Pasco County
Board of County Commissioners
Strategic Plan

2009-2012
Updated January 2011

Board of County Commissioners

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

CONTENTS

Introduction 1

Vision, Mission & Values 5

Strategic Objectives & Key Intended Results 6

Environmental Scan

- Capital Improvement Plan 9
- Demographic Trends 11
- Economic Analysis 14
- Information Technology 17
- Land Use Trends 19
- Legislative Issues 21
- Organizational Profile 23
- ULI Report Implementation 25

Community Outreach & Participation

- Resident Satisfaction Survey 29
- Stakeholders Sessions Summary 30
- SWOT Analysis 33

Where Do We Go From Here?

- Linking the Strategic Plan 35

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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 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.

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.

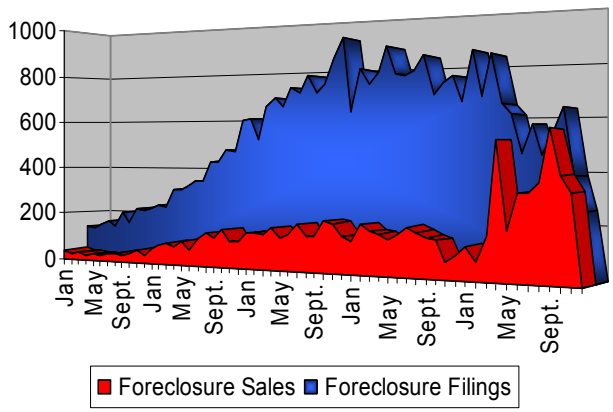
Growth in the Tampa Bay Region will have a significant impact on the County. The County is strategically located and is becoming a highly desirable location for new residents and businesses. The natural northerly progression of growth out from Tampa/Hillsborough County and the continued migration from 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

January 2006 through November 2010

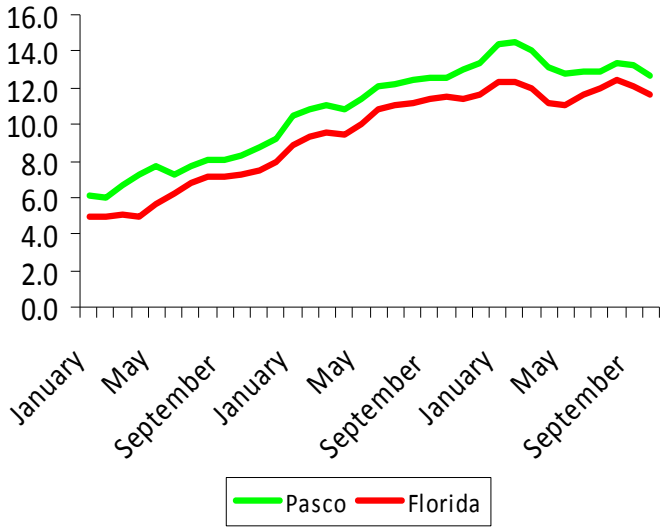


Pasco County continues to be effected by the dramatic increase in foreclosures. For the first time in four years, 2010 will show the first decrease in foreclosure suit filings. Unfortunately, the 2010 level will still exceed more than 6,000 filings. That level, down from the 2009 high of almost 9,300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

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

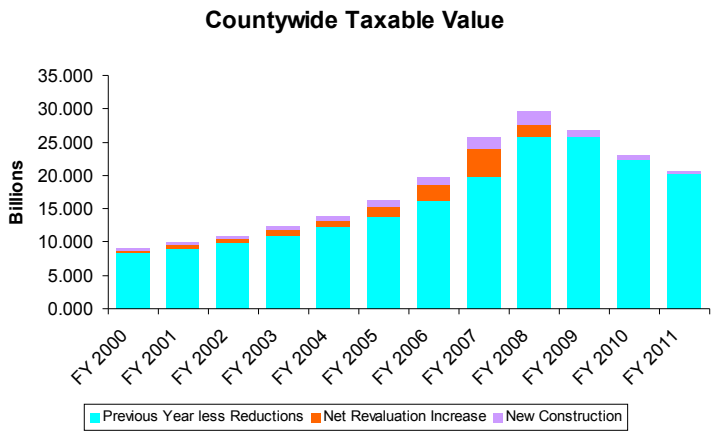
January 2008 through October 2010



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.

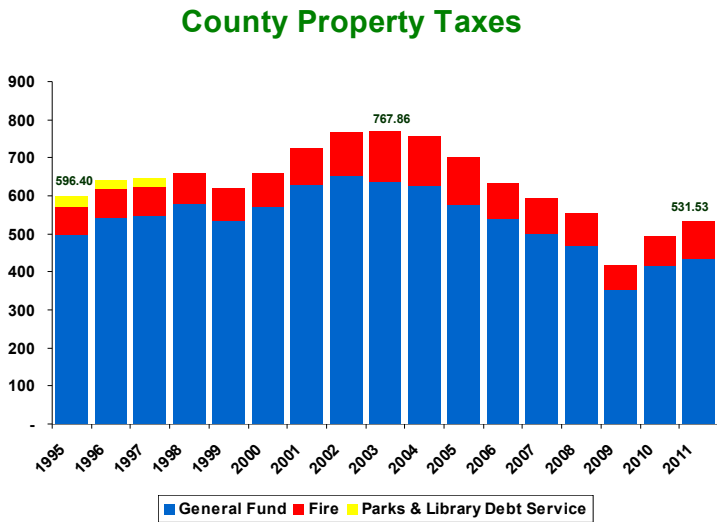
TAXABLE VALUE



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.

