



Hernando County
Board of County Commissioners
Strategic Plan Meeting
Minutes

July 31, 2025

CALL TO ORDER

The meeting was called to order at 9:30 a.m. on Thursday, July 31, 2025, at the Hernando County Utilities Department, Brooksville, Florida.

<u>Attendee Name</u>	<u>Title</u>
Brian Hawkins	Chairman
Jerry Campbell	Vice Chairman
John Allocco	Second Vice Chairman
Ryan Amsler	Commissioner
Toni Brady	Deputy County Administrator
Jon Jouben	County Attorney
Jeffrey Rogers	County Administrator
Carla Rossiter-Smith	Chief Procurement Officer
Heidi Prouse	Deputy Clerk

Comm. Champion was not present at the meeting.

Hernando County Clerk of Circuit Court and Comptroller Douglas A. Chorvat, Jr., was present at the meeting.

Invocation

Pledge of Allegiance

AGENDA

Motion

To approve the Agenda.

RESULT:	ADOPTED
MOVER:	John Allocco
SECONDER:	Ryan Amsler
AYES:	Hawkins, Campbell, Allocco and Amsler
ABSENT:	Champion

COUNTY ADMINISTRATOR JEFFREY ROGERS

Proof of publication of Notice of Public Meeting was noted for the scheduled meeting.

Hernando County Commissioner Forum II: Drafting Strategic Plan

Refining Our Vision, Mission and Core Values

The Board convened for a small group discussion to refine the vision, mission and core values of the county based upon data collected from county citizens and the Board's vision for the future of the county.

RECESS/RECONVENE

The Board recessed at 11:10 a.m. and reconvened at 11:15 a.m.

Hernando County Commissioner Forum II: Drafting Strategic Plan

Refining Goals and Objectives for Each Strategic Theme

The Board convened for a small group discussion to refine the goals and objectives for each strategic theme of the county.

CITIZENS' COMMENTS

The Board accepted public input on this matter.

ADJOURNMENT

The meeting was adjourned at 12:55 p.m.



Board of County Commissioners

AGENDA ITEM

Meeting: 07/31/2025
Department: Administration
Prepared By: Carla Rossiter-Smith
Initiator: Carla Rossiter-Smith
DOC ID: 16210
Legal Request Number:
Bid/Contract Number:

TITLE

Hernando County Commissioner Forum II: Drafting Strategic Plan

BRIEF OVERVIEW

Commissioner Forum II topics will include:

- Review/finalize mission, vision, values, and strategic SMART goals
- Develop champions, objectives, implementation plans and timelines for each goal
- Determine a schedule for monitoring (accountability checkpoints) for each goal

FINANCIAL IMPACT

NA

LEGAL NOTE

The Board has authority to act on this matter pursuant to Chapter 125, Florida Statutes.

RECOMMENDATION

It is recommended that the Board have discussion regarding a Strategic Plan for Hernando County.

REVIEW PROCESS

Pamela Hare	Approved	07/22/2025	10:06 AM
Heidi Prouse	Approved	07/22/2025	10:44 AM
Toni Brady	Approved	07/24/2025	7:27 AM
Jeffrey Rogers	Approved	07/24/2025	1:46 PM
Colleen Conko	Approved	07/24/2025	1:56 PM



THE HERNANDO SUN; Published Weekly
Brooksville Hernando County FLORIDA

PUBLISHER'S AFFIDAVIT OF PUBLICATION
STATE OF FLORIDA
COUNTY OF HERNANDO :

Before the undersigned authority, Julie B. Maglio, personally appeared, who on oath, says that she is Editor of the Hernando Sun, a weekly newspaper published at Brooksville in Hernando County, Florida, that the attached copy of the advertisement, being a
NOTICE OF HERNANDO COUNTY STRATEGIC PLAN MEETING

in the matter of
BOCC Meeting on Thursday, July 31, 2025, from 9:30 AM to 12:00 PM

was published in said newspaper by print in the issue(s) of:
July 25, 2025

and/or by publication on the newspaper's publicly available website, if authorized, on July 25, 2025

Affiant further says that the newspaper complies with all legal requirements for publication in chapter 50, Florida Statutes.



(Signature of Affiant)

Sworn to and subscribed before me
This 28th day of July, 2025.



