



*Announces a Recruitment For*

# COUNTY ADMINISTRATOR

## For PASCO COUNTY, FLORIDA

GovHR USA is pleased to announce the recruitment and selection process for Pasco County, Florida's County Administrator. This brochure provides background information on Pasco County as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their resume and cover letter, along with contact information for five (5) work-related references by **December 16, 2016** to Mark J. Morien, Vice President, 630 Dundee Road, Suite 130, Northbrook, Illinois 60062. Tel: 847-380-3240. FAX: 866-401-3100. Formal applications should be submitted to: [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment)

Mark J. Morien, Vice-President  
GovHR USA/Voorhees Associates  
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### PROFESSIONAL ANNOUNCEMENT - County Administrator

**Pasco Co, FL (pop. 497,909) County Seat: Dade City.**

Pasco County covers more than 745 square miles of land situated on Central Florida's West Coast, on the Gulf of Mexico. The County is an ideal mix of urban/rural lifestyles, with extensive year-round recreational opportunities: including beaches, fishing, biking, hiking, etc. The County is well-positioned for substantial development due to its prime location north of the greater Tampa Bay area, abundant open land, and a desire to encourage more commercial/office development in the County.

The County Administrator is appointed by a five (5) member Board of County Commissioners, elected Countywide, each representing a district, serving four (4) year terms. The Board of County Commissioners is seeking candidates with extensive economic development and redevelopment experience. Successful candidates will also have a vision for creating growth which produces well-paying jobs, a commitment to efficient and effective service delivery, a collaborative and team-oriented management style to manage a County of this size, as well as strong budgeting/finance expertise. The County provides full services to its residents and visitors, with 28 Departments and Offices staffed by 2,250 full and part-time employees, with an anticipated FY2017 Budget of nearly \$1.5B (\$307M General Fund).



Candidates are required to have a Bachelor's Degree and Master's Degree in Public or Business Administration or related discipline, along with at least seven (7) years of progressively responsible executive level experience in the public sector. Prior County experience is highly valued. Starting salary is \$220,000+/- DOQE. Residency within the County is required. Candidates should apply by December 16, 2016 with resume, cover letter, and contact information for five (5) work-related references to [www.GovHRUSA.com/current-positions](http://www.GovHRUSA.com/current-positions) to the attention of Mark J. Morien, Vice President. Candidates are subject to Florida Sunshine Law.

### COUNTY BACKGROUND

Pasco County was created by the Florida State Legislature in 1887, when Hernando County was divided into three (3) parts: Citrus County to the north, Hernando County in the middle, and Pasco County to the south. The County was named for Samuel Pasco, a Civil War veteran and U.S. Senator. Dade City was made the permanent County seat in 1889. In the early 1900s, residents of the western part of the County proposed forming a separate County or merging with Pinellas County, as Dade City was not centrally located in the County. The issue was finally resolved in the late 1970s with the construction of government centers both in Dade City and in New Port Richey.

Pasco County is located along Florida's West Coast on the Gulf of Mexico, about 30 miles north of the City of Tampa, and 50 miles west of the greater Orlando area, known for its world-class attractions. The County is within a nine-county region referred to as the "Nature Coast." It encompasses a total area of 868 square miles, of which approximately 745 square miles (86%) are land and the remainder aquatic. Pasco County has some 20 miles of shoreline and more than 100 square miles of managed recreation facilities including parks, preserves, artificial reefs, golf courses, and a network of hiking and biking trails. About 90% of the County is unincorporated.

## Pasco County Quick Facts\*

**Mission Statement: *Serving Our Community to Create a Better Future***

**Households:** 234,450\*

**Population:** 497,909 (2015)\*

**Median Household Income:** \$44,518\*

**Average days of sunshine:** 244 days

**Population Distribution:** Persons under 18 (20%), 18 to 64 (53%), 65 and older (27%)\*

\*Source 2015 Census Bureau Web Site

Pasco County is the 12<sup>th</sup> most populous County in Florida with 497,909 permanent residents. There are six (6) incorporated municipalities within Pasco County:

- ◆ Dade City (6,437)
- ◆ New Port Richey (14,934)
- ◆ Port Richey (2,671)
- ◆ San Antonio (1,138)
- ◆ Zephyrhills (14,381)

## COUNTY ORGANIZATION

In 1973, Pasco County adopted the Council-Administrator form of government. The Board of County Commissioners (BCC) approves the annual County budget, and decides on taxing levels to fund County services. In addition, the BCC establishes policies, goals, and objectives to direct the County's growth and development and adopts ordinances, rules, and regulations as necessary for the general welfare of its residents and its visitors.

