



Office of  
**Nikki Alvarez-Sowles, Esq.**  
Pasco County Clerk & Comptroller

**Deliver Exceptional  
Services**



**Operate Effectively  
and Efficiently**

**Foster an Agile and  
Engaged Workforce**



**Strategic Plan**  
**October 2023—September 2026**

**#ServeAndConnect**

Dear Neighbors,

Strategic planning is a road map illustrating our previous achievements, what we are working on now, and what lies ahead. Properly pursued, strategic planning allows organizations to respond to evolving realities while staying focused on delivering essential services. We launched our inaugural strategic plan in the summer of 2020. In the first year, we completed more than 60 action plans resulting in enhanced services, improved performance, and increased teammate engagement. That was just the beginning.

In the 2021-2023 Strategic Plan, our Office completed 90 action plans. Some highlights include creating the Empowerment Room, a secure filing room in our Dade City office for victims seeking an injunction against violence, stalking, or cyberstalking and those seeking assistance with mental health, substance abuse, and exploitation of vulnerable adults; ramping up our video production to include “how to” videos on our web site and YouTube channel; and working with the Court, State Attorney’s Office, and Sheriff’s Office to implement electronic arrest and search warrants.

Additionally, engaged teammates offer superior customer service; therefore, our Office has been laser focused on enhancing growth and development opportunities. We’ve effectuated new onboarding tools, developed a leadership development program, and expanded training classes in financial wellness, ethics, and cybersecurity awareness for our team.

On the horizon, our Office is working on implementing an improved queuing system that allows customers to get in line online and broadening payment options to include PayPal, Apple Pay, and Venmo. We also plan to implement e-Certify, allowing customers to purchase and validate certified court or official record documents online.

This is our third strategic plan, and we have learned a great deal from the first two. We are committed to #ServeAndConnect our customers with exceptional service from dedicated teammates.

Sincerely,

  
**Nikki Alvarez-Sowles, Esq.**



## **Nikki Alvarez-Sowles, Esq.**

**Clerk of the Circuit Court**

**County Comptroller**

**Clerk of the Board of County Commissioners**

**County Recorder**

**County Auditor and Treasurer**

**Clerk of the Value Adjustment Board**



# #ServeAndConnect

## **Mission**

We serve and connect our community with our government partners and the justice system by delivering exceptional services.

## **Vision**

Trusted service for a better community.

## **Values**

**Integrity** – We work honestly and fairly with the public and each other.

**Compassion** – We are empathetic to the circumstances and needs of our customers and teammates.

**Teamwork** – We develop and strengthen relationships by openly communicating and sharing talents and resources to achieve common goals.

**Continuous Improvement** – We are committed to a culture of teammate development, innovative thinking, and fact-based decision making.

