



Strategic Planning Process (SPP): Status Update & Next Steps

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Agenda

- Meaning and Definitions
 - Phase 1 Deliverables
 - Phase 2 Deliverables
 - Recommended Vision, Mission, Core Values and Guiding Principles
 - Recommended Strategic Themes, Goals and Objectives
 - Next Steps
- 

Meaning and Definitions



Vision

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

Mission

A statement that explains our purpose and reason for existence.

Strategic Theme

"A pillar of excellence", an area where the city excels in order to achieve your vision.

Goals

Broad statement of a desired future condition.

Objectives


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

Action Plans

Identify the steps needed to achieve the objectives. The steps should be identified in sufficient detail to serve as a self-explanatory guide to how the objectives will be implemented.


Participatory Methodology: Three Phases

Phase One



1.1 Kick Off and Work Plan Refinement	October 28, 2024
1.2 Commission: Strategic Alignment Workshop & Setting Expectations	November 21, 2024
1.3 Communications Outreach	Ongoing
1.4 Citizen Engagement Session	December 18, 2024
1.5 Individual/Group Stakeholder Interviews	January 2025
1.6 Resident Feedback Survey	January 2025
1.7 Community Focus Group Forum I (3 hours)	February 4, 2025
1.8 Employee Survey	February 2025
1.9 Employee Focus Group Forum (3 hours)	March 27, 2025
1.10 Community Focus Group Forum II (3 hours)	April 4, 2025
1.11 Commission Presentation: Review info-to-date and Next Steps	May 27, 2025

Phase Two



2.1 Leadership Forum I (4 hours) off-site	June 20, 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

Phase One: Completed Deliverables

Phase One

- | | | |
|-----|---|-------------------|
| 1.1 | Kick Off and Work Plan Refinement ✓ | October 28, 2024 |
| 1.2 | Commission: Strategic Alignment Workshop & Setting Expectations ✓ | November 21, 2024 |
| 1.3 | Communications Outreach ✓ | Ongoing |
| 1.4 | Citizen Engagement Session ✓ | December 18, 2024 |
| 1.5 | Individual/Group Stakeholder Interviews ✓ | January 2025 |
| 1.6 | Resident Feedback Survey ✓ | January 2025 |
| 1.7 | Community Focus Group Forum I (3 hours) ✓ | February 4, 2025 |
| 1.8 | Employee Survey ✓ | February 2025 |
| 1.9 | Employee Focus Group Forum (3 hours) ✓ | March 27, 2025 |

Phase Two: Completed Deliverables

Phase Two

2.1 Leadership Forum I (4 hours) off-site ✓	June 20, 2025
2.2 County Administrator & Executive Leadership ✓ Planning Meeting	July 11, 2025
2.3 Leadership Forum II (3 hours) off-site ✓	July 31, 2025
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2.5 Final Report Internal Review ✓	September 2025
2.6 Final Report to Commission Workshop ✓	October 2025