The five (5) members of the BCC are elected Countywide to four-year staggered terms. Two (2) Commissioners are elected in an election cycle, while three (3) Commissioners are chosen in the next election cycle. The Commission Chair and Vice-Chair are designated by the Commissioners.

There are five (5) separately elected Constitutional Officers. They are: Supervisor of Elections, Property Appraiser, Tax Collector, Clerk & Comptroller, and Sheriff. Although these elected officials are independent offices, they receive some or all of their funding from the BCC.

The BCC appoints the County Administrator, who serves at the pleasure of the Board. The County Administrator is responsible for implementing Board policies and directives, leading the preparation of the County budget, and overseeing daily operations for 28 departments and offices. Additionally, the County Administrator manages all County-owned facilities as well as their maintenance and safety. The County Administrator appoints, removes, and has full administrative authority over all personnel in positions under the jurisdiction of the BCC. The appointment of all department directors requires confirmation by the BCC.

The County operations are divided into five (5) branches with an Assistant County Administrator in charge of each branch. The branches are organized as follows: Development Services; Internal Services; Public Safety; Public Services; and Utilities Services. (See back page for Pasco County Organization Chart.)

The proposed County budget for 2017 is nearly \$1.5B, with a total General Fund of \$307M. The Countywide millage rate for the proposed 2017 Budget is \$7.61, which is the same rate as the previous year. There are approximately 2,250 full and part-time team members serving residents (3 bargaining groups with labor contracts). The "Penny for Pasco" infrastructure sales tax has been extended to 2024, and will provide funds for infrastructure and quality of life improvements in the County.

### **"Penny for Pasco" Infrastructure Sales Tax**

Originally approved by voters in 2004, "Penny for Pasco" increased the sales tax in the county from 6 cents to 7 cents for 10 years. At the end of 2014, voters overwhelmingly approved a 10-year renewal to extend the tax through the end of 2024. Pasco County gets 45% (estimated \$226M over next 10 years), the School Board gets 45%, and the municipalities split 10% based on population. Pasco County has earmarked its share for:

40% Transportation  
20% Economic Development

20% Environmental Land Acquisition  
20% Public Safety

The County's vision is to become "Florida's Premier County," through adhering to core values that include: *respect, integrity, innovation, service excellence, and quality*. The County has a definitive long-term Strategic Plan, dedicated to managing growth and encouraging development in a sustainable manner, by finding and bringing opportunities into the County to best serve residents now and into the future. This includes a commitment to preserving recreation, cultural and tourism-related amenities, while keeping its rich history and enhancing its natural beauty and environment.

With Pasco County's close proximity to Tampa's vibrant economy and cultural amenities, the County is poised and ready for economic growth and development. With easy access to major highways, airports, railways, and Tampa's deep seaport, Pasco County is ideally situated to provide the incentives and support for such development.

The County Administrator will be instrumental in developing additional economic and sustainable growth initiatives for the County.



## CHALLENGES AND OPPORTUNITIES

The next County Administrator can anticipate encountering the following challenges and opportunities.

The next Administrator should be creative in their approach to **development/re-development**, and assure that it is consistent with planning goals and built to the County's high standards. This includes a review of current ordinances and permitting process, to ensure that the County's standards/interests are protected, and the developer's application is processed in an efficient and effective manner.

The County is open for business and situated for significant growth and development. The County is well-positioned for substantial development due to abundant open land and its prime location in the greater Tampa area. As the County transitions from a bedroom community, there is a strong desire to encourage more commercial, office, industrial, and manufacturing development in the County.

The resident's support of infrastructure investment was shown by the extension of the "Penny for Pasco" Infrastructure sales tax by a 70% margin. With funds available for infrastructure and quality of life improvements in the County, the next Administrator will need to develop a vision for logical re-development and advance a "roadmap" for infrastructure spending to enhance existing developments as well as "kick start" re-development projects.



There are several areas where re-development is anticipated in the County. These include:

- ◆ A major undertaking involves the West Market Area or "The Harbors", which includes the coastal and inland areas along the US 19 and Little Road corridors.
- ◆ Significant quality of life improvements are planned based on a recently completed Parks and Open Space Plan. This includes biking/hiking trails connecting the east-west and north-south parts of the County.

## County Administrator

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- ◆ The next administrator will need to find solutions to aging and inadequate stormwater infrastructure and repetitive flooding.
- ◆ The County has excellent relations with its elected officials in Tallahassee. The next Administrator should seek to maximize these relationships for the betterment of the County.
- ◆ Due to the size and history of the County, the next County Administrator should be mindful of the County's history of "East" and "West" interests, and continually work toward county-wide harmony.

