



## Hernando County Leadership Forum II

July 31, 2025, 9:30am – 12:30pm

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

---

**9:30am –** **Welcome & Recap of Executive Leadership Meeting: July 11, 2025**

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

**10:30am**

---

**10:30am –** **Refining Goals & Objectives for each Strategic Theme**

**12:15pm**

(10-min.  
break)

---

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

**12:30pm**

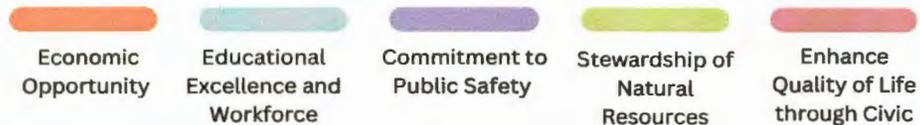
---

### 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 &amp; expand</i></p>			
	<p>Objective A.1.1 Invest in the infrastructure needed for specific locations</p>	<ul style="list-style-type: none"> <li>A) Identify available funds for viable locations</li> <li>B) Prepare projects for capital improvement program specific to infrastructure supporting targeted industry growth</li> <li>C) Implement a county dig-once policy to ensure future infrastructure needs are met</li> <li>D) Identify funding sources for viable locations (County, State, EDA, FAA, USDA)</li> <li>E) Prepare and prioritize projects for capital improvement program specific to infrastructure supporting targeted industry growth</li> </ul>	<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>  <i>An established recurring funding source for economic development</i></p>			
	<p><b>Objective A.2.1</b>                      Explore and identify the various options to create a recurring funding mechanism</p>	<ul style="list-style-type: none"> <li>A) Assess and study the impacts of using general fund dollars via TPP from targeted industries to create the fund</li> <li>B) Assess and study the impacts of utilizing a portion of ad valorem tax collected from targeted industries</li> <li>C) Explore the impacts of a potential sales tax for future projects</li> <li>D) Utilize TPP from targeted industries to create the fund</li> <li>E) Assess and study the impacts of utilizing a portion of ad valorem tax collected from targeted industries</li> <li>F) Explore the impacts of a potential sales tax for future projects</li> </ul>	<p>On-going</p> <p>4Q25 – 1Q26</p> <p>2026</p>	<p>Economic Development</p> <p>Economic Development</p> <p>Economic Development</p>
	<p><b>Objective A.2.2</b></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><b>Objective B.1.1</b></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

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
Economic Opportunity		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



Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		<p>E) Create awareness of existing training programs and identify potential new programs. Market these opportunities to industries.</p> <p>F) Work directly with education providers (Hernando Schools, PHSC, CareerSource, etc.) to identify resources to fund and provide such training.</p>		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			

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 &amp; 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

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>			
	<b>Objective C.3.1</b> Educate the public on their role in community and personal safety	<ul style="list-style-type: none"> <li>A) Utilize multiple outlets to educate the public regarding life safety</li> <li>B) Create education materials and distribute throughout the year to consistently inform the public about safety and preparedness</li> <li>C) Conduct quarterly public safety awareness campaigns.</li> </ul>	2026	Emergency Management and Public Information
	<b>Objective C.3.2</b> Establish a process for communication during emergencies and significant events	<ul style="list-style-type: none"> <li>A) Activate the Emergency Operations Center</li> <li>B) The Public Information Office to send out media releases and schedule social media updates</li> <li>C) Open the Public Information Call Center</li> <li>D) Implement AI software on the website and call center to better serve the public during</li> </ul>		Emergency Management and Public Information

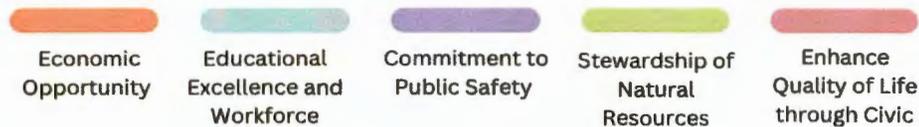
Strategic Theme	Goals & Objectives	Action Items	Timeline	Department
		activations E) Reduce the average time between a public safety event and initial public notification by 30%.	1 year	HCFR
	Objective C.3.3			
	Objective C.3.4			
	<i>Goal C.4 Public safety operational readiness</i>			
	Objective C.4.1 Invest in EOC and first responder training centers	A) Secure funding, continue planning and site layout design.	1-5 years	EM, Admin, HCFR, Utilities, DPW
	Objective C.4.2 Invest in fire station property, designs, and construction	A) New fire station prototype. Acquire property for future fire stations.	1-5 years	HCFR, Procurement, Construction Manager
	Objective C.4.3 Increase capability of recruitment and trainee program	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
<p>Theme D</p> <p>STEWARDSHIP OF NATURAL RESOURCES</p> <p>Definition: Protection, responsible planning, conservation and sustainable practices related to coastal fisheries, rivers, lakes and springs for multi-generational residents.</p>	<p><i>Goal D.1</i></p> <p><i>Water Quality Protection</i></p>			
	<p>Objective D.1.1</p>	<p>A) For spring protection, maintain fertilizer restrictions that restrict the use of nitrogen containing fertilizers during the dormant winter season and the rainy season.</p>	<p>Review ordinance every 5 years</p>	<p>HCUD</p>
	<p>Objective D.1.2</p>	<p>A) Testing and Report Evaluation w/ FDOH</p>	<p>Monthly</p>	<p>Florida Department of Environmental Health (FDOH)</p>
	<p>Objective D.1.3</p>			
	<p><i>Goal D.2</i></p>			
	<p>Objective D.2.1</p>	<p>A) Prepare an environmental monitoring plan and measure groundwater levels throughout the County in accordance with the SWFWMD regulations</p>	<p>Annually</p>	<p>HCUD</p>
	<p>Objective D.2.2</p>	<p>A) Ensure Public Notice is met during high bacteria or red tide occurrences.</p>	<p>As Required w/ Occurrence</p>	<p>Public Information Office/ Parks and Recreation/ FDOH</p>
	<p>Objective D.2.3</p>			
	<p>Objective D.2.4</p>			
	<p><i>Goal D.3</i></p>			
	<p>Objective D.3.1</p>			
	<p>Objective D.3.2</p>			
	<p><i>Goal D.4</i></p>			
	<p>Objective D.4.1</p>			
<p>Objective D.4.2</p>				

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><b>ENHANCED QUALITY OF LIFE THROUGH CIVIC ENGAGEMENT</b></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><b>Objective E.1.1</b> 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><b>Objective E.1.2</b></p>			
	<p><b>Objective E.1.3</b></p>			



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



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