(Signature of Notary Public)



LISAM. MACNEIL
Commission # 1H 254975
Expires April 19, 2026

(Print, Type, or Stamp Commissioned Name of Notary Public)

Personally known or

produced identification _____

Type of identification produced _____

NOTICE OF HERNANDO COUNTY STRATEGIC PLAN MEETING OF THE HERNANDO COUNTY BOARD OF COUNTY COMMISSIONERS

NOTICE IS HEREBY GIVEN that a Hernando County Strategic Plan Meeting of the Hernando County Board of County Commissioners has been scheduled to be held on Thursday, July 31, 2025, from 9:30 AM to 12:00 PM., located at the Hernando County Utilities Department, 15365 Cortez Boulevard, Brooksville, FL 34613. The meeting will focus on shaping the County's future vision, goals and objectives.

The meeting is open to the public. Any questions concerning this meeting should be directed to the County Administrator's Office, at (352) 754-4002. This meeting agenda may be viewed online at <https://hernandocountyfl.legistar.com/Calendar.aspx>.

If a person decides to appeal any quasi-judicial decision made by the Hernando County Board of County Commissioners with respect to any matter considered at such hearing or meeting, he or she may need to ensure that a verbatim record of the proceeding is made, which record includes the testimony and evidence upon which the appeal is to be based.

In accordance with the Americans with Disabilities Act, persons with disabilities needing a special accommodation to participate in this proceeding should contact Jan Houser, Hernando County Human Resources Department, 15470 Flight Path Drive, Brooksville, FL 34604, (352) 754-4013. If hearing impaired, please call 1-800-676-3777.

/s/ Jeffrey Rogers
County Administrator
Hernando County Administration

Published: July 25, 2025

Hernando County BOCC Leadership Forum II

Thursday, July 31, 2025





Collaborative Labs' Team

Andrea Henning – Executive Director

Dina Vann – Documenter

PJ Petrick – Technologist

Florida Institute of Government

Angela Crist – Director





Agenda



Welcome & Recap of Executive Leadership Meeting: July 11, 2025

Refine Draft Vision, Mission, Core Values & Strategic Themes

Refine Draft Goals and Objectives for the Strategic Areas:

- Economic Opportunity
- Educational Excellence and Workforce Development
- Commitment to Public Safety
- Stewardship of Natural Resources
- Quality of Life

Wrap-Up & Next Steps for Success



Welcome & Recap of
Executive Leadership Meeting: July 11, 2025

**Review of Real-Time Record &
Executive Summary**



Refine Draft
Vision, Mission & Core Values

Refining our Vision

An overarching, aspirational description of what we want to achieve in the future

Draft Vision: Rich in History, Inspired by our Natural Resources, Focused on Creating a Safe Environment of Opportunity.

Refining our Mission

A statement that explains, in simple and concise terms, an organization's purpose and reason for existence.

Draft Mission: To provide essential services and community support ensuring public safety and fostering transparent communication and civic engagement for the wellbeing of all Hernando County residents.

Refining our Values

A set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances.

HERNANDO

- **Honor**
- **Excellence in Service**
- **Respect for Community**
- **Natural Resource Stewardship**
- **Accountability & Integrity**
- **Nurturing Innovation**
- **Dedication to Safety**
- **Opportunity**

Activity Template
&
Deploy to BOCC Team



Refining Strategic Themes

Economic Opportunity

Grow a resilient multi-generational economy with job investment and career opportunity in emerging high demand fields such as manufacturing, aerospace technologies, career creation, relevant educational opportunities. (Include infrastructure)

Educational Excellence and Workforce Development

Proactive and Future-oriented skills via developing technologies, business and trade incubator, Space Florida, educational partnerships.

Commitment to Public Safety

Investment in first-responder training and educational resources, emergency operations, resilience, hurricane preparedness and community defined levels of service.

Stewardship of Natural Resources

Protection, responsible planning, conservation and sustainable practices related to coastal fisheries, rivers, lakes and springs for multi-generational residents.

Enhance Quality of Life through Civic Engagement

EngageHernando, Social Media, Community Surveys, Town Halls, so the government knows what is wanted by the residents. (Include infrastructure)

Refining our Goals

A broad statement of a desired future condition

Refining our Objectives

Specific outcomes, measurable whenever possible, that will produce progress towards the goal.