Final Draft: Vision and Mission

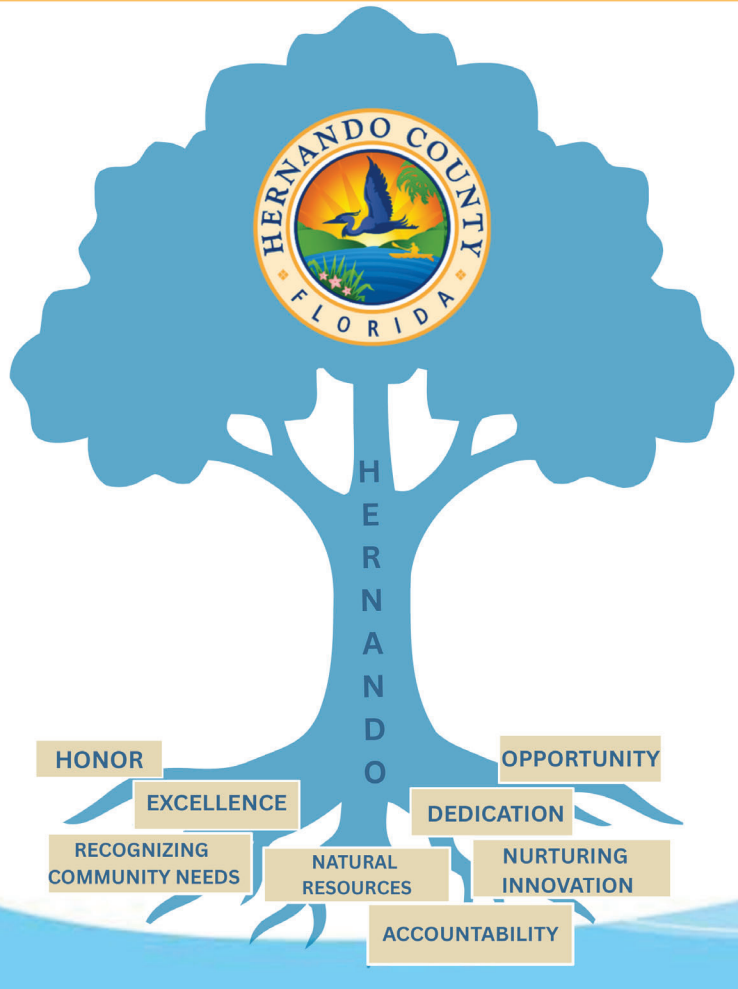
VISION

Rich in character, inspired by our natural resources, Hernando County is a safe environment for opportunities.

MISSION

To provide efficient, essential services, ensuring public safety
and
civic engagement for the well-being of all.

Final Draft: Core Values & Guiding Principles



HONOR

Conduct ourselves in an honest, honorable, and ethical manner

EXCELLENCE

Continuously strive to improve services and work together for organizational excellence

RECOGNIZING COMMUNITY NEEDS

Focus on listening, recognizing, and supporting the needs of our citizens

NATURAL RESOURCE STEWARDSHIP

Serve as trusted stewards of the public's environmental and natural resources

ACCOUNTABILITY

Achieve measurable success and continuous improvement through investment of resources, efficiency, and accountability

NURTURING INNOVATION

Embrace new ideas and develop innovative solutions to increase adaptability, effectiveness and impact

DEDICATION TO SAFETY

Provide a safe environment for all to live, work, and play

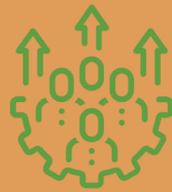
OPPORTUNITY

Cultivate an environment abundant with opportunities for growth, innovation, and positive change

Final Draft: Strategic Themes

4 Strategic Themes
14 Goals
17 Objectives

Economic & Workforce
Opportunity



Commitment to Public
Safety



Stewardship of Natural
Resources



Quality of
Life



Strategic Theme A: Economic & Workforce Opportunity

Hernando County is committed to growing a strong, resilient economy that serves residents across all generations. By investing in job creation and expanding career opportunities in high-demand, emerging fields—such as advanced manufacturing, aerospace technologies, and other innovation-driven industries—the County is laying the foundation for multi-generational, long-term economic success. Through strategic partnerships with educational institutions, industry leaders, and workforce development organizations, we are working to align local talent with future-focused careers. These efforts include expanding access to relevant careers, education, vocational training, and skills development programs that prepare residents for the jobs of tomorrow. Together, we are building a future-ready workforce and creating pathways to economic opportunity for all Hernando County residents.

GOAL A.1 Site-ready locations for companies to grow and expand

OBJECTIVE A.1.1 Invest in the infrastructure needed for targeted industry recruitment and expansion

A.1.1.1 Prepare and prioritize projects for the capital improvement program specific to infrastructure supporting targeted industry growth

A.1.1.2 Identify available grant funding sources to support projects identified in A.1.1.1

A.1.1.3 Implement phasing plan for specific projects identified in A.1.1.1

GOAL A.2 Recurring funding source(s) for economic development infrastructure

OBJECTIVE A.2.1 Explore and assess viable options for establishing a recurring funding mechanism by mid-2026, with consideration given to long-term sustainability and stakeholder input.

A.2.1.1 Assess the impacts of using general fund dollars via TPP from targeted industries to create the fund

A.2.1.2 Assess the impacts of utilizing a portion of ad valorem tax collected from targeted industries or PILOF from Utilities

A.2.1.3 Assess the impacts of a potential sales tax for future projects

OBJECTIVE A.2.2 Based on the findings from A.2.1, begin implementing the most feasible path toward creating a recurring funding mechanism.

GOAL A.3 "Learn here, work here" training and professional development Incubator

OBJECTIVE A.3.1 Collaborate with partners to plan and, if feasible, launch a incubator designed to support working professionals and foster local business growth.