In addition, the next Administrator will focus on organizational challenges and opportunities. These include:

- ◆ Maintain open, productive relationships between the County Administrator and the County Board of Commissioners, as well as the Constitutional Officers.
- ◆ Become knowledgeable of County services throughout the 28 departments, by engaging with directors, middle management and employees to establish positive relationships, thereby promoting a team environment. Practice "management by walking around" to know how the organization works while gaining trust of the staff and strengthening organizational culture and morale.
- ◆ Continue installation of new technological advances, such as automated permit process, on-line bill pay, phone apps for communication, etc. to enhance customer service.

The next County Administrator should conduct their own "organizational audit" to assure that processes/procedures/services are streamlined, efficient, and effective. A Sterling Challenge Application is under development. The staff has embarked on a journey to becoming a high performing organization. The program is in place and has staff "buy in". The new Administrator will need to embrace and support the program.



## CANDIDATE QUALIFICATION CRITERIA

The County is seeking highly qualified candidates to lead a professional organization of this size. The following education, experience, and management/leadership criteria have been identified by Pasco County as important skills and abilities for the candidates to possess and demonstrate. The salary for the position is \$220,000 +/- depending on qualifications and experience. Residency in Pasco County is required.

### Education and Experience

Candidates must possess a Bachelor's Degree and a Master's Degree in Public Administration/Business Administration or closely related field.

Candidates must possess seven years of responsible executive level experience in public sector management with at least three years overseeing an organization of similar size and/or complexity. An understanding of Florida laws is highly valued.

Candidates must have experience in developing positive, collaborative relationships with an elected Board of County Commission members and Constitutional Officers, and have the interpersonal skills necessary to work together and skillfully move issues forward.

Candidates must have well developed finance and budgeting skills with the ability to work closely with County officials and employees on budget development and administration; demonstrated experience in “thinking outside the box” for revenue sources/opportunities, and not just relying on property taxes.

Candidates should have experience in intergovernmental affairs, working collaboratively with elected officials in the State as well as other units of government.

Candidates must have experience in leading a large, skilled workforce and ideally have experience in assessing organizational needs, with an eye toward efficiency and nurturing a high performing organization.

Candidates must have experience in labor relations, with the ability to build relationships with the County’s three bargaining units.

Candidates should have experience in leading a diverse workforce.

### Leadership and Management Skills

Pasco County believes strongly in the core values of **respect, integrity, innovation, service excellence, and quality**, and employs people who believe in those values and who always operate within them. Candidates must have a background of complete integrity and honesty.

Candidates must understand that the Board of County Commissioners serves as the Board of Directors, and the County Administrator is the CEO of the organization. Candidates must be able to firmly, yet diplomatically, present professional views, concerns, and implications of matters under consideration, while recognizing that the final decision rests with the Board of County Commissioners.

Candidates must have the maturity, self-confidence, and strength of professional conviction to effectively provide insight, counsel and leadership to the Board of County Commissioners, the Assistant County Administrators, County Department Heads and staff. Must be able to present the Board of County Commissioners with alternatives and recommendations, to help the Commissioners make decisions on issues to move forward.

Candidates must have strong interpersonal skills, with the desire to work collaboratively with the Board of County Commissioners, constitutional officers and appointed Department Heads as well as others in the organization. Be adaptable to the situation, reacting with calmness during stressful situations.

Candidates must develop an economic “vision” for the County in ten years and beyond, which includes a comprehensive understanding of growth/development and re-development, which retains and attracts high value commercial/industrial entities, generates office space, and creates well-paying jobs.

Candidates must be an anticipatory, proactive, creative, and visionary leader; able to identify future trends and develop effective strategies for addressing these trends. Must have strong analytical skills that can be applied to issues facing the County, while remaining cognizant of the County’s fiscally conservative approach.

Candidates should be politically astute and exercise good judgment, without being political.



## County Administrator

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Candidates must have excellent written and verbal communication skills and be capable of making effective public presentations, including extensive personal or written responses to public concerns and suggestions as well as being a good “listener.” When appropriate, candidates should be able to communicate information to the organization on events and happenings.

Candidates must share a strong commitment to the principles of team management, involving Department Heads in decision making in their areas of expertise, delegating authority and latitude to personnel with confidence, while remaining knowledgeable and accountable for project outcomes.

Candidates must possess an open and friendly management style demonstrated by having the ability to relate effectively with individuals at all levels of the organization and set clear expectations.

