African American, and Native Hawaiian, and Other Pacific Islander Population since 2000 (see table below).



ENVIRONMENTAL SCAN - FISCAL YEAR 2012-13



Change in Races from 2000 to 2010

Race	Population (one race)		Pct. Change (2000 to 2010)
	Year 2000	Year 2010	
White	323,036	409,784	26.9
Black or African American	7,148	20,700	189.6
American Indian and Alaska Native	1,209	1,646	36.1
Asian	3,251	9,796	201.3
Native Hawaiian and Other Pacific Islander	111	270	143.2

Source: U.S. Census Bureau 2000 and 2010

Distribution of Minority Races within each Jurisdiction in Pasco County

Jurisdiction	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Total Minority Population
City of New Port Richey	448	74	211	6	739
City of Port Richey	45	18	46	2	111
City of Zephyrhills	648	28	187	3	866
Dade City	1316	27	28	10	1,381
City of San Antonio	12	0	5	0	17
Town of St. Leo	196	3	24	1	224
County Total	20,700	1,646	9,796	270	32,412

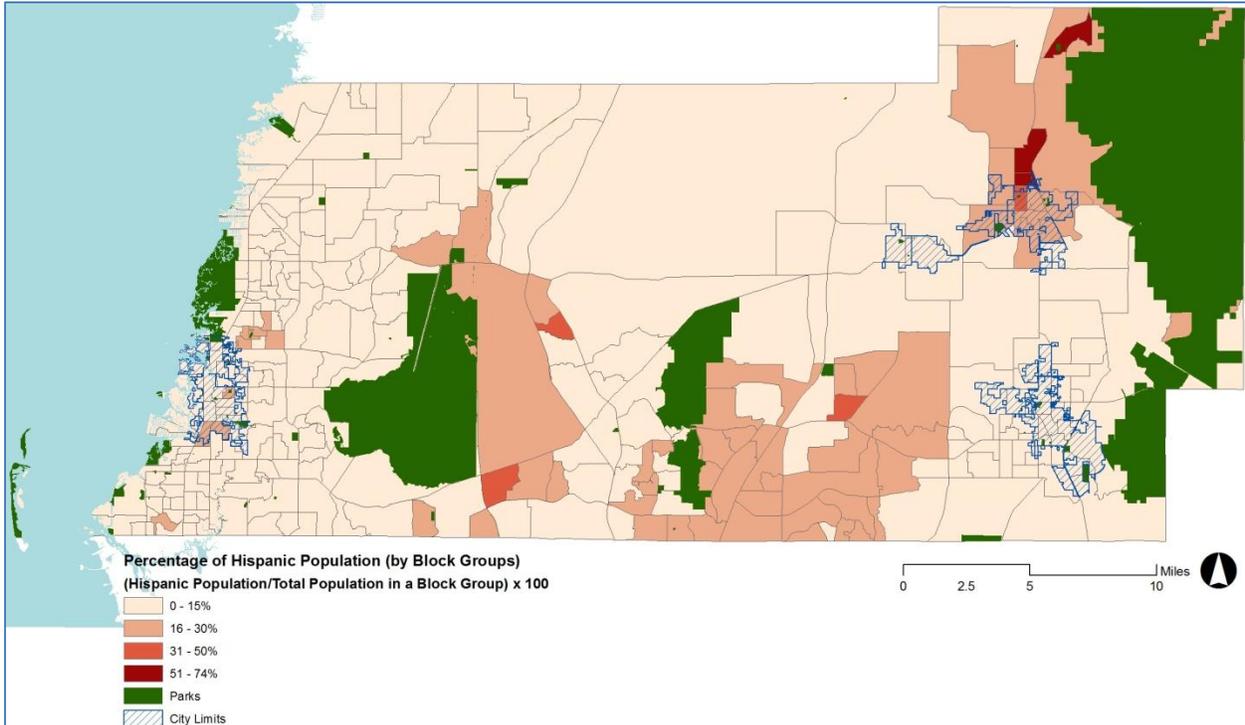
Note: Minority is Non White Population as defined by U.S. Census

Source: U.S. Census Bureau 2010

According to the 2010 U.S. Census, Pasco County's Hispanic/Latino population has increased by 178% from 2000 to 2010. The map given below shows the distribution of Hispanic population within the County for the year 2010.



Pasco County – Distribution of Hispanic/Latino Population (of any race)

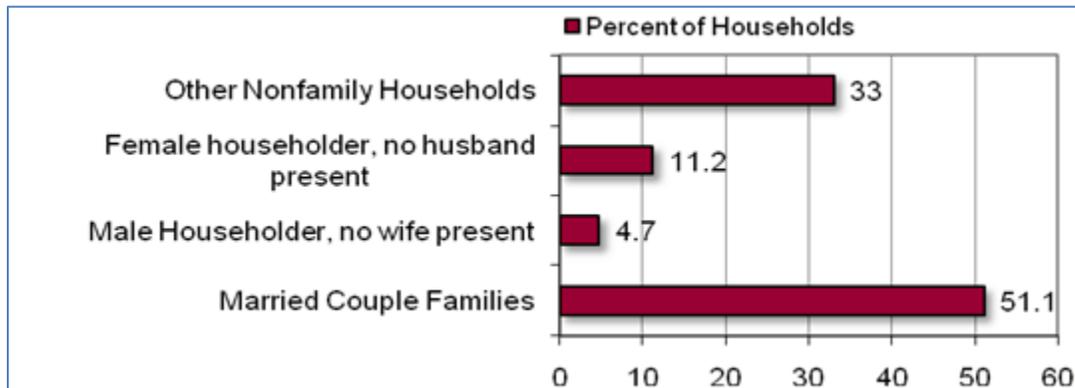


Source: U.S. Census Bureau 2010

HOUSEHOLDS AND FAMILIES

According to the 2010 U.S. Census, Pasco had 189,612 households of which 67% (over 127,000) are considered family households. From 2000 to 2010, the average household size has increased from 2.3 to 2.42. The number of families has increased by 28.3% and school enrollment for grades K through 8 has also increased by 32%.

Type of Households



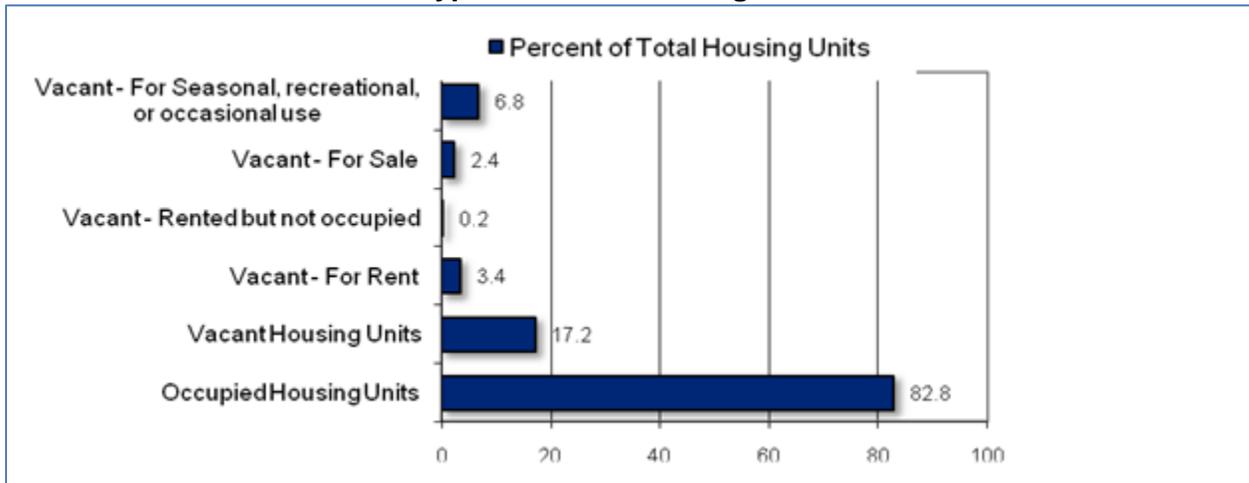
Source: U.S. Census Bureau 2010



HOUSING OCCUPANCY AND HOMEOWNERSHIP

According to the ACS Estimates, in 2011 approximately 21.1% of Pasco County's housing units are vacant which include units for rent/for sale; units rented/sold but not occupied; and units used for seasonal, recreational, or occasional use (see graph below).

Type of Vacant Housing Units



Source: U.S. Census Bureau 2010

Each market area has seen an increase in the number of vacant units since 2000. The following table outlines the percent change by market area.

Change in Vacant Housing for Each Market Area from 2000 to 2010

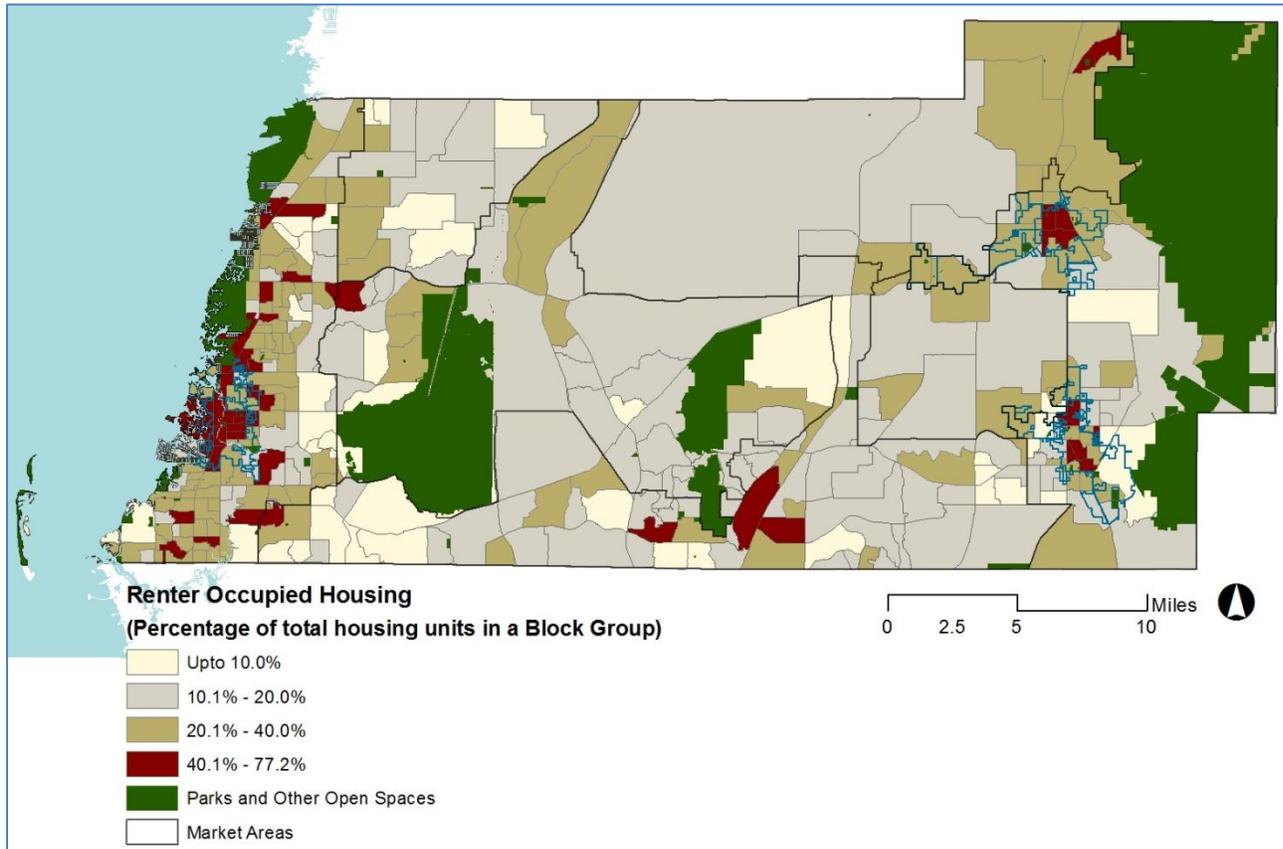
Name	Vacant Housing (2000)	Percentage of Vacant Housing (2000)	Vacant Housing (2010)	Percentage of Housing Vacant (2010)
West Market Area	13,679	14.8	19,006	19.1
South Market Area	2,524	11.8	6,100	12.0
Central Market Area	2,160	10.2	4,101	13.0
East Market Area	6,513	23.3	7,982	25.5
North Market Area	1,276	11.9	2,128	13.5
Total:	26,151		39,316	

Source: U.S. Census 2010 and GIS Analysis

In addition, Pasco County has seen a significant increase of more than 300% in its renter-occupied housing units from 2000 to 2010, with approximately 23.5% of its population residing in rental units. The following map shows the distribution of renter-occupied housing units within the County.



Pasco County – Distribution of Renter-Occupied Housing Units



Source: U.S. Census Bureau 2010

EDUCATIONAL ATTAINMENT

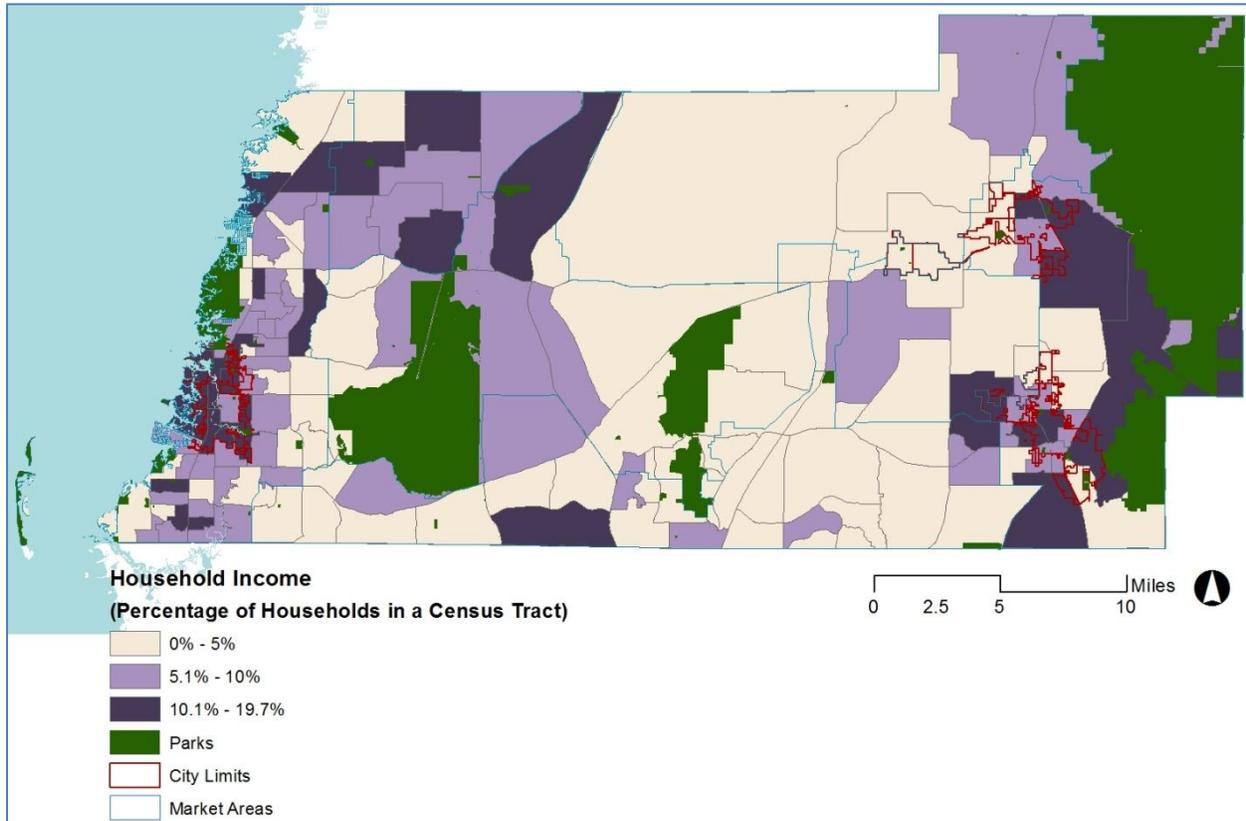
The percentage of Pasco County residents who are high school graduates has increased over time, from 77.6% in 2000 to 86.7% in 2010. The School District of Pasco County high school graduation rate has also increased, from 79.4% in 2009 to 88.5% in 2010. The number of residents with a Bachelor’s degree or higher has significantly increased since the 2000 census, from 13.0% to 21.1% in 2010.