A.3.1.1 Complete study to identify trainings needed within targeted industries (Targeted Industries include: Aviation, Aerospace, Space Florida, Logistics, Manufacturing and other identified targeted industries.) (Types of trainings might include: internships, badges, certifications, mentoring.)

A.3.1.2 Evaluate acquisition or construction of a multitenant facility for incubator, micro-incubator, co-working facility, and other shared use needs.

A.3.1.3 Identify available grant funding sources and potential educational and industry partners.

A.3.1.4 Summarize results of A.3.1.1 to A.3.1.3 and make recommendations. If recommendation is to move forward, create business plan and budget with timeline to completion.

Strategic Theme A: Economic & Workforce Opportunity

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GOAL A.4 Strategic partnerships and responsive workforce development initiatives for emerging and targeted industries.

OBJECTIVE A.4.1 Partner with industry stakeholders to support efforts that build workforce skills and improve training opportunities aligned with the needs of targeted sectors.

A.4.1.1 Engage with targeted industries to determine most relevant skillsets.

A.4.1.2 Partner with education providers to establish programming.

A.4.1.3 Develop and promote programs with local technical and community colleges to incentivize employers and employees to utilize established programming.

GOAL A.5 Attract and Grow Targeted Industries

OBJECTIVE A.5.1 Develop and offer targeted incentive programs, as resources allow, to encourage the relocation or expansion of high-priority industries within the region.

A.5.1.1 Research those incentives that will have the greatest impact

A.5.1.2 Develop a plan for advertising and utilizing the identified incentives identified in Objective A.4.2.1.



Strategic Theme B: Commitment to Public Safety

Hernando County is dedicated to protecting the health, safety, and well-being of its residents through responsible, strategic investments in first-responder training, emergency operations, and public safety resources. This includes ongoing education and preparedness initiatives focused on hurricanes and other natural disasters, ensuring that both County personnel and the public are equipped to respond effectively when emergencies arise. By strengthening local emergency management systems and supporting community-defined levels of service, the County aims to build resilience, reduce risks, and enhance our ability to recover quickly from unexpected events. These efforts reflect our commitment to a safer, stronger Hernando County—today and for future generations.

GOAL B.1 Public Safety Operational Readiness

OBJECTIVE B.1.1 Invest in public safety facilities

B.1.1.1 Create fire station prototype that economically provides for the well-being of the Community and Fire Fighters.

B.1.1.2 Acquire property for fire station expansion in projected areas of growth

B.1.1.3 Assess the impact of a dedicated public safety tax or bond initiative to ensure stable, long-term funding useable for EOC and first responder training center and Sheriff's Office Expansion.

OBJECTIVE B.1.2 Seek opportunities to expand recruitment and training capabilities for public safety personnel, aiming to improve retention and readiness.

B.1.2.1 Develop a 5-year financial forecast aligned with service delivery goals and capital improvement needs to plan for additional FTEs to ensure a continuous stream of trainees without reducing combat staffing.

GOAL B.2 Excellent, Responsive Emergency Management

OBJECTIVE B.2.1 Strengthen coordination between departments and public safety agencies through joint training exercises and the development of shared protocols by the end of 2026.

B.2.1.1 Formalize partnerships through memorandums of understanding with local, state (FROC), and federal agencies to coordinate protocols to ensure timely responses and recovery

B.2.1.2 Conduct joint training exercises with departments, local, state, and federal agencies to implement coordination protocols to ensure timely responses and recovery

B.2.1.3 Strengthen post-disaster continuity for critical services (Continuity of operations plans (COOP) for essential public services & ensure key infrastructure (hospitals, schools, etc.) have redundancy and recovery plans)

OBJECTIVE B.2.2 Support the adoption of technologies that enhance real-time communication and disaster recovery monitoring, with phased implementation beginning in 2026.

B.2.2.1 Utilize modern technology tools (AI, etc.) to enhance response times and track recovery progress

B.2.2.2 Implement mobile application for public notifications

B.2.2.3 Develop technology supported platforms for resource allocation tracking

B.2.2.4 Implement AI software on the website and call center to better serve the public during activations

B.2.2.5 Implement a map that identifies susceptible properties that can be flagged as priorities for assistance

Strategic Theme C: Stewardship of Natural Resources

Hernando County is committed to the protection, responsible planning, and conservation of our valuable water resources—including coastal fisheries, rivers, lakes, and springs. These natural assets are not only vital to our environment and economy, but they also play a central role in the lives of residents who have called this area home for generations. By promoting sustainable practices and thoughtful management, the County seeks to preserve the health and accessibility of these resources for both current and future residents. Through collaboration, education, and stewardship, we will ensure that our waterways continue to support recreation, livelihoods, wildlife habitats, and the overall well-being of our community for years to come.