Candidates should have a sense of service to the County recognizing that this is a “people business”.

Candidate must be an energetic, “can-do” person with a genuine enthusiasm for County administration.

Candidates should have humble confidence and patience that project into the organization.

Candidates must be visible and involved in the community, as well as get to know key business leaders/ organizations; must be willing to attend County events.

Have a sense of humor.

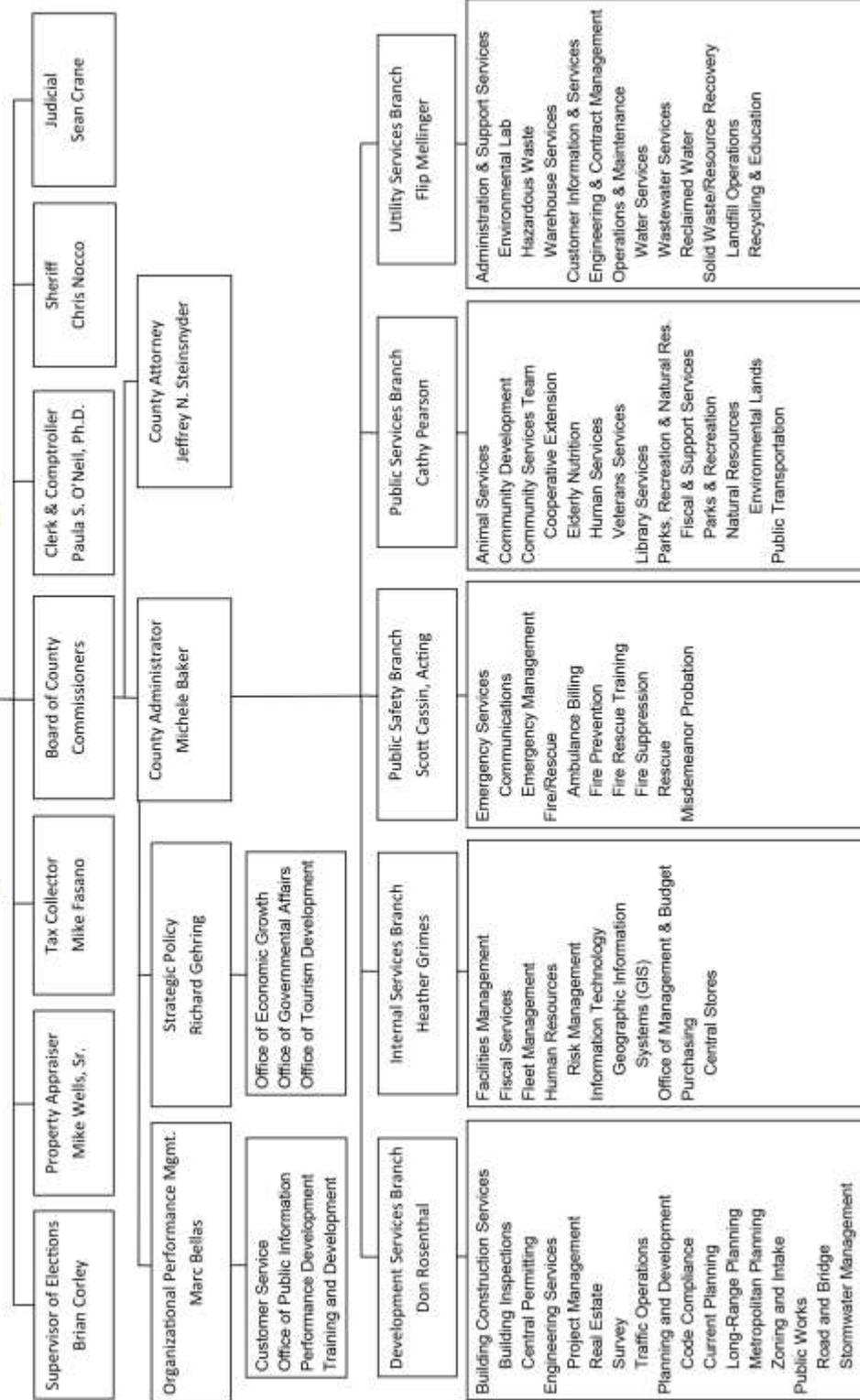


# Organizational Chart of Pasco County

## Fiscal Year 2016

**Board of County Commissioners**  
 District 1  
 Ted Schrader  
 District 2  
 Mike Moore  
 District 3  
 Kathryn Starkey  
 District 4  
 Mike Wells  
 District 5  
 Jack Mariano

### Citizens of Pasco County



5/12/16