## **Strategic Advantages & Challenges**

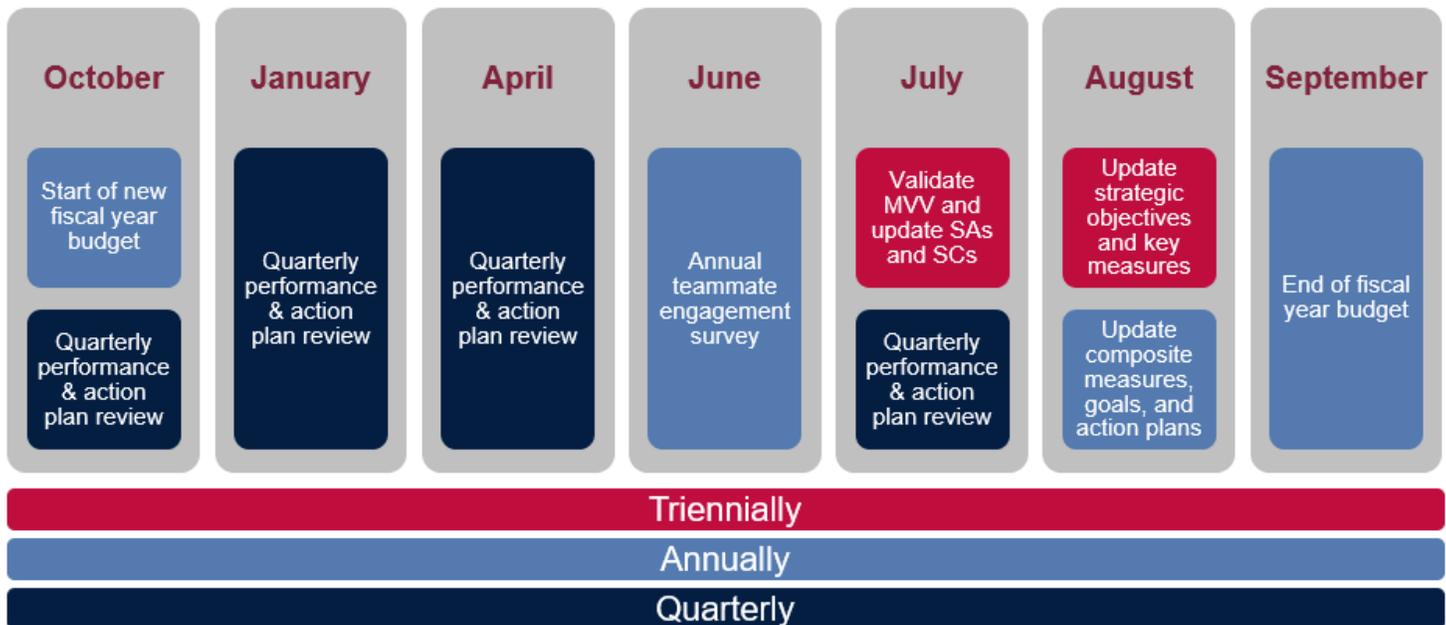
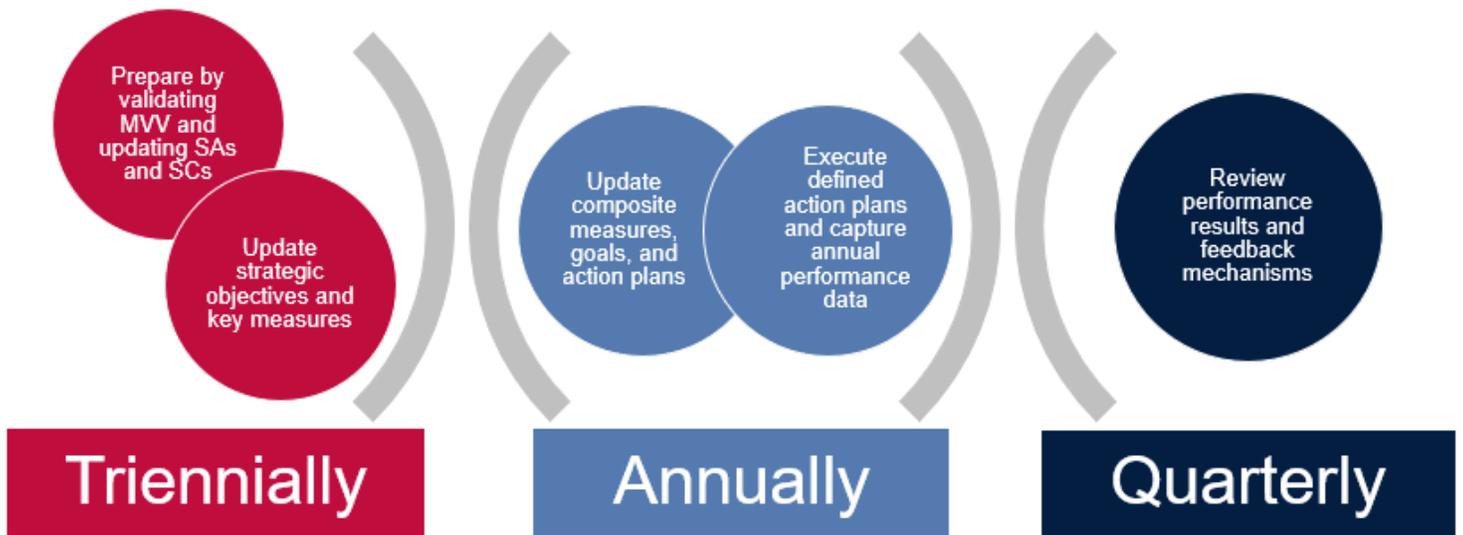
### **Strategic Advantages**