POVERTY LEVELS

According to the ACS Estimates, in 2011 approximately 15.7% of the population lived below the poverty line in comparison to 11.0% in 2000. Approximately 30% of Pasco County households have a household income of less than \$25,000 and around 8.3% had less than \$10,000. Moreover, those families with single, female heads of households with children living below the poverty line have increased slightly from 28.1% in 2008 to 32.7% in 2011.



Pasco County - Distribution of Households with Income Less than \$10,000



Source: ACS, 2006-2010 Estimates

The areas surrounding Dade City have the highest concentration of the population at low (< 80% Area Median Income) to moderate (< 120% Area Median Income) income levels, with many of the areas having 71.1 to 80% low to moderate incomes. However, many areas in west Pasco County, as well as north central Pasco, also have as high as 70% of the population at low to moderate income levels. The concentration of poverty remains higher in areas that have been historically low-income and with higher concentrations of minority populations.

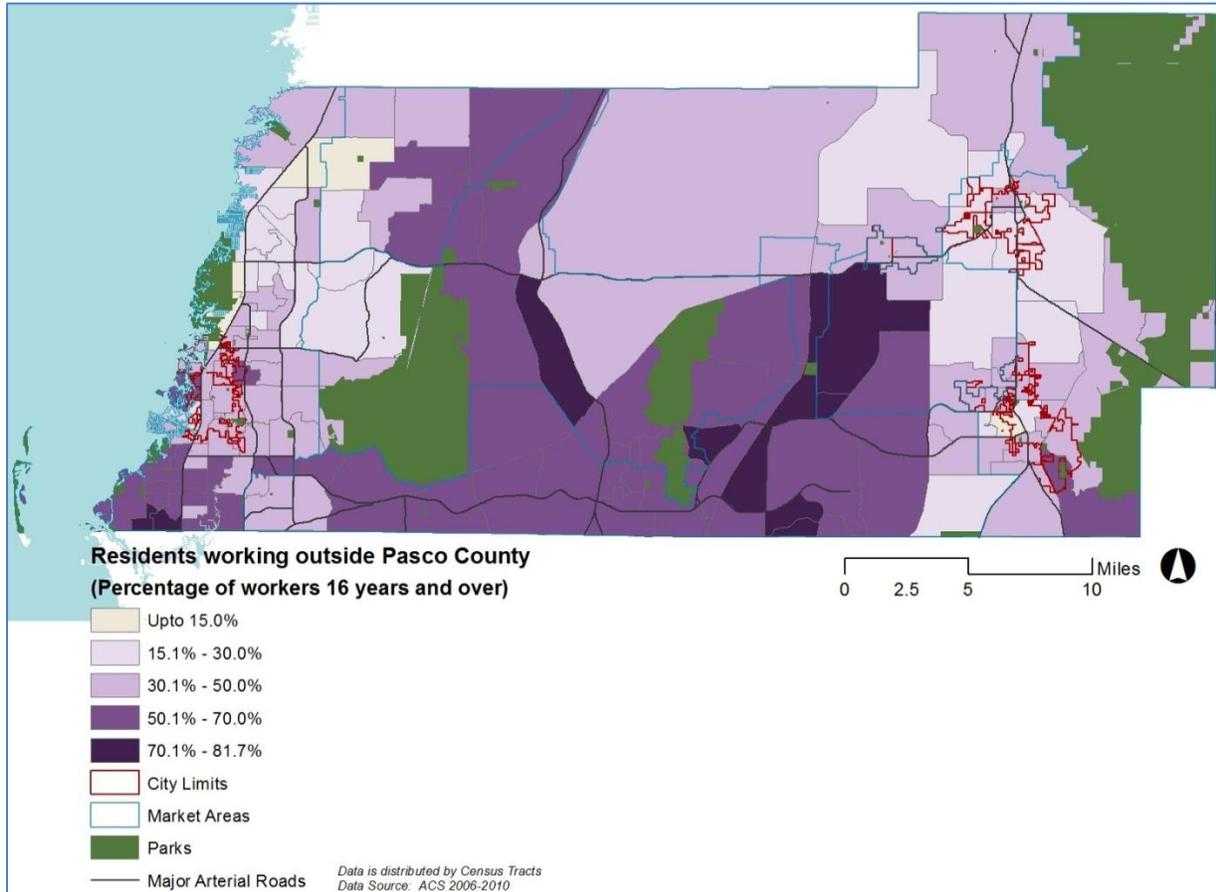
Although educational attainment and income have increased for Pasco County as a whole, a need still exists for programs assisting those living in poverty.

WORKFORCE AND INCOME CHARACTERISTICS

According to the Census Bureau, in 2010 there were approximately 214,721 residents in Pasco County who are in the workforce. The majority of Pasco County’s working residents commute: only 29.6% work within the County (see map below). Also, approximately 22% of Pasco County’s resident workers have a travel time of 45 minutes or more to their workplace. Pasco County also employs a large percentage of non-residents; only 51.1% of jobs in the County are held by County residents.



Pasco County – Resident Workers Commuting Outside County for Work



Source: ACS, 2006-2010 Estimates

Employers located in Pasco County have experienced positive economic growth at an annual rate of 3.7% from 2004 to 2009, adding 18,628 jobs. Pasco County employs a large percentage (57.2%) of its workers in the service industry in positions such as government, healthcare, medical sciences, retail, and the educational system.

An analysis of Pasco County’s occupational profile reveals that the workforce possesses an above average knowledge in a number of physical and social science fields. In spite of the high concentration of scientific knowledge in the workforce, the dominant industries are service-related.

As a result of the increased educational attainment of Pasco County residents, annual income has increased for both men and women. In 2000, the median earning for males was \$30,974. This increased 48% in 2011 to \$45,778. For women, the median income was \$23,802 in 2000. This increased 42% to \$33,781 in 2010.



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KEY FINDINGS AND CONCLUSIONS

Pasco County is evolving, not only in its population growth, but also in its population makeup. As a County, Pasco is getting younger, more educated, and wealthier, with a rise in per capita income. However, there are still areas that remain heavily impoverished. Also, as the workforce develops, the largest employers continue to remain in both the public and medical sectors.

Planning and Development is currently developing an economic development plan for the County for retention, expansion, and attraction strategies to increase employment opportunities for our residents. A Community Economic Development Profile was created for this plan, and contains data that will be used as a tool for the County's economic analysis. In addition to the County's efforts, the Tampa Bay Partnership has engaged the services of SRI Group in a Cluster Study for economic development. The information gathered by SRI includes both regional and County-level data that is useful in analyzing the County's economic status.

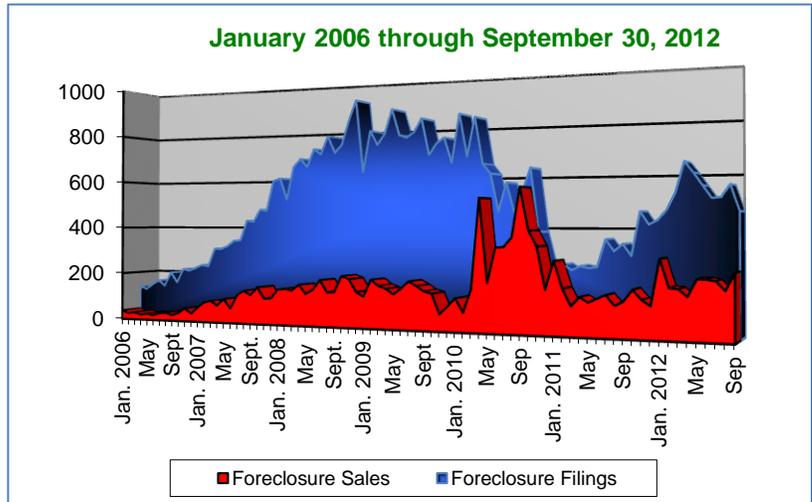
Growth in the Tampa Bay Region will have a significant impact on the County. Due to the strategic location and amount of developable land, Pasco is transitioning from a bedroom community to a more diverse economy. The natural northerly progression will place demands on the County for services and infrastructure as the demographics (including residential and commercial/industrial uses) change.



ECONOMIC ANALYSIS

FORECLOSURES

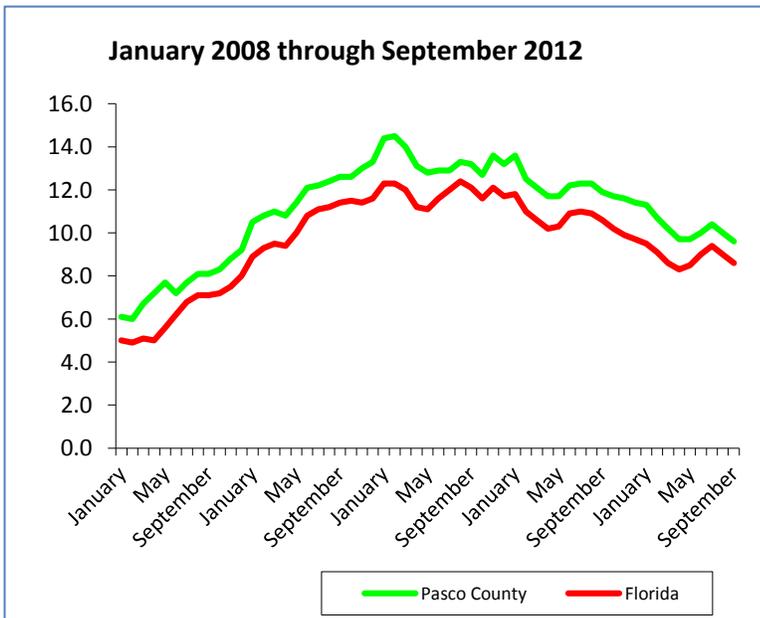
Pasco County continues to be effected by the dramatic increase in foreclosures. 2010 reflected the first decrease in foreclosure suit filings in four years. Unfortunately, the 2010 level exceeded more than 6,300 filings. The 2011 level dipped to just over 3,900, while unfortunately the 2012 level is on track to surpass the 2010 total at almost 6,500 cases.



By the end of 2010, Pasco County had over 3,500 foreclosure sales. That represents more than double the number of foreclosure sales in 2009 and ten times the foreclosure sales in 2006. After a drop in 2011, the foreclosure sales in 2012 look dimmer with the data trending towards over 2,500 by the end of the year. The Clerk and Comptroller’s Office provided the County with the aforementioned data and the graph above demonstrates the number of foreclosure filings and foreclosure sales for the period January 2006 through September 2012.

UNEMPLOYMENT

Unemployment in Pasco County over the last 57 months has consistently been above the Statewide rate. The Pasco rate during this period is averaging more than 1.3% higher than the State rate. Since June 2012, Pasco County has narrowed that gap to 1.0%. During the same 57-month period, the State unemployment rate exceeded the national rate.



The State of Florida has provided us with detailed information showing the history of unemployment back to 1974, comparing Florida’s unemployment to the national rate. The information reveals some clues as to how long it may take to reduce unemployment to “normal” levels. History tells us we can expect it to take as long as five years for the County to return to unemployment rates in the 5% to 4% range. The last time the unemployment percentage was this high was 1982

when it took seven years to recover.

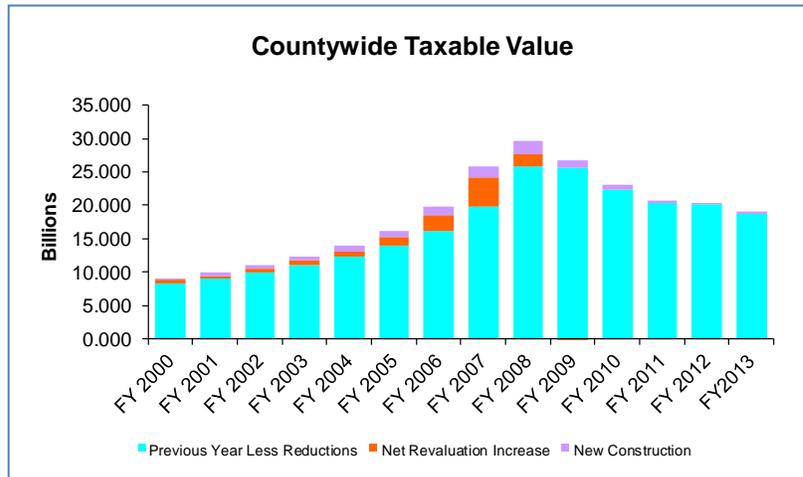


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TAXABLE VALUE

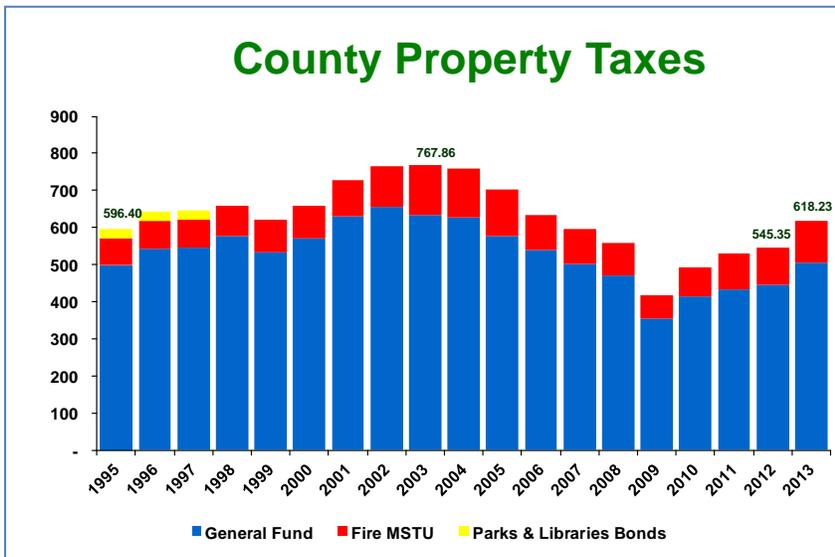
Looking at the growth in the County's taxable value from Fiscal Year 2000 to 2008 and the decline in taxable value for Fiscal Year 2009 to 2013, it is clear that the increased value did not come primarily from new construction, but from revaluations of existing properties. This represents increases to commercial and non-homesteaded properties, and the increase in value when a "Save our Homes" property was sold.