GOAL C.1 Protect Water Quality

OBJECTIVE C.1.1 Establish and promote policies or projects aimed at promoting the health and longevity of water resources, with measurable progress reviewed annually and aligned with state and federal guidance.

C.1.1.1 For spring protection, maintain fertilizer restrictions that restrict the use of nitrogen containing fertilizers

C.1.1.2 Prioritize Nutrient Reduction Projects and Policies for Homosassa/Chassahowitzka Springs Group Basin Management Action Plan (BMAP) and Weeki Wachee Springs BMAP

GOAL C.2 Utilize areas of conservation lands, forestry, and waterways for passive recreational opportunities

OBJECTIVE C.2.1 Identify and prioritize passive recreational enhancement opportunities aligned with the County's Parks Master Plan, Comprehensive Plan, and the Environmentally Sensitive Lands Management Plan.

C.2.1.1 Provide Safe and efficient visual aids for navigation of existing waterways system for the safety of mariners, recreators and marine life protection.

C.2.1.2 Implement Environmentally Sensitive Lands Management Plan addressing invasive exotic nuisance controls and maintenance

C.2.1.3 Analyze the parks master plan for project identification, prioritize desired projects, and create phased plan for project implementation

C.2.1.4 Identify funding opportunities and partnerships for identified projects

Strategic Theme D: Quality of Life

Hernando County recognizes that the quality of life of its residents—shaped by its people, services, and physical infrastructure—is vital to the well-being and development of the region. The County is committed to actively engaging and informing residents by providing timely, relevant information about County plans, projects, and initiatives. This ensures that residents have access to the infrastructure and services they need to maintain and enhance their quality of life. By building on existing strengths, addressing local needs, and fostering inclusive participation, Hernando County aims to support sustainable multi-generational growth.

GOAL D.1 Well-maintained existing community assets

OBJECTIVE D.1.1 Pursue diverse funding opportunities to support the maintenance and improvement of community assets, with a goal of identifying and applying for key sources.

D.1.1.1 Obtain grants, seek partnerships to maintain/expand existing infrastructure/assets

D.1.1.2 Allocate existing resources to maintain existing assets and infrastructure

Goal D.2 Planning for park operations & development

OBJECTIVE D.2.2 Develop a forward-looking plan for expanding recreational opportunities in growing areas of the community, informed by demographic trends and community input.

D.2.2.1 Analyze the parks master plan for project identification, prioritize desired projects, and create phased plan for project implementation

D.2.2.2 Obtain grants to maintain/expand existing infrastructure/assets

D.3.1 Champion public private investments (P3) for recreation opportunities including large events (tournaments, Recreational Complex, etc.)

GOAL D.3 Clear, timely, and informative public communication

OBJECTIVE D.3.1 Provide the public regular updates on County Projects & Priorities

D.3.1.1 Utilize multi-media to regularly inform the public of progress on strategic and high-priority projects

D.3.1.2 Implement a Citizens Academy

D.3.1.3 Use citizen opinion survey or qualitative tools to annually assess residents' needs and desires

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Goal D.4 Operational continuity and innovation through Employee Engagement

OBJECTIVE D.4.1 Create a learning environment for growth and development

D.4.1.1 Encourage internships in County departments & support personnel willing to teach apprenticeship, certification, and badging programs

D.4.1.2 Identify and establish succession plans for key positions across county departments

D.4.1.3 Establish an Innovation Team focused on how AI can improve service and efficiency

D.4.1.4 Use employee opinion survey or qualitative tools to annually assess employees' needs and desires

Next Steps: Action Items & Timeline

Phase Three:

3.1 Strategies for supporting the implementation plan

November 2025

3.2 Implementation plan facilitation

November 2026

ACTION ITEMS:

- Complete action items for each objective
- Complete timeframe, responsible person and collaborative teams for each goal and objective
- Finalize Community and Data Report
- Final Presentation of Report to Commission
- Determine best process for the implementation phase

Thank you!