Activity Template
&
Deploy to BOCC Team



What are our Priority Goals (Pick 5)

- A.1. Economic Opportunity: Site ready locations for companies to grow & expand 0
- A.2. Economic Opportunity: An established recurring funding source for economic development 0
- A.3. Economic Opportunity: Workforce training for manufacturing and aerospace industry jobs 0
- A.4. Economic Opportunity: Incentives to attract and grow industries 0
- B.1. Excellence and Workplace Development: A "growing our own" training and professional development Incubator 0
- B.2. Excellence and Workplace Development: Quality employment opportunities aligned with the growing business workforce needs 0
- B.3. Excellence and Workplace Development: Upskill existing workforce to current and future technologies (A technologically advanced workforce) 0
- B.4. Excellence and Workplace Development: Invest in education and training programs that may provide seamless progression to additional education and/or employment (job-based skills training) 0
- C.1. Commitment to Public Safety: Adequate funding & resources available for highly trained first responders 0

SEE MORE 

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app



NEXT STEPS: ACTION ITEMS & TIMELINE

Phase Two

2.1	Commissioner Forum I (6 hours) off-site	June 18, 2025
2.2	County Administrator & Executive Leadership Planning Meeting	July 11, 2025
2.3	Leadership Forum II (3 hours) off-site	July 31, 2025
2.4	County Administrator & Executive Leadership Planning Meeting	August 8, 2025
2.5	Final Report Internal Review	September 23, 2025
2.6	Final Report to Commission Workshop	October 2025

Phase Three:

3.1	Strategies for supporting the implementation plan	November 2025
3.2	Implementation plan facilitation	November 2026



Thank You!





Hernando County Leadership Forum II

July 31, 2025, 9:30am – 12:30pm

Hernando County Utilities Department: 15365 Cortez Blvd, Brooksville, FL 34613

9:30am – 9:45am **Welcome & Recap of Executive Leadership Meeting: July 11, 2025**
Review of Real-Time Record & Executive Summary

Andrea Henning, Collaborative Labs at St. Petersburg College
Angela Crist, The John Scott Dailey, Florida Institute of Government

9:45am – 10:30am **Refining our Vision, Mission & Core Values**

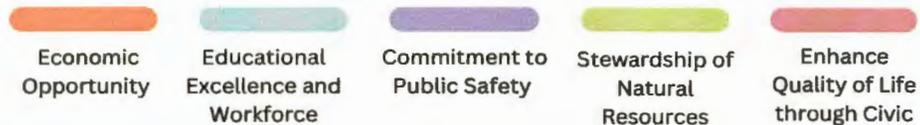
10:30am – 12:15pm **Refining Goals & Objectives for each Strategic Theme**
(10-min. break)

12:15pm – 12:30pm **Wrap-Up & Next Steps**

Helpful Strategic Definitions:

- **Vision**: An aspirational description of what we want to achieve in the Future.
- **Mission**: A statement that explains, in simple and concise terms, an organization’s purpose and reason for existence.
- **Values** are a set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances.
- **Goal**: A broad statement of a desired future condition.
- **Objective**: Specific outcomes, measurable whenever possible, that will produce progress towards the goal.
- **Action Plans**: Detailed tactics by which an Objective is carried out.
- **Metric**: A number or quantity that records a directly observable value.
- **Accountable Champions**: Persons willing to accept responsibility for the implementation of an action/plan.

Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
<p>Theme A Economic Opportunity</p> <p>Definition: Grow a resilient multi-generational economy with job investment and career opportunity in emerging high demand fields such as manufacturing, aerospace technologies, career creation, relevant educational opportunities. (Include infrastructure)</p>	<p><i>Goal A1: Site ready locations for companies to grow & expand</i></p>			
	<p>Objective A.1.1 Invest in the infrastructure needed for specific locations</p>	<ul style="list-style-type: none"> A) Identify available funds for viable locations B) Prepare projects for capital improvement program specific to infrastructure supporting targeted industry growth C) Implement a county dig-once policy to ensure future infrastructure needs are met D) Identify funding sources for viable locations (County, State, EDA, FAA, USDA) E) Prepare and prioritize projects for capital improvement program specific to infrastructure supporting targeted industry growth 	<p>On-going</p> <p>1Q26</p>	<p>Economic Development Grants</p> <p>Economic Development Planning Utilities Airport</p>



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	<p><i>Goal A2:</i> An established recurring funding source for economic development</p>			
	<p>Objective A.2.1 Explore and identify the various options to create a recurring funding mechanism</p>	<ul style="list-style-type: none"> A) Assess and study the impacts of using general fund dollars via TPP from targeted industries to create the fund B) Assess and study the impacts of utilizing a portion of ad valorem tax collected from targeted industries C) Explore the impacts of a potential sales tax for future projects D) Utilize TPP from targeted industries to create the fund E) Assess and study the impacts of utilizing a portion of ad valorem tax collected from targeted industries F) Explore the impacts of a potential sales tax for future projects 	<p>On-going</p> <p>4Q25 – 1Q26</p> <p>2026</p>	<p>Economic Development</p> <p>Economic Development</p> <p>Economic Development</p>
	<p>Objective A.2.2</p>			