In 2006, the ratio of increases due to revaluations and increases due to new construction was 2-to-1. In 2007, it was 2.75-to-1. New construction value peaked in 2008 with \$2 Billion added, fell to \$1 Billion in 2009, and fell to \$600 Million in 2010, then to \$240 Million in 2012. The cumulative loss in taxable value for the last five years, due to the combined effects of Amendment One and the overall real estate down-turn, now totals almost \$13.2 Billion in the General Fund. As a frame of reference, that is more than the total value of all new construction in Pasco County for the last 27 years dating back to 1987.

BUDGET ANALYSIS

The Office of Management and Budget (OMB) reviewed previous budgets to determine when the dollar level of a previous year approximated next year's projected budget for four of the County's largest funds. For the General Fund, Municipal Service Fund, and Municipal Fire Service Funds, that year was 2006, while for the Road and Bridge Fund it was 2004. All of these budgets have significant personnel costs ranging from 40% to 73% of total expenses, which required reductions in County employees and levels of service to meet the required downsizing.



For the General Fund, Municipal Service Fund, and Municipal Fire Service Funds, that year was 2006, while for the Road and Bridge Fund it was 2004. All of these budgets have significant personnel costs ranging from 40% to 73% of total expenses, which required reductions in County employees and levels of service to meet the required downsizing.

OMB also calculated County property taxes on an average homesteaded property for the last 18 years. The value has been increased based on the "Save Our Homes" statute. The amount of County property taxes for 2013 is still below the average of 628.25 for all 18 years

The amount of County property taxes for 2013 is still below the average of 628.25 for all 18 years



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since 1995 when "Save our Homes" first began. The one main factor not accounted for in all of this is the purchasing power of a dollar combined with inflation, which probably puts this year's taxes below the comparable value from 1995. The amount of tax on an average homesteaded property would be approximately \$22 higher than the 1995 County taxes.

KEY FINDINGS AND CONCLUSIONS

OMB has looked at expected trends beyond 2013.

The County's Capital Improvement Budget will be on sound footing with the approval in November 2012 of the second round of the Penny for Pasco initiative. This continues the directed funding of approximately \$14 Million per year for capital projects through 2024.

In November 2012, Florida voters approved Amendments 2, 9, and 11, each of which is summarized below:

Amendment 2- Veterans Disabled Due To Combat Injury; Homestead Property Tax Discount

This amendment would allow certain disabled veterans, who were not Florida residents prior to entering military service, to qualify for a discount on their property taxes.

Amendment 9- Homestead Property Tax Exemption for Surviving Spouse of Military Veteran or First Responder

This amendment would grant a full property tax exemption to the surviving spouses of military veterans who die while on active duty and to the surviving spouses of first responders who die in the line of duty.

Amendment 11- Additional Homestead Exemption; Low-Income Seniors Who Maintain Long-Term Residency on Property; Equal to Assessed Value

This amendment would give an additional property tax exemption to low-income seniors who have lived in their home for more than 25 years.

All of the above amendments will put a financial strain on the County for years to come. While County specific estimates are not available, the State's Revenue Estimating Conference (REC) provided Statewide estimates for Amendment 2. The estimated impact on non-school property tax revenues is expected to be \$1.3 Million in fiscal year 2013-14, \$2.6 Million in 2014-15, and \$4 Million in 2015-16. This is an estimate of the combined revenue local government would not collect.

For Amendments 9 and 11, the State estimates that the combined tax revenues schools and local governments would lose would be a combined \$18.5 Million over the first two years it was offered if every city and county in the State were to approve the exemption of Amendment 11.

Another issue to consider is that property values may fall again next year but not nearly as dramatically, with a small rise in new construction anticipated for the upcoming year.



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Even with just a 3.0% inflation factor in 2013, the County may be facing another shortfall between \$6.3 Million and \$9.0 Million for Fiscal Year 2014.

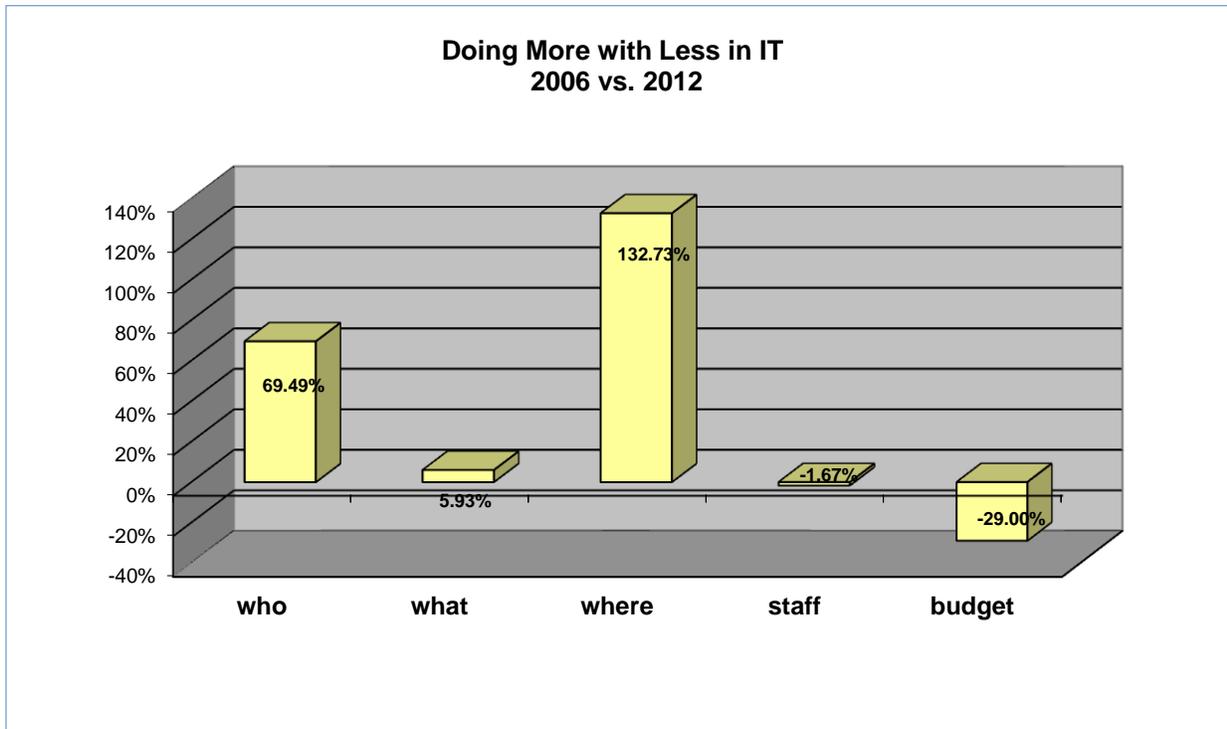
	2013 (1)	2014	2015
General Fund	190,572,326	196,289,496	202,178,181
Municipal Service Fund	13,618,112	14,026,655	14,447,455
Road and Bridge Fund	8,207,788	8,454,022	8,707,643
	212,398,226	218,770,173	225,333,279
3.00% Increase in Operating Expenses (2)		6,371,947	12,935,053
2.00% Decrease in Taxable Value		2,623,674	4,819,773
Projected Deficit		8,995,621	17,754,826
3.00% Increase in Operating Expenses (2)		6,371,947	12,935,053
0.00% Decrease in Taxable Value		0	0
Projected Deficit		6,371,947	12,935,053
General Fund millage rate remains at 6.8623			*cumulative
(1) Expenditures do not include Refunds, Interfund Transfers, Reserves or Indirect Costs			
(2) OMB has based increase on anticipated increases in utilities, fuel, and medical insurance			

Balancing options include reduction or elimination of services provided, reorganization and consolidation of functions, increasing and creating new, non-property tax revenues, or increased millage rates. As in recent fiscal years, the solution will probably be a mixture of all of these options.



Information Technology (IT)

More than 1,400 County employees use 125-plus business applications and services, across four computing platforms: mainframe, AS400, server-based, and client devices. As in previous years, annual growth in the use of these applications and services continues. The chart below illustrates both the growth in demand and the decrease in staff and fiscal resources between Fiscal Years 2006 and 2012.



Cloud computing, shared services, virtual desktops, and portable computing devices; i.e., smart phones and tablets, are emerging technologies that are likely to change today's server and client service delivery models. The promise of lower cost and level cash flow are driving the growth in "commodity" like infrastructure and application solutions.

The mainframe platform continues to house numerous mission critical applications. However, the business risk associated with the mainframe platform is growing primarily because of the loss of key support staff and the shrinking customer base related to the operating system and database management system being utilized.

The County's radio communications system, which faces end of life support in 2017, is being revised to improve local and regional public safety interoperability by incorporating the next generation radio communications technology, known as Project 25 or "P25." Funding for the future enhancements are being applied for in the Penny for Pasco Penny tax and Homeland Security Grants.

The capacity, reliability, accessibility, and resiliency of the County's data network continue to grow and mature. Likewise, the demand for and dependence upon the private and public internet portions of the wide area network continue to grow. Specific examples of this type of



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demand implemented in Fiscal Year 2012 include network access control, remote data replication, video conferencing, wireless technologies, and solutions deployed via the Software as a Service (SaaS) model.

Many of the voice communications systems currently in use are nearing end of life. The second phase of a multiyear communications project utilizing the Voice Over Internet Protocol (VOIP) upgrade is in progress. Phase three of this effort is expected to begin in Fiscal Year 2013.

The rapid pace of technology will impact the multigenerational workforce. Governments will be challenged in creating governance models that balance workforce demand to use social media and personal computing devices, such as tablet and smart phones, while complying with policies and mandates related to security and transparency.

KEY FINDINGS AND CONCLUSIONS

The five-year Radio Plan, coupled with the anticipated Penny tax and Homeland Security Grants, provides the vision, the steps, and in good part, the funding to make the County's radio communications system P25 compatible.

The Communications Plan provides the vision and steps to substantially reduce annual operating costs and introduce new and/or enhanced functionality associated with VOIP systems that offer integrated Unified Communications capabilities.

Because of the growing use of public networks in the delivery of IT services, the security challenge of protecting our internal network from the unintended consequences of the public network is increasing both in scope and importance. The implementation of network access control will greatly reduce the threats aforementioned.

Evaluation and "pilot" deployments of server and/or client-based emerging technologies, such as Cloud computing, SaaS, shared services, and virtual desktops are under way. The purpose of these pilots should assess their business value and identify preferred deployment methods. Virtual Desktops have shown great potential to securely deliver increased functionality and flexibility at reduced cost. This technology has been targeted for deployment in Fiscal Year 2013.

Support of mainframe-based applications continues to be negatively impacted by the loss of long-term employees. Besides the loss of their technical skills, the loss of their institutional knowledge makes their replacement virtually impossible. Replacement of large mainframe systems like Permitting & Inspections, Criminal Justice Information System, and Utility Billing are becoming time critical.

IT strategies need to be aligned with today's fiscal constraints, recruiting challenges, and the emerging "commodity" like service delivery solutions. Adoption of a "best integrated suite" strategy for business applications is a better fit today than the "best of breed" strategy currently in place.

The convergence and mutual reinforcement of social, mobile, cloud, and information patterns in the government sector will drive new business scenarios. These innovative and disruptive technologies will require new governance models such as *Bring Your Own Device* and social media policies that will guide future actions.



Land Use Trends

Although the majority of Pasco County is still designated as residential (approximately 51%), there are land use allocations and building entitlements that indicate a shift toward employment generation and nonresidential development, while continuing to protect conservation and agricultural uses. Additionally the County is pursuing a concentration of growth through the use of Urban Service Areas (USA) and has amended the concept into the Comprehensive Plan. The USA is programmed for a major Transit-Oriented Design (TOD) strategy through the creation of a set of TOD overlays structured along the S.R. 54/56 Corridor.

Changes have taken place in State Legislation related to Developments of Regional Impact (DRIs). As a result, some existing DRIs are in process to rescind their DRI status in favor of Pasco's USA along the S.R. 54/S.R. 56 Corridor.

PASCO COUNTY HISTORICAL BUILD-OUT

Historically, residential land uses have been focused along the eastern and western portions of the County. More recent development has occurred across the S.R. 54 corridor. The majority of commercial build-out occurred after 1970, with concentrations along the western side of the County, in the areas around Zephyrhills and newer developments along the S.R. 54 corridor. Industrial build-out started in the mid to late 1970s; however, the majority did not occur until after 1990. The majority of the agricultural lands are concentrated on the east side of the County, with larger agricultural activity permitted in the north-central areas.

FUTURE LAND USE ALLOCATIONS

The majority of lands in Pasco County are designated for Residential uses (51.5%). Approximately 39% of lands in Pasco County are designated for Agricultural (20.6%) or Conservation (18.9%) uses.

Employment-generating land uses account for 6.79%. Commercial and Mixed-Use type of land uses account for approximately 4% of the total available lands in Pasco. More intense developable land use categories such as Employment Centers and Town Centers account for a little more than 1% of the total lands. Industrial, both light and heavy combined, account for 1.3% of the total lands in Pasco.

MARKET AREAS

The BCC adopted the plan to divide the County into five Market Planning Areas. The market areas serve as the basis for land use, transportation, and economic development planning in a manner to protect critical County resources; recognize the unique existing development patterns of the County; and provide the foundation for the long-term, sustainable development of Pasco County.