- Collaborative community partnerships.
- Innovative solutions to complex problems.
- Teammate learning and development opportunities.
- In-house, tailored technology solutions and improvements.
- Family-oriented culture.

### **Strategic Challenges**

- Unfunded mandates.
- Inadequate funding for essential services in multiple locations.
- Partner agency workflows that impact operations.
- Recruiting teammates in a competitive labor market.
- Using data-informed projections to align resources.

# STRATEGIC PLANNING CYCLE



## Definitions

- Action plans** — Projects or actions the organization undertakes to achieve short and long term objectives and goals.
- Composite measure(s)** — A combination of two or more individual measures in a key measure.
- Feedback mechanisms** — Information collected from customers, employees, and partners used to improve service.
- Fiscal year** — October 1 to September 30.
- Goals** — A numerical value an organization wants to achieve on its key measure(s).
- Key measure(s)** — Key data points an organization monitors that quantify overall organization performance. Key measures can be made up of a single measure or composite measures.
- Mission** — What an organization does.
- MVV** — Mission, Vision, Values.
- Performance** — Comparing an organization's key measure results to standards, goals, and past results.
- Strategic advantages (SAs)** — Strengths of an organization used to achieve its strategic objectives.
- Strategic challenges (SCs)** — Developments, trends, or events that influence an organization's likelihood of success.
- Strategic objectives** — The main focus of the organization to align resources and achieve its vision.
- Vision** — What an organization strives to become.
- Values** — Guiding principles and behaviors embodying the organization; values reinforce organization culture.



# FY 2023—2026 Strategic Objectives

## Deliver Exceptional Services



### Key Measures:

1. Action plan completion
2. Timely core services results
3. Quality core services results



## Operate Effectively and Efficiently

### Key Measures:

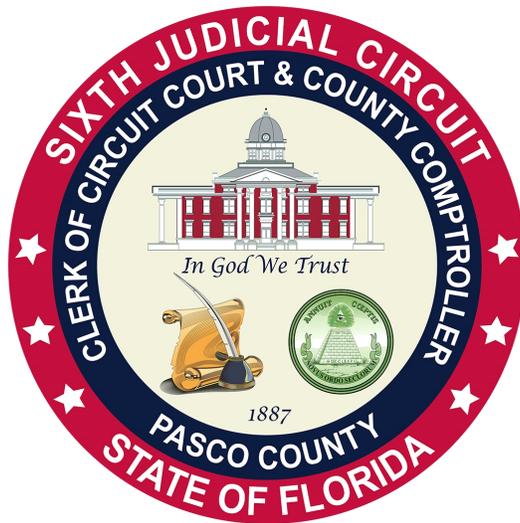
1. Benchmark investments return
2. Court collection standards
3. Revenues and expenses

## Foster an Agile and Engaged Workforce



### Key Measures:

1. Annual teammate engagement survey result
2. Teammate voluntary turnover percentage
3. Teammate training completion



For additional information, contact our Communications Office.

[communications@pascoclerk.com](mailto:communications@pascoclerk.com)

(727) 815-7182

[www.pascoclerk.com](http://www.pascoclerk.com)

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