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
<p>Theme A Economic Opportunity</p> <p>Definition: Grow a resilient multi-generational economy with job investment and career opportunity in emerging high demand fields such as manufacturing, aerospace technologies, career creation, relevant educational opportunities. (Include infrastructure)</p>	<p><i>Goal A3:</i> <i>Workforce training for manufacturing and aerospace industry jobs</i></p>			
	<p>Objective A.3.1 Invest in an incubator focused on the aerospace and manufacturing industry</p>	<p>A) Conduct Feasibility Study Review results and make recommendations If recommendation is to move forward, create business plan and budget with timeline to completion</p>	4Q25 – 2Q26	Economic Development
	<p>Objective A.3.2 Establish a partnership with PHSC for XXXX</p>			
	<p><i>Goal A4:</i> <i>Incentives to attract and grow industries</i></p>			
	<p>Objective A.4.1 Research those incentives that will have the greatest impact</p>	<p>A) Quality of Life, youth sports, affordable housing</p>		
	<p>Objective A.4.2</p>	<p>A) Invest in parks to accommodate large events (tournaments, etc.) Ernie Weaver/Anderson Snow</p>		



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
<p>Theme B</p> <p>EDUCATIONAL EXCELLENCE AND WORKPLACE DEVELOPMENT</p> <p>Definition: Proactive and Future-oriented skills via developing technologies, business and trade incubator, Space Florida, educational partnerships.</p>	<p><i>Goal B.1</i></p> <p><i>A "growing our own" training and professional development incubator</i></p>			
	<p>Objective B.1.1</p> <p>Create a co-working facility for working professionals and industry to foster business growth</p>	<p>A) Look into acquiring a multitenant site like one of the many half empty retail plazas to create spaces for startups and small business as well as account for county growth needs</p> <p>B) Study which industries are expanding in our area and look at the training and programs which can be modeled from other counties.</p> <p>C) Use real-time labor market analytics to anticipate skill needs and job trends.</p> <p>D) Align public workforce programs and education pipelines to these projections.</p> <p>E) Study trainings that are designed to meet current and emerging industry needs and are offered in a condensed format that combines classroom</p>	<p>2028</p> <p>2028</p> <p>2Q26/3Q26</p>	<p>Human Resources</p> <p>Economic Development in conjunction with business community</p>

Goals and Objectives Worksheet



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		instruction and hands-on training. F) Determine if this is public, private or public/private investment. Can or should this be part of the incubator?		
	Objective B.1.2 Establish mentoring and certification programs	A) Identify relevant programs through targeted industry input. B) Identify providers to establish programming.	3Q26	Economic Development in conjunction with education and business community
	<i>Goal B.2 Quality employment opportunities aligned with the growing business workforce needs</i>			
	Objective B.2.1 Develop skillsets training and workforce preparedness for targeted industries	A) Develop programs with local technical and community colleges to incentivize people to educate Fund reskilling and upskilling programs for displaced or underemployed workers. Support short-term credentialing programs that lead to in-demand jobs. Create career pathway programs with clear entry, advancement, and exit points.	2028	Human Resources

Goals and Objectives Worksheet



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		B) Engage with targeted industries to determine most relevant skillsets. Identify providers to establish programming.		Economic Development in conjunction with education and business community
	Objective B.2.2			
	Objective B.2.3			
	Objective B.2.4			
	<i>Goal B.3 Upskill existing workforce to current and future technologies (A technologically advanced workforce)</i>			
	Objective B.3.1 Provide incentive programs for existing companies to train their employees	A) Fund reskilling and upskilling programs for displaced or underemployed workers. B) Support short-term credentialing programs that lead to in-demand jobs. C) Create career pathway programs with clear entry, advancement, and exit points.	2028	Human Resources
		D) Promote established state training programs/educational grants.	On-going	Economic Development in conjunction with education

Goals and Objectives Worksheet



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		E) Create awareness of existing training programs and identify potential new programs. Market these opportunities to industries. F) Work directly with education providers (Hernando Schools, PHSC, CareerSource, etc.) to identify resources to fund and provide such training.		providers, local and state resources.
	Objective B.3.2 Utilize the library system for additional training or certification program testing	A) Look into the possibility of establishing a testing center locally.		
	<i>Goal B.4 Invest in education and training programs that may provide seamless progression to additional education and/or employment (job-based skills training)</i>			
	Objective B.4.1 Partner or volunteer with training & certification			