Each area has its own character. This has allowed the BCC to direct staff to prioritize the bulk of urban employment, commercial development, and higher density residential development along the S.R. 54 corridor and with infill development on the U.S. 19 corridor. Eastern Pasco (U.S. 301 corridor) has the potential to develop into a major industrial player, considering the



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connectivity to Lakeland, Tampa, and the CSX Mainline through the hearts of two communities. Northern and Northeastern Pasco are generally rural in character and will be areas of consideration for the transfer of development rights (TDR) initiative.

LAND USE MODELS

Future land use needs were modeled by the Urban Land Institute (ULI) and adopted by the BCC in 2008. This demand model forecasts residential, commercial/retail, and industrial needs through 2028. According to the model, Pasco County has an additional need for 130,000 residential units to accommodate a 5,600 unit per year average unit demand for the predicted population of 707,890 in 2028. The existing DRI/Master Planned Unit Developments (MPUD) entitled/approved residential count is 246,972 units. The County's Comprehensive Plan Future Land Use (FLU) categories can generate a total of 955,000 units.

Currently, the County has 21,145,219 square feet of retail/commercial entitlements approved and office uses have been entitled for approximately 12,608,322 square feet. The ULI demand model forecasts an additional need of nine million square feet of retail and an additional nine million square feet of office space for the near future. The FLU Category for Commercial has a maximum allowable generation of 29 million square feet of commercial and office uses, which is well above the target of the demand model.

Lastly, industrial uses have been entitled for 3,580,888 square feet. Industrial entitlements include uses such as commerce parks, light industrial, and heavy industrial uses. The ULI model indicated a demand of 14.4 million square feet of industrial space. The FLU Categories for Industrial have an allowable generation of 6.8 million square feet. This indicates nearly an 11-million-square-foot increase needed over the next 20 years for future industrial development without the FLU designation.

KEY FINDING AND CONCLUSIONS

Pasco County still has significant quantities of vacant developable land. As shown through the above analysis, the entitlements granted through the DRI/MPUD process are anticipated to cover the projected demand in the ULI model for retail, commercial, and office, but not for light industrial. A number of the MPUD and DRI projects are Employment Centers (EC). There have been multiple projects designated as EC that have not been programmed for development.



ENVIRONMENTAL SCAN - FISCAL YEAR 2012-13



LEGISLATIVE ISSUES

The following points below highlight the Legislative issues of greatest focus for Pasco County,

ARMY CORPS OF ENGINEERS PERMITTING PROCESS

We have had a lot of challenges dealing with permitting issues such as with the Sunwest Park project and Ridge Road Extension. It feels, often times, the permitting entities are anti-permit and make it a very difficult and sometimes confusing process. We understand there needs to be a balance between use and resource protection, but sometimes the permitting agencies are inconsistent with public demands and expectations throughout the process.

CHILD PROTECTIVE INVESTIGATIONS

- The Legislature increased the funding for the Pasco Sheriff's Office by \$1 Million associated with Child Protective Investigations.
- This brought the appropriation for Pasco County to be more in line with the cost per case of other large counties.

CONTINUATION OF IMPLEMENTATION ACTIVITIES – S.R. 54/S.R. 56 CORRIDOR - MANAGED LANES LINK (THE TAMPA BAY NORTHERN LOOP)

- The S.R. 54/S.R. 56 corridor is strategically positioned to fill a missing transportation link in the Tampa Bay Region through the creation of a "Northern Loop". The corridor would provide connectivity to all north/south regional roadways that serve the Tampa Bay Region, including U.S. 301, S.R. 581, I-75, U.S. 41, the Suncoast Parkway, and U.S. 19. This corridor is a critical component of the Regional Loop system and is identified as #5 in the top ten priorities - West Central Florida Chairs Coordinating Committee (CCC) - High Priority Major Transportation Initiatives 2012. This high rating is based on the corridor's significance in meeting Regional mobility needs, Enhancing Safety and promoting Economic Development.
- State funding support is critical to continue ongoing transportation initiatives related to the S.R. 54/S.R. 56 corridor to assist in determining the feasibility of implementation of Managed Lanes to help meet future regional travel needs. Transportation initiatives include the completion of a planning level toll feasibility study and identification of Right-of-Ways (ROWs) needs based on implementation of the proposed Managed Lanes concept, as recommended in the 2011 Tampa Bay Area Regional Transportation Authority (TBARTA)/Florida Department of Transportation (FDOT) Project Development Concept Study on the S.R. 54/S.R. 56 corridor.

MEDICAID SERVICES BILLING (HB 5301)

- Legislation is intended to eliminate the existing backlog of disputed bills and address the process by which future Medicaid payments are made from the counties to the State.
- HB 5301 allows the State to withhold payments to counties of the State Shared Revenues to recover disputed amounts.
- Estimated financial impact to Pasco County in FY13 is approximately \$3.2 Million.
- After full review of the records of past due, unpaid Medicaid bills to Pasco County, it was determined that accepting the 15% discounted offer from the State was in the best interest of the County. Consequently, the payment will be \$3,359,176.69, which represents a savings of \$592,795.89 from the original amount. The first year payment, deducted from revenue sharing each month, will total \$1,119,725.52. The monthly payments will then total \$559,862.79 per year for the next four years.
- 54 of 67 counties have filed suit against this legislation, including Pasco County.



NITROGEN LOADING REGULATIONS

Regulation for nitrogen levels/loading rates into surface waters is still pending. The Environmental Protection Agency's (EPA) approach was overturned, but their alternative means of regulation is still pending, including adoption by the State of Florida. This matter requires legislative oversight to make sure the selected method of regulation of stormwater discharges and loadings from reclaimed waterland application processed remain reasonable and obtainable when implemented. Wet weather discharge exemptions for reclaimed water would be helpful, including use of natural systems rehydration with an allowable discharge to impacted water bodies such as Crews Lake.

"NO-KILL" SHELTER FUNDING

Need a State revenue source to help respond to the growing demands to provide animal population control without using euthanasia as the primary mechanism. The growing demands from concerned citizens and members of the "No Kill Movement" have placed a considerable strain on the resources of the Pasco County Animals Services Division. Meeting the demands of the "No Kill Movement" would create a budget demand four to five times greater than what we have currently allocated. There are some states that have been successful with creating this type of legislation.

PASCO COUNTY HOUSING AUTHORITY (SB 1882 AND HB 975)

- Problems associated with the Pasco County Housing Authority (PCHA) shed light on questionable management practices of the authority.
- In response, SB 1882 and HB 975 sponsored by Representative Mike Fasano and Representative John Legg transferred responsibility for appointments to the PCHA from the Governor to the Pasco County Board of County Commissioners (BCC).
- Although passed, Governor Scott vetoed it, stating that it created an exception to the general law, Section 421.27, Florida Statutes, as there was no basis for the change.

PASCO COUNTY REVIEW CONSISTENT WITH COMPREHENSIVE PLAN

Pasco County should be required to make decisions that are consistent with local goals and objectives such as our Comprehensive Plan Urban Service/Market Areas. This would stop large property owners or others such as the Evans' attempts to create a new Pasco County regulated utility service area where is it not needed or wanted.

PHARMACEUTICALS AND PHARMACEUTICAL DISPENSING (PILL MILLS)

- Legislation is intended to provide for (1) a uniform, secure, and regulated prescription process; (2) mandatory presentation of identification; and (3) a Statewide tracking program.
- Additionally, the legislation includes a special appropriation of \$1 Million from the State Legislature to The Harbor Behavioral Health Care of Pasco that includes approximately \$75,000 for the Sheriff's Office to assist in implementing programs to address the substance-abuse epidemic.
- Although legislation was passed to establish the Statewide database, there is a restriction that does not allow for any State funds to be used to maintain or operate the database. Representative Mike Fasano has expressed interest in amending the language to allow State funding for this important item.

SCHOOL INFRASTRUCTURE PILOT PROGRAM

- Capital school construction funds typically do not include an allocation for the necessary and related access management improvements to the local transportation system.
- Pasco County requested a continuation of funding for these improvements from the Legislature.
- Funding was not included in the 2012 legislative session.



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- Legislature should restore School Infrastructure Pilot Program money for road improvements required due to new schools. This was deleted by the legislature last year.

STATE AND PUBLIC LIBRARIES

Continue to fund State Aid to Public Libraries. During the 2012 legislative session, we maintained State Aid to Public Libraries at the current level of funding but our Multi-Library Cooperatives (MLC) was not funded. MLC provides training, cooperative purchasing opportunities, and administers services to individual library systems using Federal grant funds, ultimately saving money for individual library systems and local government.

STATE CORRECTION SYSTEM AMENDMENT

The proposed amendment to the State Correction System, Section 944.17(3)(a), Florida Statutes, shifts financial responsibility for inmates from the State to the counties and will cause a significant fiscal impact in Pasco County. The Sheriff's Office is currently calculating the impact.

STORMWATER FUNDING THOUSAND OAKS

Homes in the Thousand Oaks and Trinity Oaks Subdivisions, Pasco County, and the Southwest Florida Water Management District have partnered with cooperative funding to identify, design, and permit a solution(s). Additional funds will be needed for construction.

SUPPORT OUR WATER MANAGEMENT DISTRICTS

Good progress on overall budget reduction changes, but keep supporting current levels of Water Management District funding of cooperative programs for Reclaimed Water and Stormwater Management.

TRANSPORTATION FUNDING NEEDS

- Continue funding for the Metropolitan Planning Organization priority list.
- Continue funding the County Incentive Grant Program and Transportation Regional Incentive Program.
- Continue funding Transportation Alternative Funding (formerly known as Enhancement Funding) for sidewalks and bicycle trails.
- Drainage mitigation is needed for the Trinity Oaks Community.

WATER AND WASTEWATER RATE INCREASES (BILL CS/HB 1389)

- The Legislation creates a committee to identify issues of concern and research possible solutions related to Pasco County's request that the Legislature task the Public Service Commission to look at performance measures such as water quality and public service delivery in evaluating a requested rate of return associated with rate increases by Investor-Owned Water and Wastewater Utility systems.
- The committee is required to file a report to the Governor, President of the Senate, and Speaker of the House prior to next year's legislative session.
- Funding support for acquisition of private utility systems is needed.

MISCELLANEOUS LEGISLATIVE ISSUES THAT WERE NOT SUCCESSFUL DURING THE 2012 LEGISLATIVE SESSION

- Allowing the use of public funds on private roads associated with emergency vehicle use.
- Amending the definition of "Rural Designation" to include areas that are rural in nature and impoverished, but not necessarily agricultural, such as Lacochee.
- Reinstating the State Housing Initiatives Partnership (SHIP) funding at the pre-2010 level. SHIP is funded by documentary stamps that were specifically raised for the



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program. That money is collected into a trust fund. The State used that trust fund to fund other programs in the budget. No money was appropriated last year.

- Restoration of funding to Florida Department of Economic Opportunity/Florida Forever programs. We have purchased land and developed some of the land for conservation areas and passive-use parks through what is now called the "Forever Florida" program. This program has allowed us and many other agencies to protect special lands and open them up for public use. We need the State to continue consideration of finding ways to fund this program.



ORGANIZATIONAL PROFILE

The Board of County Commissioners (BCC) is the legislative and policy-making body of Pasco County government. Its five members are elected Countywide from districts. The BCC appoints the County Administrator and the County Attorney and confirms the appointment of department heads. The BCC establishes policy and makes all budget decisions with regard to appropriation of funds to County departments, divisions, and some Constitutional Officers.

Underneath the BCC, there are currently 20 departments, 42 divisions/sections, and more than 1,950 full-time and part-time employees. There are more than 5,000 volunteers who provide services to various County departments, including Libraries, Elderly Nutrition, and Parks and Recreation. This year, 14% of our workforce will celebrate more than 20 years of dedicated service to Pasco County, with several celebrating more than 30 years.

Of the total Pasco County workforce, 70% are male and 30% are female. 94% of County employees are white; 4% are Hispanic; 1% are African-American; and approximately 1% are Asian or American Indian. The demographic makeup of the County's workforce closely matches that of Pasco County as a whole.

The workforce in Pasco County is well-educated, with more than 24% having some form of post-secondary education. Of these, 220 have associate's degrees; 166 have bachelor's degrees; 74 have master's degrees, 13 have juris doctorates; and two have Ph.D.'s. There are also 13 registered professional engineers. It is important to note that the increased use of technology now requires workers with more unique skill sets who command salaries typically higher than local government is capable of offering. During FY2011-12, the average salary paid to Pasco County BCC employees was \$39,000, as compared to an average Countywide of \$42,680, and an average Statewide of \$40,750 (Bureau of Labor Statistics). Even with Countywide unemployment at 9.1%, it has proven difficult to find, attract, and retain the very best employees.

Of the County's 1,914 full-time workers, the Pasco County Equal Employment Opportunity Plan classifies 6.6% as officials or administrators. Over 20% are either professionals (10.9%) or technicians (10.9%). The remaining 71.4% of employees are classified as protective service workers (19.5%), paraprofessionals (5.3%), administrative support workers (13.4%), skilled craft workers (16.8%), and service maintenance workers (16.4%).

During FY2011-12, 279 new employees were hired while 263 terminations were recorded, including 52 retirements and 14 voluntary early retirements. Turnover for the year was 13% as compared to the national average of 9% for state and local governments (2011-2012 SHRM Human Capital Benchmarking Database).



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In October 2010, approximately half of the County employees became a certified bargaining unit represented by Teamsters Local #79. They recently went to impasse on their first contract. Members of the Fire/Rescue Department have been represented by the International Association of Firefighters Local #4420 since May of 2005. Their supervisory unit was also certified in October of 2008, and they are negotiating their second contract.

Pasco County has enjoyed over three decades of sound fiscal stewardship under a trusted administration and senior management team. As these leaders, many with 30+ years of service, are now retiring, Pasco County is entering into an era of building on this solid foundation through innovative strategies, continuous process improvement, and a focus on performance excellence. We are hiring the next generation of leaders who believe that business as usual is just not good enough.



URBAN LAND INSTITUTE (ULI) REPORT IMPLEMENTATION

In April 2008, the nonprofit Urban Land Institute (ULI) conducted a five-day Advisory Services Panel in Pasco County at the request of the BCC and the Pasco Economic Development Council (PEDC). The panel interviewed more than 100 community and business leaders, reviewed the County's Comprehensive Plan and Land Development Code (LDC), toured the County, and met with County staff in an effort to provide recommendations for the County's future economic and land development activities. The panel presented its initial findings at a public workshop, which was followed by a detailed written report on the County's organizational structure, future land use, and potential for economic development. The following sections summarize the County's major activities in support of the ULI Panel findings.