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.



OMB also calculated County property taxes on an average homesteaded property for the last 17 tears. 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.

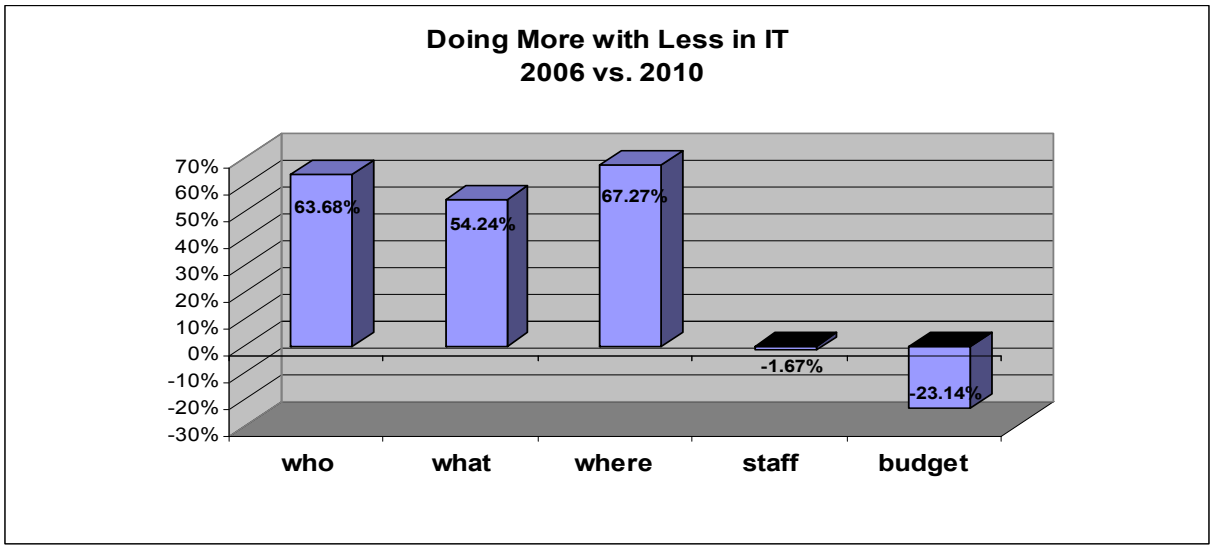
		2011	2012	2013	
	General	215,172,089	219,971,744	224,891,390	
	Municipal Services	26,636,044	27,176,945	27,731,369	
	Road & Bridge	10,244,798	10,470,918	10,702,691	
		252,052,931	257,619,607	263,325,450	
2.50%	Increase in Operating Expenses		5,566,676	11,272,519	*
2.50%	Decrease in Taxable Value		3,138,383	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

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.

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.

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?

- 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.

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.

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.

	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.

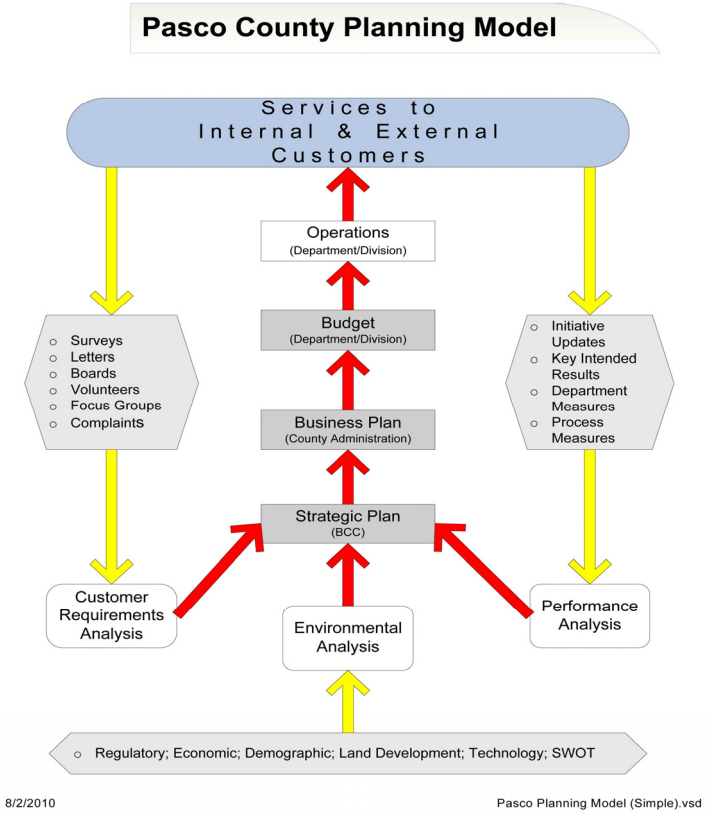
LINKING THE STRATEGIC PLAN TO AN ANNUAL BUSINESS PLAN AND BUDGET

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.

FOR ADDITIONAL INFORMATION ABOUT THIS REPORT, CONTACT:

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