Goals and Objectives Worksheet

Economic Opportunity
 Educational Excellence and Workforce
 Commitment to Public Safety
 Stewardship of Natural Resources
 Enhance Quality of Life through Civic

Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	programs			
	Objective B.4.2			
	Objective B.4.3			



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
<p>Theme C</p> <p>COMMITMENT TO PUBLIC SAFETY</p> <p>Definition: Investment in first-responder training and educational resources, emergency operations, resilience, hurricane preparedness and community defined levels of service.</p>	<p><i>Goal C.1</i> <i>Adequate funding & resources available for highly trained first responders</i></p>			
	<p>Objective C.1.1 Develop a 5-year financial forecast</p>	<p>A) Align with service delivery goals and capital improvement needs.</p>	<p>Annual review and every 3 year analysis.</p>	<p>HCFR, EM</p>
	<p>Objective C.1.2 Secure funding for sustainability.</p>	<p>A) Advocate for dedicated public safety tax or bond initiatives to ensure stable, long-term funding.</p>	<p>Ongoing</p>	<p>HCFR</p>
	<p><i>Goal: C.2</i> <i>Excellent responsive emergency management for long-term recovery</i></p>			
	<p>Objective C.2.1 Enhance interagency coordination and communication</p>	<p>A) Formalize partnerships through memorandums of understanding, conduct joint training exercises, and implement communication protocols to ensure coordination during a disaster.</p>	<p>Annual</p>	<p>EM</p>
	<p>Objective C.2.2 Leverage technology for real-time communication and recovery monitoring</p>	<p>A) Utilize modern technology tools to enhance response times and track recovery progress. Implement mobile applications for public notifications. Develop online platforms for resource allocation tracking.</p>	<p>1-5 years</p>	<p>EM, IT</p>
	<p>Objective C.2.3</p>	<p>A) Strengthen post-disaster</p>	<p>Annual review</p>	<p>EM</p>

Goals and Objectives Worksheet

A legend consisting of five colored ovals with corresponding text below them:

- Economic Opportunity
- Educational Excellence and Workforce
- Commitment to Public Safety
- Stewardship of Natural Resources
- Enhance Quality of Life through Civic

Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	Strengthen post-disaster continuity for critical services	continuity for critical services (Continuity of operations plans (COOP) for essential public services & ensure key infrastructure (hospitals, schools, etc) has redundancy and recovery plans)		
	<i>Goal C.3 Clear, timely, and informative public safety communication</i>			
	Objective C.3.1 Educate the public on their role in community and personal safety	<ul style="list-style-type: none"> A) Utilize multiple outlets to educate the public regarding life safety B) Create education materials and distribute throughout the year to consistently inform the public about safety and preparedness C) Conduct quarterly public safety awareness campaigns. 	2026	Emergency Management and Public Information
	Objective C.3.2 Establish a process for communication during emergencies and significant events	<ul style="list-style-type: none"> A) Activate the Emergency Operations Center B) The Public Information Office to send out media releases and schedule social media updates C) Open the Public Information Call Center D) Implement AI software on the website and call center to better serve the public during 		Emergency Management and Public Information

Goals and Objectives Worksheet

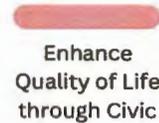
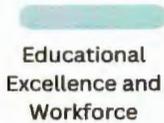


Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		activations E) Reduce the average time between a public safety event and initial public notification by 30%.	1 year	HCFR
	Objective C.3.3 Objective C.3.4 <i>Goal C.4 Public safety operational readiness</i> Objective C.4.1 Invest in EOC and first responder training centers Objective C.4.2 Invest in fire station property, designs, and construction Objective C.4.3 Increase capability of recruitment and trainee program			
A) Secure funding, continue planning and site layout design.		1-5 years	EM, Admin, HCFR, Utilities, DPW	
A) New fire station prototype. Acquire property for future fire stations.		1-5 years	HCFR, Procurement, Construction Manager	
A) Add additional FTEs to ensure a continuous stream of trainees are in school without reducing combat staffing. Develop recruitment videos and infographics.		1 year	HCFR, OMB, HR	

Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
Theme D STEWARDSHIP OF NATURAL RESOURCES Definition: Protection, responsible planning, conservation and sustainable practices related to coastal fisheries, rivers, lakes and springs for multi-generational residents.	<i>Goal D.1</i> <i>Water Quality Protection</i>			
	Objective D.1.1	A) For spring protection, maintain fertilizer restrictions that restrict the use of nitrogen containing fertilizers during the dormant winter season and the rainy season.	Review ordinance every 5 years	HCUD
	Objective D.1.2	A) Testing and Report Evaluation w/ FDOH	Monthly	Florida Department of Environmental Health (FDOH)
	Objective D.1.3			
	<i>Goal D.2</i>			
	Objective D.2.1	A) Prepare an environmental monitoring plan and measure groundwater levels throughout the County in accordance with the SWFWMD regulations	Annually	HCUD
	Objective D.2.2	A) Ensure Public Notice is met during high bacteria or red tide occurrences.	As Required w/ Occurrence	Public Information Office/ Parks and Recreation/ FDOH
	Objective D.2.3			
	Objective D.2.4			
	<i>Goal D.3</i>			
	Objective D.3.1			
	Objective D.3.2			
	<i>Goal D.4</i>			
	Objective D.4.1			
Objective D.4.2				



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	Objective D.4.3			



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
<p>Theme E</p> <p>ENHANCED QUALITY OF LIFE THROUGH CIVIC ENGAGEMENT</p> <p>Definition: EngageHernando, Social Media, Community Surveys, Town Halls, so the government knows what is wanted by the residents. (Include infrastructure)</p>	<p><i>Goal E.1</i> <i>Developer specific ordinances for investment in community assets</i></p>			
	<p>Objective E.1.1 Incentivize developers to invest in the community (parks, sidewalks, schools) Note: Perhaps this is not “incentivize” but a requirement. Determine if it is feasible/allowable to add a new fee to developments over a certain number of units. Those fees would be directed to specified Quality of Life items.</p>	<p>A) Create policy that require developers to invest into the infrastructure not only in their neighborhoods but in the surrounding areas.</p>		
	<p>Objective E.1.2</p>			
	<p>Objective E.1.3</p>			



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	<p><i>Goal E.2 Increased recreational opportunities, as the community grows, while protecting natural resources</i></p>			
	<p>Objective E.2.1 Strategic planning for future park developments</p>	<p>A) Review recommendations from the Parks and Recreation Master Plan results. Determine Park needs and demands to keep up with population growth.</p>	<p>Fall 2025</p>	<p>Parks and Recreation</p>
	<p>Objective E.2.2 Establish passive recreational opportunities</p>			
	<p>Objective E.2.3</p>			
	<p>Objective E.2.4</p>			
	<p><i>Goal E.3 Passive recreational activities utilizing protected areas of conservation lands, forestry, and waterways</i></p>			

- 
 Economic Opportunity
- 
 Educational Excellence and Workforce
- 
 Commitment to Public Safety
- 
 Stewardship of Natural Resources
- 
 Enhance Quality of Life through Civic

Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
	<p>Objective E.3.1 Establish a plan for invasive species control and routine maintenance of all the natural assets</p>	<p>A) Review recommendations from the Parks and Recreation Master Plan results. Determine Park needs and demands to keep up with population growth.</p> <p>B) Follow Environmental Sensitive Lands Management Plan addressing invasive exotic nuisance controls and maintenance.</p>	<p>Fall 2025</p> <p>Annually</p>	<p>Parks and Recreation</p> <p>Natural Resources Department</p>
	<p>Objective E.3.2 Maintain aids to navigation for our existing waterways system</p>	<p>A) Waterways Aids To Navigation routine inspection and maintenance.</p>	<p>Periodically</p>	<p>Natural Resources Department</p>
	<p>Objective E.3.3</p>			
	<p><i>Goal E.4</i> <i>Well maintained existing community assets</i></p>			
	<p>Objective E.4.1 Pursue and allocate funding sources to maintain community assets</p>			
	<p>Objective E.4.2</p>			
	<p>Objective E.4.3</p>			
	<p>Objective E.4.4</p>			



Refining Hernando County's Vision, Mission & Core Values

Draft Vision *(An aspirational description of what we want to achieve in the Future)*

Rich in History, Inspired by our Natural Resources, Focused on Creating a Safe Environment of Opportunity