MATCH THE DEVELOPMENT MANAGEMENT PROCESS TO THE COUNTY VISION

The BCC put their Vision in place through the Strategic Plan. County staff worked with the BCC to develop the action plan for its implementation with the creation and execution of the Business Planning process. Administration, working with the BCC, successfully developed and overhauled the budget format to a Program Budget Process that follows Strategic and Business Plan policy directions.

The BCC and staff participated in visits to Charlotte, North Carolina, and helped host the Mayor of Charlotte's visit to Tampa Bay to understand the dynamics and commitments necessary to develop region changing transportation systems like the Tampa Bay Area Regional Transportation Agency Master Plan. Pasco then took on a regional leadership role to implement this major transition in mobility.

The changes from the State of Florida, such as the integration of the Department of Community Affairs into the Department of Economic Opportunity, allow local planning decisions to become truly "local" unless a Comprehensive Plan Amendment affects a significant resource of the State system, thus lowering the review process for Comprehensive Plan changes. Pasco staff has embraced the changes and views these changes as an opportunity to continue efficiencies recommended by the ULI panel.

The Evaluation and Appraisal Report (EAR) for the Comprehensive Plan update will also see changes in format and will utilize the ULI program and its follow on planning efforts as the strategic structure for the EAR process. Comprehensive Plan ownership and commitment has been a consistent theme of the BCC as we work towards Comprehensive Plan consistency. Deviations occur but with healthy debate and discussion for policy consensus.

Vision implementation and understanding is ongoing in form and substance. From the plaques in the lobby, to the signed commitments in every department, there has been a broad dissemination of the structure and intent of the County strategic Vision. Administration is conducting workshops at the department and division level to present and discuss the County Vision. This is an ongoing multiyear activity.

An aggressive outreach to cities has commenced with the major four jurisdictions. Work on plans, transportation, grants, and economic development are the focus. Major participation in planning and implementation strategies now have ongoing major city involvement.



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Commitment to planning expertise has been addressed. The BCC and Administration have made staffing commitments for all key roles: from strong leadership by the *Planning Administrator*, outstanding management and programming from the *Executive Planner*, addition of design skills with our *Urban Designer*, attraction of a seasoned *Transportation Manager*, and the attraction of a highly qualified *Economic Development Senior Planner*. Existing planning staff has been challenged by more responsibility and they have assumed stronger professional roles.

IMPLEMENT HIGH STANDARDS OF PREDICTABILITY INTO THE DEVELOPMENT REVIEW PROCESS

This year marked the adoption of the restated, reorganized, and amended LDC. This first phase of the project was the culmination of three years of work on the part of staff and a series of stakeholders. In this phase of the effort, the LDC was reorganized, with duplicative and conflicting information removed. The technical sections were updated by combining the various infrastructure regulations. In addition, the process sections were re-written to delegate routine, code-compliant technical approvals to the review staff; provide for public participation from interested parties; and document submittal requirements and review time frames.

The project team has prepared a three-year schedule to continue the LDC improvement process. During this year amendments have been made to add the Villages of Pasadena Hills Stewardship District and substitute "Transportation Analysis" for Transportation Concurrency. An additional "Glitch Amendment" is scheduled for action prior to the end of 2012.

During 2013, the focus will be on revising the individual zoning districts, creating a framework for consistency in use determinations. Other issues on the work program include: rural standards, urban and transit-oriented development standards, and environmental regulations.

STRENGTHEN ORGANIZATION CAPACITY TO MANAGE THE PROCESS

The 2009 Business Planning effort resulted in a clear structure on long range and current planning through the program budget process. Staff assignments are clearly linked to tasks and current planning roles. Effective October 1, 2012, additional steps were taken to strengthen capacity and streamline processes. Zoning and Site Development merged into Growth Management to create the Planning and Development Department. This new matrix ensures that the long range vision of the County is upheld through site review processes and enforcement of the LDC.

Staff professional development continues to be expanded through internal training and access to free webinar materials, but still has limited outside opportunities due to budgetary constraints. In spite of this fiscal constraint the staff has a new LEED certified planner. In addition, Pasco staff has continued contributing to major regional planning initiatives and, as a result of their leadership roles, been awarded two "Future of the Region Awards" for their planning efforts, most recently for the adoption of one of the State's first implementation for phasing out of concurrency in the form of the Mobility Fee ordinance.

Pasco staff has also established national leadership roles in brownfield redevelopment with their creative implementation of a million dollar United States EPA Coalition Assessment Grant at the National Association of Local Government Environmental Professionals and through presenting a training session on the Mobility Fee ordinance at the National American Planning Association



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conference. Another result of the proactive transition of the organizational culture includes recognition by the 1000 Friends of Florida Better Communities Award.

With the adoption of the Strategic Plan, staff has taken on the transition of the organization culture from reactive to proactive. While a continuous process, major accomplishments are being acknowledged by staff and customers as a result of expanded and aggressive staff efforts both internally and externally in the region.

LEARN ABOUT AND APPLY MORE TOOLS

Growth Management tools are being developed to deal with the strategies and recommendations of the ULI Report. The most significant has been overhauling the transportation review and impact assessment process. The Mobility Plan/Mobility Fee program has been adopted by the BCC, addressing a number of growth policy issues, including developing additional transportation funding sources.

The next critical issue is the mobility option of transit which has been integrated into the Comprehensive Plan with the TOD overlays and a matrix of station development planning criteria. Additionally, this concept is being integrated into major public/private partnership design efforts for such projects as Wiregrass with the Porters and the Western Hub with the Mitchells. Discussion with a private funding resource have begun to explore the opportunity of phasing in an elevated or at grade managed lane system, to address growing transportation needs for Pasco's high growth areas.

As a concentrated growth strategy, and a rural and environmental preservation strategy, the TDR effort with a consulting and legal study have concluded for the feasibility and regulatory concepts to apply such a program. This effort will allow considerable opportunity for creative incentives and growth policies for concentrated developments such as TOD, Town Centers, and Employment Centers to be enhanced with employment-based housing.

The accomplishment of an Economic Development Plan in December 2012 will be a very strategic programming tool for County and PEDC coordination and the focus of all resources in the job attraction and job retention process. Developing a global, national, regional, and local economic development strategy for Pasco County is how we will "bring the opportunities home" and make the Vision Statement a reality.

TAB 8

STRATEGIC PLANNING INPUTS: SWOT ANALYSIS

INTERNAL STAFF SWOT

- An internal SWOT was conducted to assess the Strengths, Weakness, Opportunities, and Threats from the perspective of the BCC Staff.
- Each division conducted its own SWOT exercise. Afterward, all of the data was aggregated and categorized.
- To fully understand the categorized data; please refer to the Internal SWOT Data tab in your Strategic Planning Guidebook.

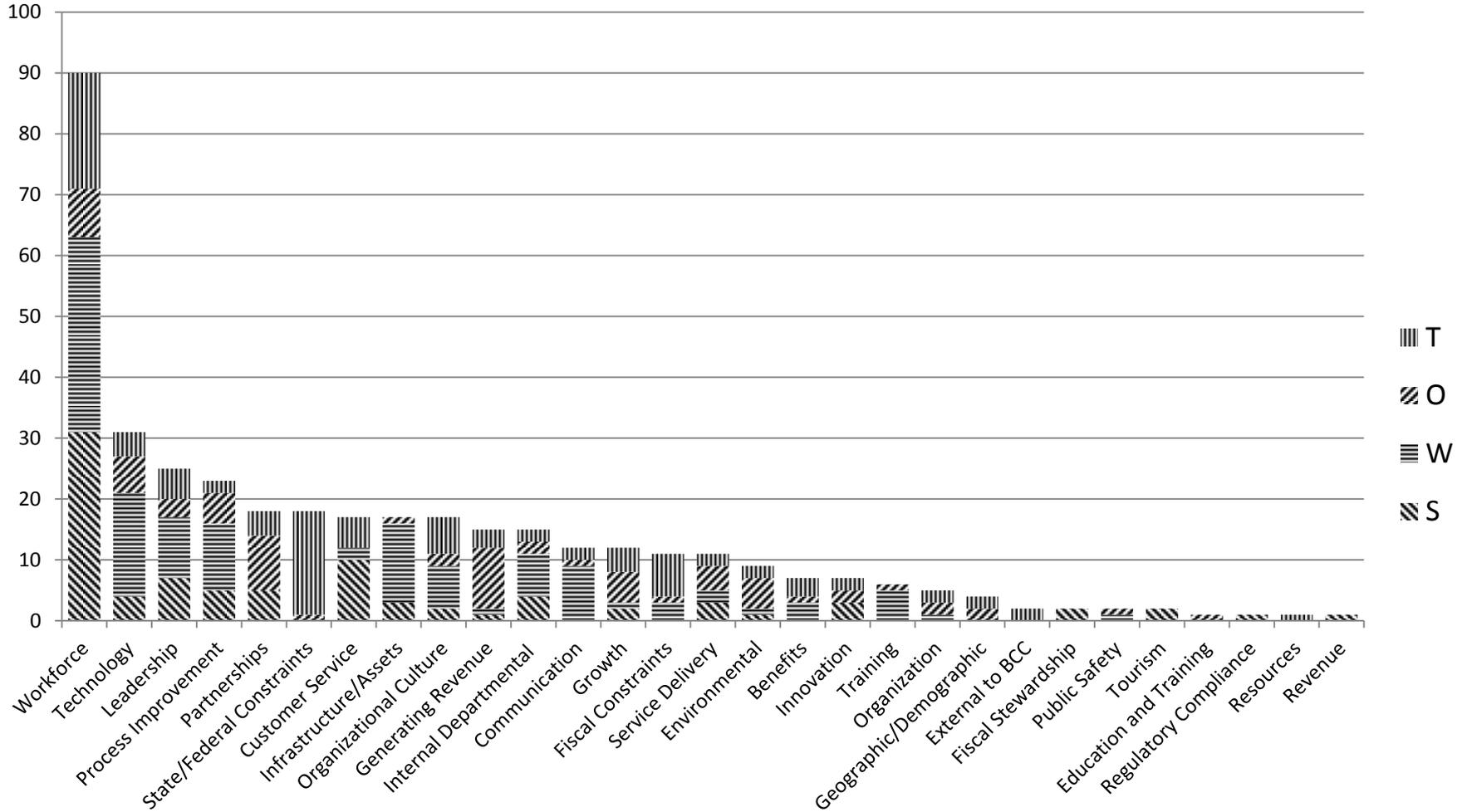
INTERNAL STAFF SWOT

Number of Responses Per Category

<u>Category</u>	S	W	O	T
Workforce	31	32	8	19
Technology	4	17	6	4
Leadership	7	10	3	5
Process Improvement	5	11	5	2
Partnerships	5	0	9	4
State/Federal Constraints	0	0	1	17
Customer Service	10	2	0	5
Infrastructure/Assets	3	13	1	0
Organizational Culture	2	7	2	6
Generating Revenue	1	1	10	3
Internal Departmental	4	7	2	2
Communication	0	9	1	2
Growth	2	1	5	4
Fiscal Constraints	0	3	1	7
Service Delivery	3	2	4	2

<u>Category</u>	S	W	O	T
Environmental	1	1	5	2
Benefits	0	3	1	3
Innovation	3	0	2	2
Training	0	5	1	0
Organization	0	1	2	2
Geographic/Demographic	0	0	2	2
External to BCC	0	0	0	2
Fiscal Stewardship	2	0	0	0
Public Safety	0	1	1	0
Tourism	2	0	0	0
Education and Training	0	0	1	0
Regulatory Compliance	1	0	0	0
Resources	0	0	0	1
Revenue	1	0	0	0

Staff SWOT Categories Prioritized



Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Administration	Opportunity	Provide education for employees on the value of Pasco employment and our benefits	Benefits
Utilities Svcs	Opportunity	Communication	Communication
Public Services	Opportunity	Internal Communication	Communication
Administration	Opportunity	Improve education of citizens on laws, policies, and procedures	Customer Service
Administration	Opportunity	Coastal Improvements (Beaches, Signage, Properties)	Environmental
Public Services	Opportunity	Coastal Improvements/Destination Improvements	Environmental
Administration	Opportunity	Connecting Trails (Parks & Rec, ELAMP)	Environmental
Utilities Svcs	Opportunity	Environmental mitigations	Environmental
Public Services	Opportunity	Take Advantage of Natural Attributes	Environmental
Administration	Opportunity	Solid Funding	Fiscal Constraints
Utilities Svcs	Opportunity	Covanta – Power	Generating Revenue
Administration	Opportunity	External funding sources (grants) available and used	Generating Revenue
Administration	Opportunity	International Tourism	Generating Revenue
Development Svcs	Opportunity	Pasco's location is desirable to the development community	Generating Revenue
Administration	Opportunity	Penny for Pasco funding renewal for equipment	Generating Revenue
Development Svcs	Opportunity	Possible raising of the Gas Tax	Generating Revenue
Development Svcs	Opportunity	Potential upturn in the economy	Generating Revenue
Development Svcs	Opportunity	Promtion of Pasco County	Generating Revenue
Public Services	Opportunity	Pursuing Grants, Revenues and Alternative Solutions	Generating Revenue
Public Services	Opportunity	Tourism Tax/Alternative Funding Sources	Generating Revenue
Development Svcs	Opportunity	Demographic changes in Pasco County population	Geographic/Demographic
Administration	Opportunity	Diversity of County in terms of size and scope can be an attractor	Geographic/Demographic
Administration	Opportunity	Affordable land available in the right location for planned fire stations (buy low)	Growth
Administration	Opportunity	Controlled Growth	Growth
Administration	Opportunity	Diversifying economy with business growth	Growth
Public Services	Opportunity	Economic Growth	Growth
Development Svcs	Opportunity	Evaluation of the Mobility Fee	Growth
Development Svcs	Opportunity	Consolidation of Facilities	Infrastructure/Assets
Utilities Svcs	Opportunity	Equipment inspections	Infrastructure/Assets
Utilities Svcs	Opportunity	Facility Improvement	Infrastructure/Assets
Utilities Svcs	Opportunity	Utilities future growth	Infrastructure/Assets
Development Svcs	Opportunity	E.A.R. can be used to re-tool Comp. Plan	Innovation
Development Svcs	Opportunity	The Mobility Fee itself opens the door to other innovative concepts	Innovation

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Internal Services	Opportunity	Come together as a branch and interact with the other branches as a whole	Inter-Departmental
Internal Services	Opportunity	Consolodate services with other branches	Inter-Departmental
Utilities Svcs	Opportunity	Utilities identity – our specific needs, engineering, compliance, equipment, personnel, etc. (does not always fit the mold of the rest of the County)	Inter-Departmental
Administration	Opportunity	For department to become Pasco County's 311	Internal Departmental
Utilities Svcs	Opportunity	Changing Commission, Administration	Leadership
Administration	Opportunity	Changing County leadership	Leadership
Development Svcs	Opportunity	Potential changes in elected officials and/or legislative changes	Leadership
Internal Services	Opportunity	Learn from other outside organizations about what goes well (google 20% time, etc)	Organization
Development Svcs	Opportunity	Prospect of another ULI report	Organization
Utilities Svcs	Opportunity	Public Perception	Organization
Internal Services	Opportunity	Create a consistent culture in the organization	Organizational Culture
Internal Services	Opportunity	Make LEAP something we are, not something we just do.	Organizational Culture
Internal Services	Opportunity	Shift to data driven decisions at the organizaiton level	Organizational Culture
Administration	Opportunity	Consolidation opportunities with remaining fire service providers	Partnerships
Administration	Opportunity	Enjoy a seat at the table for regional decision making (RDSTF, RNC, etc.)	Partnerships
Administration	Opportunity	Information sharing with other agencies on best practices	Partnerships
Development Svcs	Opportunity	Learn from other jurisdictions as it relates to urban design, MPO, etc.	Partnerships
Internal Services	Opportunity	Partner with constitutionals and other agencies	Partnerships
Public Services	Opportunity	Partnerships (Public-Private, etc.)	Partnerships
Administration	Opportunity	Partnerships with hospitals to share information (new AHCA standards)	Partnerships
Development Svcs	Opportunity	Portion of private industry that embraces our new vision	Partnerships
Internal Services	Opportunity	Public/private partnerships	Partnerships
Administration	Opportunity	Emergency Communications consolidation underway will lead to improved efficiency	Process Improvement
Utilities Svcs	Opportunity	Engineering standards	Process Improvement
Administration	Opportunity	Future consolidation of other departments' Customer Service functions	Process Improvement
Utilities Svcs	Opportunity	Organization and availability of information	Process Improvement

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Utilities Svcs	Opportunity	Performance measures	Process Improvement
Development Svcs	Opportunity	Process Improvement - Service Delivery that will support Engineers (External) In Stormwater Design and Flood Control	Process Improvement
Administration	Opportunity	Time to reinvent business processes during the downturn	Process Improvement
Administration	Opportunity	PPP Opportunities for disaster response	Public Safety
Utilities Svcs	Opportunity	Changing customer expectations (educate)	Service Delivery
Development Svcs	Opportunity	Continued/Increased education of citizens	Service Delivery
Development Svcs	Opportunity	Education of Citizens About What We Do	Service Delivery
Administration	Opportunity	Learn from other county	Service Delivery
Administration	Opportunity	Positive public opinion and support for public safety	Service Delivery
Utilities Svcs	Opportunity	Consent Order	State/Federal Constraints
Administration	Opportunity	Better integrated online services, maybe even chat	Technology
Development Svcs	Opportunity	Implementation of CMMS	Technology
Utilities Svcs	Opportunity	New technologies	Technology
Administration	Opportunity	Technical advances planned for CAD, MDTs, FIRES, mobile hotspots, etc.	Technology
Development Svcs	Opportunity	Technological advances (hope to have electronic payments)	Technology
Public Services	Opportunity	Technology	Technology
Public Services	Opportunity	Use of Social Media	Technology
Utilities Svcs	Opportunity	CEU's /Training	Training
Public Services	Opportunity	Training	Training
Utilities Svcs	Opportunity	Employee moral	Workforce
Utilities Svcs	Opportunity	Incentives/Recognition	Workforce
Administration	Opportunity	New blood and changing workforce culture	Workforce
Administration	Opportunity	Penny for Pasco funding renewal for workforce development (existing, engagement & new employees)	Workforce
Utilities Svcs	Opportunity	Personnel Issues	Workforce
Administration	Opportunity	Positive public image helps with recruiting	Workforce
Development Svcs	Opportunity	Staff retirement/turnover present an opportunity for new talent	Workforce
Utilities Svcs	Opportunity	Succession planning	Workforce
Internal Services	Opportunity	Take advantage of the time now before the economy gets good and everyone jumps ship (we have good staff in place)	Workforce
Internal Services	Opportunity	Train and empower staff at lower levels	Workforce
Internal Services	Opportunity	We have ways to attract and keep people other than just money (contribute to a great good, benefits, etc)	Workforce

Staff SWOT Analysis Data

Branch	S/W/O/T	Comment	Category
Administration	Strength	Ecotourism	??
Administration	Strength	stories	??
Administration	Strength	Employee Benefits	Benefits
Utilities Svcs	Strength	Commitment to our customers	Customer Service
Administration	Strength	Committed to providing good Customer Service	Customer Service
Public Services	Strength	Customer Service Focused	Customer Service
Utilities Svcs	Strength	Emergency Response	Customer Service
Administration	Strength	Good Citizen support	Customer Service
Internal Services	Strength	Good customer service	Customer Service
Internal Services	Strength	High quality work product	Customer Service
Development Svcs	Strength	Positive customer contacts/customer service	Customer Service
Utilities Svcs	Strength	Positive feedback from customers	Customer Service
Development Svcs	Strength	Responsive in Customer Delivery	Customer Service
Internal Services	Strength	Very good at handling emergencies and reactive issues	Customer Service
Utilities Svcs	Strength	Redundancy of water supply	Environmental
Public Services	Strength	Cost Effectiveness/Fiscal Responsibility	Fiscal Constraints
Internal Services	Strength	Good fiscal stewards of public's money	Fiscal Constraints
Public Services	Strength	Grants & Revenue Sources	Fiscal Constraints
Utilities Svcs	Strength	Low cost to borrow (good Bond Rating)	Fiscal Constraints
Utilities Svcs	Strength	Revenue generation	Generating Revenue
Administration	Strength	Current Plan	Growth
Development Svcs	Strength	LDC & Comprehensive Plan Updates	Growth
Utilities Svcs	Strength	Good Assets and Infrastructure	Infrastructure/Assets
Administration	Strength	Good infrastructure and equipment	Infrastructure/Assets
Utilities Svcs	Strength	Infrastructure	Infrastructure/Assets
Public Services	Strength	Innovation/Resourcefulness	Innovation
Development Svcs	Strength	Innovative Ideas: Energy Savings with new technology, Bundling of Projects for Design and Construction, and Road/Bridge Modifying Equipment with New Accessories that get the job done	Innovation
Development Svcs	Strength	Innovative thinking/open to change	Innovation
Administration	Strength	Committed to working with other departments	Inter-Departmental
Development Svcs	Strength	Cross Training Within Departments/Divisions	Inter-Departmental
Internal Services	Strength	Good foundation in Internal Services to build on	Internal Departmental
Development Svcs	Strength	Internal Support Across Divisions	Internal Departmental
Internal Services	Strength	30 years of stability -- good things accomplished	Leadership

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Utilities Svcs	Strength	Division Empowerment	Leadership
Administration	Strength	Experienced leadership	Leadership
Internal Services	Strength	Good accessibility to administration	Leadership
Administration	Strength	Good leadership	Leadership
Administration	Strength	Leadership has a seat at the table for organizational communications (cross silo)	Leadership
Development Svcs	Strength	Management support for the workforce	Leadership
Public Services	Strength	"Sterling" Reputation	Organizational Culture
Administration	Strength	Changing workforce culture leading to increased engagement and participation	Organizational Culture
Development Svcs	Strength	Citizen and Community Outreach thru Public Meetings, Workshops and Training (NPDES)	Partnerships
Administration	Strength	Naturists	Partnerships
Administration	Strength	Sports	Partnerships
Development Svcs	Strength	Strong Partnerships with other organizations (i.e. PCSO, PCPT, DOT, etc.)	Partnerships
Administration	Strength	University Partners	Partnerships
Development Svcs	Strength	Balancing multiple issues/problem-solving	Process Improvement
Administration	Strength	Data collection is part of standard process (data analysis is a weakness)	Process Improvement
Administration	Strength	Established and proven processes	Process Improvement
Internal Services	Strength	Good at innovation and process improvement	Process Improvement
Development Svcs	Strength	Policies and Procedures Developed and Followed	Process Improvement
Development Svcs	Strength	Process Improvements such as Surveying Benchmarks and Parcel Rectivation	Process Improvement
Administration	Strength	Countywide service delivery (except few municipalities)	Service Delivery
Utilities Svcs	Strength	Compliance	State/Federal Constraints
Utilities Svcs	Strength	EAM/Warehouse functions	Technology
Administration	Strength	GovQA to log issues that is used by multiple departments	Technology
Utilities Svcs	Strength	Leverage with new technologies	Technology
Administration	Strength	New VoIP phone system	Technology
Development Svcs	Strength	Adaptability of Staff	Workforce
Utilities Svcs	Strength	Adapting to Change	Workforce
Utilities Svcs	Strength	Certified skilled employees	Workforce
Administration	Strength	Committed to excellence	Workforce

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Internal Services	Strength	Dedicated and Loyal employees	Workforce
Administration	Strength	Dedicated personnel who are team oriented	Workforce
Administration	Strength	Determined personnel	Workforce
Utilities Svcs	Strength	Diverse set of functions	Workforce
Development Svcs	Strength	Diverse/Extensive workforce knowledge	Workforce
Development Svcs	Strength	Employees are invested in Pasco County's future	Workforce
Administration	Strength	Employees are well trained at time of hire	Workforce
Development Svcs	Strength	Employees have flexibility in work task and customer contacts	Workforce
Development Svcs	Strength	Empowered employees	Workforce
Public Services	Strength	Experienced staff	Workforce
Development Svcs	Strength	Experienced Staff with Institutional Knowledge	Workforce
Development Svcs	Strength	Good blend of new employees with new ideas & experienced employees with organizational knowledge	Workforce
Development Svcs	Strength	High Level of technical skill	Workforce
Internal Services	Strength	Historical knowledge of employees	Workforce
Development Svcs	Strength	Integrity/Loyalty	Workforce
Utilities Svcs	Strength	Job security	Workforce
Administration	Strength	Knowledgeable staff	Workforce
Public Services	Strength	Partnerships (Including Volunteers)	Workforce
Utilities Svcs	Strength	Pride of Ownership	Workforce
Internal Services	Strength	Quality of employees (very skilled)	Workforce
Utilities Svcs	Strength	Quality of Staff	Workforce
Administration	Strength	Relative Youth of the Organization	Workforce
Utilities Svcs	Strength	Staff integrity	Workforce
Administration	Strength	Talent	Workforce
Internal Services	Strength	Willingness and readiness for the organization to change	Workforce
Internal Services	Strength	Willingness to help the team	Workforce
Administration	Strength	Competitiveness	
Utilities Svcs	Threat	Declining Benefits	Benefits
Development Svcs	Threat	Health Care Increases	Benefits
Development Svcs	Threat	Rising health care costs	Benefits
Utilities Svcs	Threat	Communication	Communication
Administration	Threat	Regional communications interoperability not developed	Communication
Public Services	Threat	Changing Customer Base	Customer Service
Utilities Svcs	Threat	Changing Customer Expectations	Customer Service

Staff SWOT Analysis Data

Branch	S/W/O/T	Comment	Category
Administration	Threat	Other departments ability to provide excellent service (Road & Bridge backlog) impacts Customer Satisfaction	Customer Service
Development Svcs	Threat	Poor economy has created hostility towards us/citizens are not financially able to correct violations	Customer Service
Public Services	Threat	Public Perception (the public is not sure about what we do, etc.)	Customer Service
Utilities Svcs	Threat	Competition for resources	Environmental
Utilities Svcs	Threat	Sodium Chloride	Environmental
Utilities Svcs	Threat	Unforeseen disaster	External to BCC
Public Services	Threat	Zombies	External to BCC
Utilities Svcs	Threat	Constraints/Improvements	Fiscal Constraints
Internal Services	Threat	Cost increases (fuel, healthcare)	Fiscal Constraints
Administration	Threat	Economy causing future budget cuts	Fiscal Constraints
Utilities Svcs	Threat	Fiscal Constraints	Fiscal Constraints
Utilities Svcs	Threat	Fiscal system	Fiscal Constraints
Administration	Threat	No Funding Gov. TV	Fiscal Constraints
Administration	Threat	Penny for Pasco funding renewal might fail	Fiscal Constraints
Public Services	Threat	Loss of Revenue	Generating Revenue
Administration	Threat	Staying at 2% Tourist Tax	Generating Revenue
Development Svcs	Threat	Unwillingness to Raise Funding	Generating Revenue
Administration	Threat	Geographic size and diversity of county leads to increased response times	Geographic/Demographic
Administration	Threat	Our location to Tampa Bay (No Beaches)	Geographic/Demographic
Internal Services	Threat	Competition for growth	Growth
Administration	Threat	Competition with adjoining counties for business growth	Growth
Administration	Threat	Developer driven infrastructure model leads to sprawl and lack of continuity for water sources	Growth
Development Svcs	Threat	Regionalization of MPO	Growth
Utilities Svcs	Threat	Coventa – Power	Innovation
Development Svcs	Threat	Outsourcing	Innovation
Development Svcs	Threat	Inconsistency Countywide in Interpretation of Conflicts	Internal Departmental
Administration	Threat	Other departments not always on the same page regarding serving the customers (that's not my job)	Internal Departmental
Utilities Svcs	Threat	Changing Commission, Administration	Leadership
Utilities Svcs	Threat	Lack of clear goals, expectations (direction) – lack of focus	Leadership
Utilities Svcs	Threat	Lack of commitment by leadership and “walking the walk”	Leadership

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Utilities Svcs	Threat	Mistrust by Management (Outside of branch)	Leadership
Internal Services	Threat	New Administration	Leadership
Internal Services	Threat	Politics	Organization
Development Svcs	Threat	Potential uptick in economy will test the Board's commitment to new changes, direction, etc.	Organization
Utilities Svcs	Threat	Fear of "shoot the messenger" culture – fear of retribution	Organizational Culture
Administration	Threat	Lack of Understanding of our Industry/Mission	Organizational Culture
Administration	Threat	Lack of Vision and Commitment	Organizational Culture
Development Svcs	Threat	Reorganization Uncertainty	Organizational Culture
Utilities Svcs	Threat	Skepticism about change	Organizational Culture
Utilities Svcs	Threat	Transparency (fiscal and engineering) anxiety and uncertainty	Organizational Culture
Administration	Threat	Consolidation with remaining fire service providers would need more resources	Partnerships
Development Svcs	Threat	Failed developments/private ventures create a negative public perception of the County's new goals/visions and also increase internal costs	Partnerships
Development Svcs	Threat	Portion of private industry that does not embrace our new vision	Partnerships
Administration	Threat	Regional interdependence for response resources	Partnerships
Development Svcs	Threat	External Circumvention of Processes	Process Improvement
Utilities Svcs	Threat	Problems with inconsistency of policies and practices	Process Improvement
Administration	Threat	Regional competition leads to reduced resources, options (red headed stepchild)	Resources
Administration	Threat	Privatization of service delivery	Service Delivery
Development Svcs	Threat	Shifting Priorities (Unreasonable Service Requests)	Service Delivery
Development Svcs	Threat	Amendment/Election results/Potential loss of "Penny for Pasco"	State/Federal Constraints
Administration	Threat	Amendments, tax cuts, and other political actions	State/Federal Constraints
Public Services	Threat	Bureaucracy	State/Federal Constraints
Development Svcs	Threat	Cuts to grant funding	State/Federal Constraints
Utilities Svcs	Threat	Energy costs	State/Federal Constraints
Utilities Svcs	Threat	Government regulations	State/Federal Constraints
Development Svcs	Threat	Legislature	State/Federal Constraints
Internal Services	Threat	Lower property tax revenues	State/Federal Constraints
Internal Services	Threat	Pending Legislation	State/Federal Constraints
Utilities Svcs	Threat	Private utilities	State/Federal Constraints
Utilities Svcs	Threat	Regional water issues	State/Federal Constraints