Top Additional Considerations from Executive Leadership Team – July 11, 2025 (RTR: Pgs. 10 – 13)	Refined Vision Statement
<ul style="list-style-type: none"> • What types of opportunities? • How does this apply to governments role in the community? • How does the wording of the vision properly translate to the citizens? • How do we bolster community spirit • History is a characteristic not a vision • How do we plan to enhance quality of life for all citizens • Enrich the growth by creating economic opportunities, and making Hernando county enticing for families to thrive • Seems very broad • This doesn't seem like a vision • "The vision of Hernando County is the conservation of rich history, inspired by and stewarding the natural resources, to focus on creating a safe economic landscape and environment to foster opportunities and a high quality life." 	<p>Here: We are looking at defining our Hernando Vision for where we want to be..</p> <p>To create a safe environment for opportunities, rich in history, inspired by our natural resources.</p> <p>Rich in History, Inspired by our Natural Resources, maintaining a safe environment for opportunities for its residents.</p>

Draft Mission *(A statement that explains, in simple and concise terms, an organization's purpose and reason for existence)*

Our mission is to provide essential services and community support ensuring public safety and fostering transparent communication and civic engagement for the wellbeing of all Hernando County residents.

Additional Considerations from the Executive Leadership Team – July 11, 2025 (RTR: Pgs. 13 – 16)	Refined Mission Statement
<ul style="list-style-type: none">• Somewhere needs to better define what is meant by essential services and community support• Nothing about efficiency and achieving the mission efficiently• How will civic engagement improve well being of residents• Essential services are our mission but should include services for the all residents like housing, access to healthy living, and resources for all• Missing reference to the future• What is civic engagement?	<p>Here: To provide low cost efficient essential services and community support transparent civic engagement for the well-being of all Hernando County residents.</p> <p>To provide efficient, essential services, ensuring public safety and civic engagement for the well-being of all Hernando County residents.</p>

Draft Core Values (A set of standards that establishes a framework for expected behavior and decision-making. These values are non-negotiable and even when the nature of goals, work or leadership established might change over time, these principles apply as an unwavering guide in all circumstances)

HERNANDO

Honor

Excellence in Service

Respect for Community

Natural Resource Stewardship

Accountability & Integrity

Nurturing Innovation

Dedication to Safety

Opportunity

Additional Considerations from the Executive Leadership Team – July 11, 2025 (RTR: Pgs. 16 – 18)	Refined Core Values
<ul style="list-style-type: none"> • Too many • Prefer County values developed by workgroup: <ul style="list-style-type: none"> ○ Innovative: Continuously adapting to address the present and future needs of our community. ○ Community Focused: Dedication to quality service and support to our community, doing our best to exceed expectations. ○ Responsible Stewards: Serving Hernando County with integrity and accountability, as trusted stewards we work to exhibit fiscal responsibility. • Collaborative: Engaging citizens and employees to lead our community with shared vision. 	<ul style="list-style-type: none"> • Here: <ul style="list-style-type: none"> - Honor - Excellence - Recognizing Community Needs - Natural Resource Stewardship - Accountability - Nurturing Innovation - Dedication to Safety - Opportunity

Refining Hernando County's Goals & Objectives

Draft Goals (A broad statement of a desired future condition.)

Draft Objectives (Specific outcomes, measurable whenever possible, that will produce progress towards the goal.)

Theme A: Economic Opportunity

Definition: Grow a resilient multi- generational economy with job investment and career opportunity in emerging high demand fields such as manufacturing, aerospace technologies, career creation, relevant educational opportunities. (Include infrastructure)

Goal A1: Site ready locations for companies to grow & expand

- Objective A.1.1 Invest in the infrastructure needed for specific locations

Goal A2: Recurring funding source for economic development and infrastructure.

- Objective A.2.1 Explore and identify the various options to create a recurring funding mechanism

Goal A3: Workforce training for manufacturing and aerospace industry jobs

- Objective A.3.1 Collaborate on an incubator focused on the aerospace and manufacturing industry
- Objective A.3.2 Establish a relationship with PHSC for certificate programs and stackable credentials.

Goal A4: Incentives to attract and grow industries

- Objective A.4.1 Research incentives that will have the greatest impact

Theme B: EDUCATIONAL EXCELLENCE AND WORKPLACE DEVELOPMENT

Definition: Proactive and Future- oriented skills via developing technologies, business and trade incubator, Space Florida, educational partnerships.

Goal B.1: A "learn here, work here" training and professional development Incubator

- Objective B.1.1 Create a co-working facility for working professionals and industry to foster business growth
- Objective B.1.2 Establish mentoring and certification Programs

Goal B.2: Quality employment opportunities aligned with the growing business workforce needs

- Objective B.2.1 Partner with industry to develop skillsets training and workforce preparedness for targeted industries

Goal B.3: Train existing workforce to current and future technologies (A technologically advanced workforce)

- Objective B.3.1 Provide incentive programs for existing companies to train their employees
- Objective B.3.2 Partner with industry to utilize the library system for additional training or certification program testing

Goal B.4: Partner in education and training programs that may provide seamless progression to additional education and/or employment (job-based skills training)

- Objective B.4.1 Partner or volunteer with training & certification programs

Theme C: COMMITMENT TO PUBLIC SAFETY

Definition: Investment in first-responder training and educational resources, emergency operations, resilience, hurricane preparedness and community defined levels of service.

Goal C.1: Adequate funding & resources available for highly trained first responders

- Objective C.1.1 Develop a 5-year financial forecast
- Objective C.1.2 Secure funding for sustainability.

Goal C.2: Excellent responsive emergency management for long-term recovery

- Objective C.2.1 Enhance interagency coordination and communication
- Objective C.2.2 Leverage technology for real-time communication and recovery monitoring
- Objective C.2.3 Strengthen post-disaster continuity for critical services

Goal C.3: Clear, timely, and informative public safety communication

- Objective C.3.1 Educate the public on their role in community and personal safety
- Objective C.3.2 Establish a process for communication during emergencies and significant Events

Goal C.4: Public safety operational Readiness

- Objective C.4.1 Invest in EOC and first responder training centers
- Objective C.4.2 Invest in public safety facilities
- Objective C.4.3 Increase capability of recruitment and trainee program

Theme D: STEWARDSHIP OF NATURAL RESOURCES

Definition: Protection, responsible planning, conservation and sustainable practices related to coastal fisheries, rivers, lakes and springs for multi-generational residents.

Goal D.1: Water Quality Protection

- Objective D.1.1 Establish policies and projects to limit degegation of water resources

Goal D.2: Increased recreational opportunities, as the community grows, while protecting natural resources

- Objective D.2.1 Establish passive recreational opportunities

Goal D.3: Passive recreational activities utilizing protected areas of conservation lands, forestry, and Waterways

- Objective D.3.1 Establish a plan for invasive species control and routine maintenance of all natural resources
- Objective D.3.2 Maintain aids to navigation for our existing waterways System

Theme E: ENHANCED QUALITY OF LIFE THROUGH CIVIC ENGAGEMENT

Definition: EngageHernando, Social Media, Community Surveys, Town Halls, so the government knows what is wanted by the residents. (Include infrastructure)

Goal E.1: Investment in community assets

- Objective E.1.1 Consider Public Private Partnerships investments for recreation opportunities.
Note: Perhaps this is not "incentivize" but a requirement. Determine if it is feasible/allowable to add a new fee to developments over a certain number of units. Those fees would be directed to specified Quality of Life items.

Goal E.2: Well-maintained existing community assets

- Objective E.2.1 Pursue and allocate funding sources to maintain community assets

Goal E.3: Strategic planning for future park developments

- Objective 3.1.1 Develop a plan for increased recreational opportunities as the community grows

What are our Priority Goals (Pick 5)

Response options	Count	Percentage
A.1. Economic Opportunity: Site ready locations for companies to grow & expand	3	15%
A.2. Economic Opportunity: Recurring funding source for economic development and infrastructure.	3	15%
A.3. Economic Opportunity: Workforce training for manufacturing and aerospace industry jobs	1	5%
A.4. Economic Opportunity: Incentives to attract and grow industries	0	0%
B.1. Excellence and Workplace Development: A "learn here, work here" training and professional development Incubator	2	10%
B.2. Excellence and Workplace Development: Quality employment opportunities aligned with the growing business workforce needs	2	10%
B.3. Excellence and Workplace Development: Train existing workforce to current and future technologies (A technologically advanced workforce)	1	5%
C.1. Commitment to Public Safety: Adequate funding & resources available for highly trained first responders	1	5%
C.2. Commitment to Public Safety: Excellent responsive emergency management for long-term recovery	0	0%

Response options	Count	Percentage
C.3. Commitment to Public Safety: Clear, timely, and informative public safety communication	1	5%
C.4. Commitment to Public Safety: Public safety operational Readiness	2	10%
D.1. Stewardship of Natural Resources: Water Quality Protection	0	0%
D.2. Stewardship of Natural Resources: Increased recreational opportunities, as the community grows, while protecting natural resources	1	5%
D.3. Stewardship of Natural Resources: Passive recreational activities utilizing protected areas of conservation lands, forestry, and Waterways	0	0%
E.1. Quality of Life: Investment in Community Assets	1	5%
E.2. Quality of Life: Well-maintained existing community assets	2	10%
E.3. Quality of Life: Strategic planning for future park developments.	0	0%