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Utilities Svcs	Threat	Regulatory Requirements	State/Federal Constraints
Development Svcs	Threat	Requests for Deviation of State/Federal Standards	State/Federal Constraints
Development Svcs	Threat	SWFWMD Disappearing or Reduction of Project Reviews	State/Federal Constraints
Public Services	Threat	Tourism Tax	State/Federal Constraints
Internal Services	Threat	Unfunded mandates	State/Federal Constraints
Public Services	Threat	Unfunded Mandates	State/Federal Constraints
Administration	Threat	Customer's increased use of technology (and our inability to keep up)	Technology
Public Services	Threat	Lack of Technology	Technology
Development Svcs	Threat	Perception disconnect between our departments and IT as it relates to acquiring new equipment/software	Technology
Administration	Threat	Technology will reduce the need for human intervention	Technology
Public Services	Threat	Competition (fear of Outsourcing)	Workforce
Administration	Threat	Competition with adjoining counties for employees	Workforce
Development Svcs	Threat	Fear of Change	Workforce
Administration	Threat	Fire service career "calling" on the decline	Workforce
Administration	Threat	Fire service career as a family tradition on the decline	Workforce
Internal Services	Threat	Higher paying competitors	Workforce
Administration	Threat	Lack of community amenities to attract good talent	Workforce
Development Svcs	Threat	Lack of Trust of Employees	Workforce
Administration	Threat	Lack of workforce development opportunities	Workforce
Development Svcs	Threat	Losing good employees to other organizations (improved economy, our low pay)	Workforce
Utilities Svcs	Threat	Mass exodus of employees	Workforce
Internal Services	Threat	May lose a lot of people when economy picks up	Workforce
Utilities Svcs	Threat	Pay – Competitive compensation	Workforce
Utilities Svcs	Threat	Poor employee morale	Workforce
Development Svcs	Threat	Putting Out to Many Fires (Reactionary)	Workforce
Utilities Svcs	Threat	Tuition reimbursement (Lack of)	Workforce
Utilities Svcs	Threat	Union	Workforce
Internal Services	Threat	Unions	Workforce
Development Svcs	Threat	Uptick in economy could overload current staff levels (could occur before we are prepared for it and limit our ability to deal w/changes)	Workforce
Public Services	Weakness	Marketing/Awareness	

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Administration	Weakness	Research	
Administration	Weakness	Cost of health insurance benefits for families	Benefits
Utilities Svcs	Weakness	Economic Motivators	Benefits
Internal Services	Weakness	Low compensation	Benefits
Utilities Svcs	Weakness	Communication	Communication
Utilities Svcs	Weakness	Integration and sharing of information	Communication
Utilities Svcs	Weakness	Inter-department communication	Communication
Development Svcs	Weakness	Internal Communication	Communication
Public Services	Weakness	Internal Communication	Communication
Internal Services	Weakness	Over communicating & not consistent	Communication
Internal Services	Weakness	Poor two way communications	Communication
Utilities Svcs	Weakness	Silos (Communication gaps – interfaces, different mobile devices (PTT and androids))	Communication
Utilities Svcs	Weakness	Lack of reclaimed water customers	Customer Service
Administration	Weakness	Other departments not always on the same page regarding serving the customers	Customer Service
Utilities Svcs	Weakness	Disposal of reclaimed water	Environmental
Administration	Weakness	Budget constraints between accounts/funds limit flexibility	Fiscal Constraints
Development Svcs	Weakness	Disconnect Between Budget Timeline and Equipment Delivery (Too Long)	Fiscal Constraints
Development Svcs	Weakness	Unrealistic budget preparation	Fiscal Constraints
Administration	Weakness	Diverse revenue sources not being used (fee for service)	Generating Revenue
Development Svcs	Weakness	Need better planning for future market conditions (proactive vs. reactive)	Growth
Internal Services	Weakness	A lot of capital deficiencies that are not being addressed (facilities, equipment, vehicles, infrastructure)	Infrastructure/Assets
Development Svcs	Weakness	Aging Equipment	Infrastructure/Assets
Utilities Svcs	Weakness	Aging Infrastructure	Infrastructure/Assets
Administration	Weakness	Aging infrastructure (EOC, Ops, Tng, F/S) in wrong locations, too small, etc.)	Infrastructure/Assets
Public Services	Weakness	Lack of Facilities	Infrastructure/Assets
Administration	Weakness	Large areas of the County do not have water service for fire protection	Infrastructure/Assets
Administration	Weakness	No County Constructed Tourist Facility	Infrastructure/Assets

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Development Svcs	Weakness	Physical work environment not conducive to work flow (i.e. Central Permitting/Zoning/One-Stop); Overcrowded at Code Comp	Infrastructure/Assets
Utilities Svcs	Weakness	Security	Infrastructure/Assets
Internal Services	Weakness	Space issues to house staff and conference rooms	Infrastructure/Assets
Administration	Weakness	Do not always have all necessary information about divisions/departments	Inter-Departmental
Development Svcs	Weakness	Still have "silos"	Inter-Departmental
Administration	Weakness	Equipment replacement process is cumbersome and takes too long (thru ISB)	Internal Departmental
Utilities Svcs	Weakness	Follow through of Engineering support	Internal Departmental
Utilities Svcs	Weakness	Procurement of safety related equipment etc.	Internal Departmental
Development Svcs	Weakness	A lot of management turnover in the last few years has lead to multiple "culture/vision" changes	Leadership
Development Svcs	Weakness	Disappointment Leading to Mistrust of Administration	Leadership
Administration	Weakness	Lack Of Focus	Leadership
Internal Services	Weakness	Lack of performance feedback	Leadership
Internal Services	Weakness	Lack of trust in administration	Leadership
Internal Services	Weakness	Not good at planning	Leadership
Administration	Weakness	Reactive not Proactive	Leadership
Public Services	Weakness	Response Mode	Leadership
Administration	Weakness	Too Versatile	Leadership
Internal Services	Weakness	We don't prioritize & lack of focus	Leadership
Development Svcs	Weakness	Top Heavy Organization	Organization
Development Svcs	Weakness	Codes/ordinances are dated and do not reflect our new "innovative" culture	Organizational Culture
Development Svcs	Weakness	Fear of Change	Organizational Culture
Internal Services	Weakness	Miss opportunities because of the red tape it takes to happen	Organizational Culture
Internal Services	Weakness	Mission and Vision doesn't speak to employees	Organizational Culture
Development Svcs	Weakness	New County culture has not completely evolved (i.e. "Is it command & control day...or is it collaborative day"?)	Organizational Culture
Development Svcs	Weakness	Uncertainty in organizational structure/work flow ("disorganized reorganization")	Organizational Culture
Administration	Weakness	Challenge to keep information updated/current (i.e. department policies)	Process Improvement
Utilities Svcs	Weakness	Engineering standards	Process Improvement

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Administration	Weakness	Have measurements, but need to utilize them better	Process Improvement
Administration	Weakness	Lack of document policies and procedures	Process Improvement
Internal Services	Weakness	Not consistent on policy and procedure deployment across organization	Process Improvement
Internal Services	Weakness	Overwhelmed w/ the back log	Process Improvement
Internal Services	Weakness	Prohibitive process and procedures	Process Improvement
Administration	Weakness	Public safety not a priority for spending/county admin	Public Safety
Administration	Weakness	Equipment failures lead to employees and customers having a bad opinion of resources	Service Delivery
Internal Services	Weakness	Antiquated technology	Technology
Utilities Svcs	Weakness	Data Silos	Technology
Development Svcs	Weakness	Electronic Files are not standardized or integrated	Technology
Development Svcs	Weakness	Equipment Maintenance and Down Time	Technology
Development Svcs	Weakness	Inability to accept electronic payments	Technology
Utilities Svcs	Weakness	Inability to implement new technologies (lack of resources)	Technology
Development Svcs	Weakness	Lack of technological equipment/software	Technology
Public Services	Weakness	Lack of Technology	Technology
Administration	Weakness	Limited ability to store, query, analyze data (data collection is a strength)	Technology
Development Svcs	Weakness	No Full Deployment of Technology	Technology
Development Svcs	Weakness	No Internal Tracking Mechanism for Public Works	Technology
Development Svcs	Weakness	Penny-wise/Pound-foolish with equipment (won't spend money on new, but will waste money and staff time trying to keep old up-and-running)	Technology
Administration	Weakness	Poor performing computers due to age	Technology
Utilities Svcs	Weakness	Solid waste PTT or mobile devices	Technology
Utilities Svcs	Weakness	Storage (Information, equipment, electronic and paper)	Technology
Administration	Weakness	Systems availability (sometimes phones and network are down)	Technology
Administration	Weakness	Technology is insufficient per industry standards	Technology
Administration	Weakness	Insufficient ongoing and advanced training for staff	Training
Internal Services	Weakness	Lack of training & development opportunities	Training
Development Svcs	Weakness	Limited budget for training & development opportunities	Training
Utilities Svcs	Weakness	Training	Training
Administration	Weakness	Ability to staff adequately, especially with increased workload due to merged departments	Workforce

Staff SWOT Analysis Data

<u>Branch</u>	<u>S/W/O/T</u>	<u>Comment</u>	<u>Category</u>
Administration	Weakness	Do not always work as a team	Workforce
Administration	Weakness	Due to phone demands, inability for regularly team meetings (i.e. PIT crews)	Workforce
Utilities Svcs	Weakness	Employee moral	Workforce
Development Svcs	Weakness	Employees are too specialized, not enough cross-training	Workforce
Administration	Weakness	Inadequate staffing for apparatus based on National standards	Workforce
Administration	Weakness	Lack of empathy, desire to perform menial tasks (hero syndrome)	Workforce
Administration	Weakness	Lack of flexibility for workforce preferences/style	Workforce
Internal Services	Weakness	Losing a lot of tenured staff	Workforce
Development Svcs	Weakness	Loss of Experienced Staff	Workforce
Administration	Weakness	Low comparative wages	Workforce
Public Services	Weakness	Low Employee Morale	Workforce
Internal Services	Weakness	Low morale - employee discontent	Workforce
Development Svcs	Weakness	Low staff levels	Workforce
Administration	Weakness	No incentive for continued professional development	Workforce
Administration	Weakness	Not everyone on the team has the same knowledge	Workforce
Development Svcs	Weakness	Overreliance on consultants leads to loss of technical experience among employees & results in a further dependence on consultants	Workforce
Utilities Svcs	Weakness	Recruiting and Retention of employees	Workforce
Administration	Weakness	Relative Youth of the Organization	Workforce
Internal Services	Weakness	Reliance on same people to work on special projects -- no depth	Workforce
Development Svcs	Weakness	Salaries (Existing Employees)	Workforce
Administration	Weakness	Some staff promoted to positions without necessary KSAs due to necessity	Workforce
Development Svcs	Weakness	Staff morale is low (i.e. cutbacks, increased workload, pay issues)	Workforce
Public Services	Weakness	Staff Turnover and Shortage	Workforce
Internal Services	Weakness	The educational requirements for positions change at the last minute	Workforce
Development Svcs	Weakness	Tuition Reimbursement	Workforce
Development Svcs	Weakness	Unwilling to Allow Department to Grow and Add Staff (Preference for Contractors and Consultants)	Workforce
Development Svcs	Weakness	Upward Mobility (Existing Employees)	Workforce
Development Svcs	Weakness	We promote leadership/workforce development, yet hire from the outside (limited promotional opportunities)	Workforce
Utilities Svcs	Weakness	Workload distribution among employees	Workforce

TAB 9

STRATEGIC OBJECTIVES

Strategy “Helper”

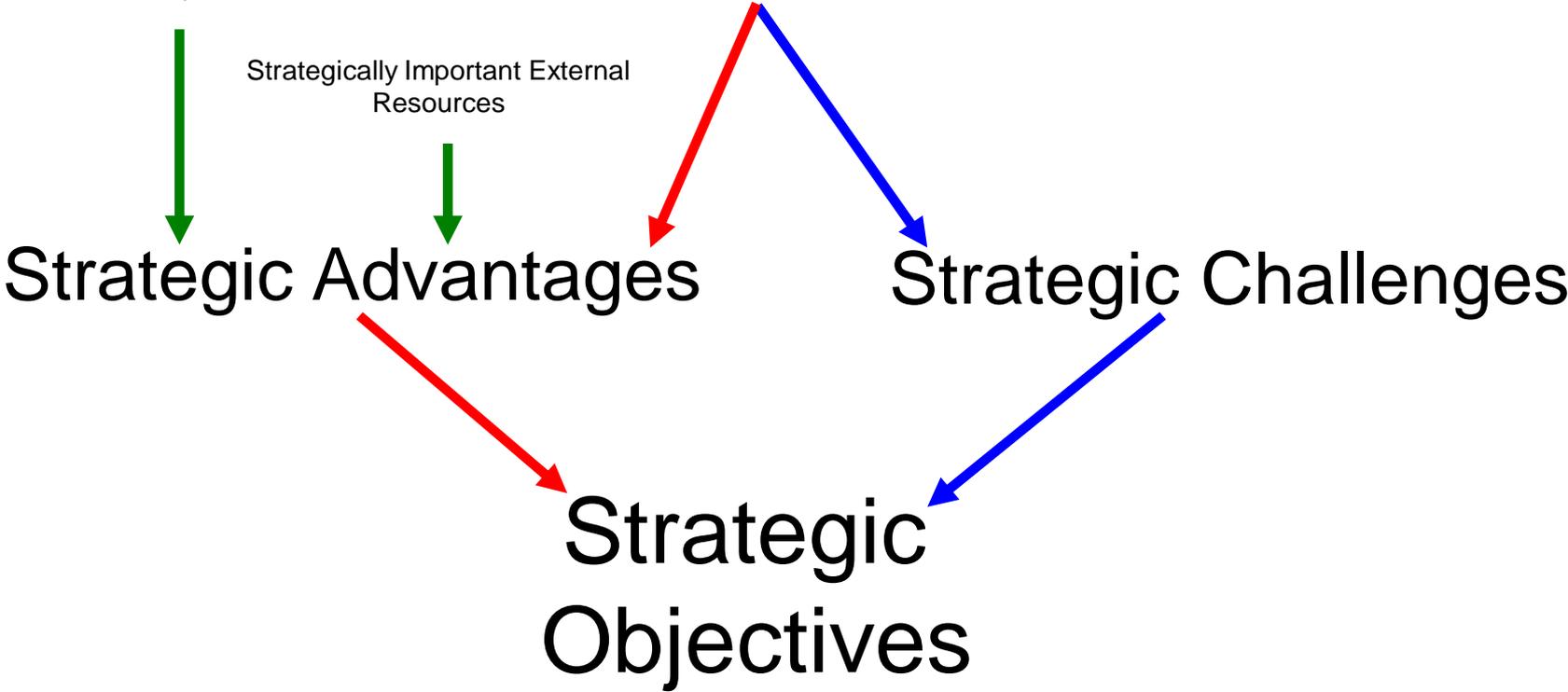
	STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	<p>SO STRATEGIES</p> <p>Strategies that use Pasco County’s internal Strengths to take advantage of external Opportunities.</p>	<p>WO STRATEGIES</p> <p>Strategies that aim to improve Pasco County’s internal Weaknesses by taking advantage of external Opportunities.</p>
THREATS (T)	<p>ST STRATEGIES</p> <p>Strategies that use Pasco County’s internal Strengths to avoid or reduce the impact of external Threats.</p>	<p>WT STRATEGIES</p> <p>Strategies that are defensive tactics directed at reducing Pasco County’s internal Weaknesses and avoiding external Threats.</p>

Strategic
Objectives
Development
Model

Strategic Inputs
Customer Analysis
Environmental Analysis
Performance Analysis

Core Competencies

Strategically Important
External
Resources





Strategic Advantages

Sterling Definition: The term “strategic advantages” refers to those marketplace benefits that exert a decisive influence on an organization’s likelihood of future success. These advantages frequently are sources of an organization’s current and future competitive success relative to other providers of similar products and services. Strategic advantages generally arise from either both of two sources: (1) **core competencies**, which focus on building and expanding on an organization’s internal capabilities, and (2) **strategically important external resources**, which are shaped and leveraged through key external relationships and partnerships.

When an organization realizes both sources of strategic advantage, it can amplify its unique internal capabilities by capitalizing on complementary capabilities in other organizations.

Arise from: Core competencies (Strengths)
Strategically important external resources (Opportunities)

Staff ideas:

- Proximity to Tampa Bay area
- Lots of open space/coastal access
- Workforce Capability (skills, experience, adaptability, dedicated, committed)
- Small/focused leadership (political agility, simplicity)
- Community services
- Environmental Sustainability
- Financial stewardship
- Community Planning and Development
- Public Safety
- Service oriented culture

Brainstorm:



Strategic Challenges

Sterling Definition: The term “strategic challenges” refers to pressures that exert a decisive influence on an organization’s likelihood of future success. These challenges frequently are driven by an organization’s future competitive position relative to other providers of similar products and services. While not exclusively so, strategic challenges **generally are externally driven**. However, in responding to externally driven strategic challenges, an organization may face internal strategic challenges.

External strategic challenges may relate to customer or market needs or expectations; product and service or technological changes; or financial, societal, and other risks or needs. **Internal strategic challenges may relate to an organization’s capabilities or its human and other resources.**

Arise from: Generally are externally driven (Threats)
Internal challenges may relate to an organization’s capabilities or its human/other resources (Weaknesses)

Staff ideas:

- Anticipated population growth
- Aging neighborhoods/Development
- Collaborations/Partnerships
- Workforce(Moral, Raises, Capacity, Development, Recruitment, Succession Planning)
- Economy/Jobs
- Tax base loss/property value
- Money/people
- Education level of Pasco’s population
- Infrastructure funding (road maintenance)
- Capital Maintenance funding (internal)
- Mistrust of Leadership
- Rising costs (insurance, fuel)
- 25 separate private water utilities with varying levels of services
- Pain avoidance
- Unfunded mandates

Brainstorm:



Strategic Objectives

Sterling Definition: The term “strategic objectives” refers to an organization’s articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Strategic objectives **generally are focused both externally and internally** and relate to significant customer, market, product and service, or technological opportunities and challenges (strategic challenges). Broadly stated, they are what an organization must achieve to remain or become competitive and ensure long-term sustainability. Strategic objectives set an organization’s longer-term directions and guide resource allocations and redistributions.

Key Points: Generally focused both externally and internally
They are what an organization must achieve to remain or become competitive and ensure long-term sustainability
Set an organization’s longer-term directions and guide resource allocations and distributions

Staff ideas:

- Public Safety
- Growth Management/Transportation/Infrastructure (or Community Design and Development)
- Environment Sustainability (or Environmental Stewardship)
- Financial Stewardship
- Citizen & Stakeholder Satisfaction
- Internal Efficiency and Effectiveness (Organizational Efficiency and Effectiveness)
- Economic Development
- Quality of Life (or Quality of Community)

Brainstorm:

TAB 10

WHAT'S NEXT?



What's Next?

1. Staff Objective Teams will develop SMART Goals for KIRs
2. 1/15 Workshop review Draft of Plan and KIRs
3. BCC Adopts Strategic Plan
4. Review "The Result Map Wheels" for alignment with Strategic Plan
5. Re-Score Programs
6. Begin Business Plan Development for FY12/13
7. Begin Budget Development for FY12/13
8. Performance Measurement and Alignment

October November December January February March April May June July August Sept

Pasco Business Cycle

Transaction Surveys; Complaints; Focus Groups; Letters; Suggestions

Customer Analysis

SWOT Results

Citizen Survey Results

Stakeholder Workshops

Environmental Analysis

Prepare Environmental Scan

Revise Environmental Scan

Strategic Plan

New Commissioner Orientation

Elections

BCC Workshop

BCC Adopts Strategic Plan

Strategic Planning Workshop Materials

Revise Plan

Adopted Strategic Plan

Business Plan

Departments Submit Initiatives & Capital Projects

BCC Business Plan Workshop

BCC Business Plan Workshop

Adopted Business Plan

Review & Select Initiatives & Capital

Revise Plan

OMB/Dept Review Operating, Capital & Initiatives

Revise Plan

BCC Adopts Business Plan

Operating & Capital Budget

OMB prepares Targets

Budget Kickoff & Training

Dept's Prepare & Submit Operating, Capital & Initiatives

CA/Dept Review Operating, Capital & Initiatives

BCC Budget Workshop

Proposed Budget

BCC Budget Hearings

BCC Adopts Budget

Performance Analysis

ACA/Dept Head Performance Analysis & Revisions

Quarterly Report

Quarterly Report

Quarterly Report

Adopted Budget

Modify Dept Performance Measures, if necessary

Annual Performance Report

Performance Reviews and Analysis of results of Dept/Div metrics; Dept'l Performance Measures; Quarterly Reports & Annual Report: Initiatives; CI

Pasco County Department Programs by Quartile Community

Community - Quartile 1

Community Development	Community Development Block Grant - Agency Projects (LA0144)
Community Development	Community Development Block Grant - Neighborhood Projects (LA0145)
Community Development	Direct Homebuyer Assistance (LA0140)
Community Development	Pasco Opportunity Program - Habitat for Humanity (LA0148)
Community Development	Pasco Opportunity Program - Housing Agencies (LA0147)
County Attorney	Growth Management and Economic Development (LA0002)
Emergency Management	Incident Management (LA0269)
Emergency Services	911 Emergency and Non-Emergency Call Processing (PS0148)
Emergency Services	First Response for Fire Suppression and Hazard Mitigation (PS0144)
Engineering Administration	Transportation Capital Improvements Program (DS0060)
Libraries	Library Services (PS0180)
MPO	Transportation Planning (DS0020)
Parks and Recreation	Parks Operations and Maintenance (PS0161)
Planning	Current Planning - Growth Mgmt (DS0003)
Planning	Intergovernmental Coordination & Special Projects (DS0004)
Planning	Long Range Planning - Comp Plan and Land Use (DS0001)
Planning	Long Range Planning - Special Plans (DS0002)
Project Management	Transportation Capital Improvements (DS0160)
Public Transportation	Transit Service (PS0080)
Road and Bridge	Roadway Right-of-Way Maintenance (DS0220)
Stormwater	National Pollutant Discharge Elimination System (NPDES) Compliance (DS0242)
Stormwater	Operation and Maintenance (DS0243)
Tourism	Tourism Construction (LA0063)
Traffic	Signalization Capital Improvements Program and Signal Lighting Construction Inspection (DS0081)
Traffic	Signalization, Lighting Operations and Maintenance (DS0080)
Utilities	Public Water Supply Protection and Management (UT0004)
Zoning and Site Development	Zoning and Development Actions (DS0040)

Community - Quartile 2

Animal Services	Field Services (PS0061)
Community Development	Community Development Block Grant - Slum & Blight Program (LA0146)
Community Development	Emergency Shelter Assistance
Community Development	Homeless Programs (LA0149)
Community Development	Owner-Occupied Housing Rehabilitation (LA0141)
Community Development	Rental Development (LA0143)
ELAMP	Environmental Lands Management, Maintenance, and Education (DS0181)

**Pasco County Department Programs by Quartile
Community**

Emergency Management	Facilities (LA0264)
Emergency Management	Planning (LA0263)
Emergency Services	911 Systems Maintenance and Network Management (PS0145)
Emergency Services	911 Dispatch (PS0147)
Emergency Services	First Response for Emergency and Non Emergency Medical Services (PS0143)
Libraries	Electronic Government Services (PS0184)
Planning	Economic Development Planning (DS0005)
Project Management	Paving Assessment Program and Contract Management (DS0166)
Public Transportation	Paratransit Service (Door- to- Door Transportation) (PS0081)
Real Estate	Real Estate Acquisition and Management (DS0141)
Real Estate	Vacation of Rights-of-Way, Easements, and Plats (DS0140)
Stormwater	Utility and Project Management (DS0240)
Survey	Streets and Addressing (DS0101)
Tourism	Government Television (LA0060)
Traffic	Program Maintenance Signing and Markings Design and Installation (DS0082)
Traffic	Traffic Control Devices Requests / Investigation and Inspection and Maintenance of Traffic (DS0085)
Utilities	Field Services and Maintenance (UT0008)
Utilities	Mechanical/Electrical Systems Maintenance (UT0006)
Utilities	Utility System Planning and Service Commitment (UT0001)
Utilities	Water/Reuse Systems Operations (UT0005)
Zoning and Site Development	Code Compliance (DS0041)

Community - Quartile 3

Animal Services	Education Services (PS0062)
Building Construction Services	Enforcement (DS0201)
Community Development	Foreclosure Prevention (LA0142)
Cooperative Extension	Florida Yards and Neighborhoods(FYN)Builder-Developer (SWFWMD) (PS0123)
Cooperative Extension	FYN HomeownersTampa Bay Water (PS0124)
ELAMP	Environmental Lands Acquisition (DS0180)
Emergency Management	Crisis Communication, Warning, Public Education and Information (LA0260)
Emergency Management	Prevention and Security (LA0267)
Emergency Management	Training and Exercise (LA0261)
Emergency Services	Fire Safety Inspections (PS0140)
GIS	Map Development and Maintenance (DS0120)
Human Services	Indigent Burial Services (PS0002)
Libraries	Governmental Cooperative Activities (PS0185)
Parks and Recreation	Sports (PS0163)

Pasco County Department Programs by Quartile

Community

S.A.V.E.	Medical Evidence Collection/Rape Exams (PS0040)
Solid Waste	Disposal (UT0041)
Stormwater	Customer Service (DS0241)
Survey	Survey and Right-of-Way Mapping (DS0102)
Tourism	Tourism Aid to Private Organizations (LA0061)
Traffic	Crash Data Management System and Traffic Studies (DS0083)
Utilities	Environmental Compliance (UT0010)
Utilities	Instrumentation Control and Information Systems (UT0009)
Utilities	Laboratory Services (UT0011)
Utilities	Wastewater Systems Operations (UT0007)

Community - Quartile 4

Animal Services	Sheltering Services (PS0060)
Building Construction Services	Information / Plans Review / Permit / Inspection (DS0200)
Cooperative Extension	4H and Youth Development (PS0121)
Cooperative Extension	Family and Consumer Sciences (PS0120)
Cooperative Extension	Horticulture (PS0122)
ELAMP	Environmental Review (DS182)
Elderly Nutrition	Congregate Services (PS0100)
Elderly Nutrition	Home Delivery Services (PS0101)
Emergency Management	Hazard Identification, Risk Assessment, Asset Inventory Analysis, and Consequence Analysis (LA0266)
Emergency Management	Hazard Mitigation (LA0265)
Emergency Management	Laws and Authority (LA0268)
Emergency Management	Resource Management and Logistics (LA0262)
Emergency Services	Fire Investigations (PS0141)
Emergency Services	Medical Billing Services (PS0142)
GIS	On Demand Mapping Services (DS0121)
Human Services	Health Care Responsibility Act/Florida Medicaid/County Billing (PS0001)
Human Services	Homeless Prevention Services (PS0003)
Libraries	Community Education and Activities (PS0183)
Misdemeanor Probation	Misdemeanor Probation Services & Case Management (LA0160)
Parks and Recreation	Aquatics (PS0160)
Parks and Recreation	Recreation Programs (PS0162)
Parks and Recreation	Waterways Operation (PS0164)
Project Management	Annual Pavement Program Maintenance (DS0161)
Project Management	Bond Management and Administration (DS0164)
Project Management	CIP, PVAS, and Program Maintenance Inspections (DS0165)
Project Management	Right-of-Way Use Inspections/Driveway Determinations (DS0163)

Pasco County Department Programs by Quartile

Community

Project Management	Site Development Inspections (DS0162)
Road and Bridge	Roadway Landscaping (DS0221)
Solid Waste	Collection and Transfer (UT0040)
Solid Waste	Source Reduction and Recycling (UT0042)
Survey	Plat Review (DS0100)
Tourism	Tourism Promotions (LA0062)
Traffic	Traffic Calming (DS0084)
Utilities	Account Management (UT0013)
Utilities	Asset Management (UT0002)
Utilities	Customer Affairs (UT0014)
Utilities	Meter Reading and Service Order Management (UT0012)
Utilities	Project Delivery and Contracts Management (UT0003)
Veterans Services	Veterans Services (PS0020)