

**Office of**

**Nikki Alvarez-Sowles, Esq.**

**Pasco County Clerk & Comptroller**

## **FY 2020-2021 Strategic Plan**



**Quality Services**



**Financial Performance**



**Teammates**

**#ServeAndConnect**

Dear Neighbors:

Change is inevitable.

Typically, organizations that evolve – thoughtfully and proactively – not only survive, they thrive. To help that happen here, one of my top priorities as Pasco County's eighth Clerk & Comptroller was establishing the first strategic plan for our Office.

Our agency is charged by statute and court order with carrying out more than 1,000 responsibilities integral to the smooth operation of government and the judicial system. Therefore, we needed a tool that would keep us focused on delivering our essential services while moving, together, toward continuous improvement. This process was no small undertaking, and we went about it carefully and methodically.

On my first day as Clerk (July 1, 2019), I asked our frontline teammates for their ideas about how to better serve our customers, partners, and each other.

My Executive Team and I reviewed and distilled their feedback to update our mission, vision, and values. We unveiled the results of this collaboration during our in-service training day in October 2019.

We held sessions with our teammates during in-service to dive deeper into our strategic advantages and challenges. This information, coupled with valuable feedback from our customers, helped the Executive Team develop our strategic objectives and critical measures over the next year, while continuing to pursue performance excellence.

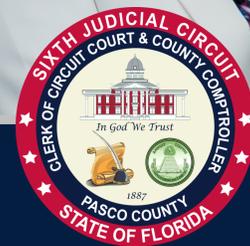
Looking to a promising horizon, we also developed a strategic planning cycle for tracking and reviewing results. This strategic plan provides direction, allowing the Office to focus its resources on achieving strategic objectives to deliver on our commitment to #ServeAndConnect.

Sincerely,



**Nikki Alvarez-Sowles, Esq.**

**Pasco County Clerk of Circuit Court and  
County Comptroller**



**Nikki Alvarez-Sowles, Esq.**

**Pasco County Clerk & Comptroller**

Nikki Alvarez-Sowles, Esq., became the eighth Pasco County Clerk & Comptroller upon her appointment to the position on Aug. 14, 2019, by Gov. Ron DeSantis.

Prior to her appointment, Clerk Alvarez-Sowles served the Office as Chief Operations Officer since 2010. In that capacity, she guided the adoption of numerous taxpayer-friendly initiatives to improve customer service, boost efficiency, drive down costs, and enhance transparency.

Clerk Alvarez-Sowles was admitted into The Florida Bar in 2001 after earning her Juris Doctor at Thomas M. Cooley Law School in Lansing, MI, in 2000.

# #ServeAndConnect

## **Mission**

We serve and connect our community to 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 with our stakeholders as we share talents and resources to achieve common goals.

**Continuous Improvement** – We establish and maintain high standards in the performance of our duties by embracing a culture of open communication, creativity, measurement, analysis, implementation, and learning.

## **Strategic Advantages & Challenges**

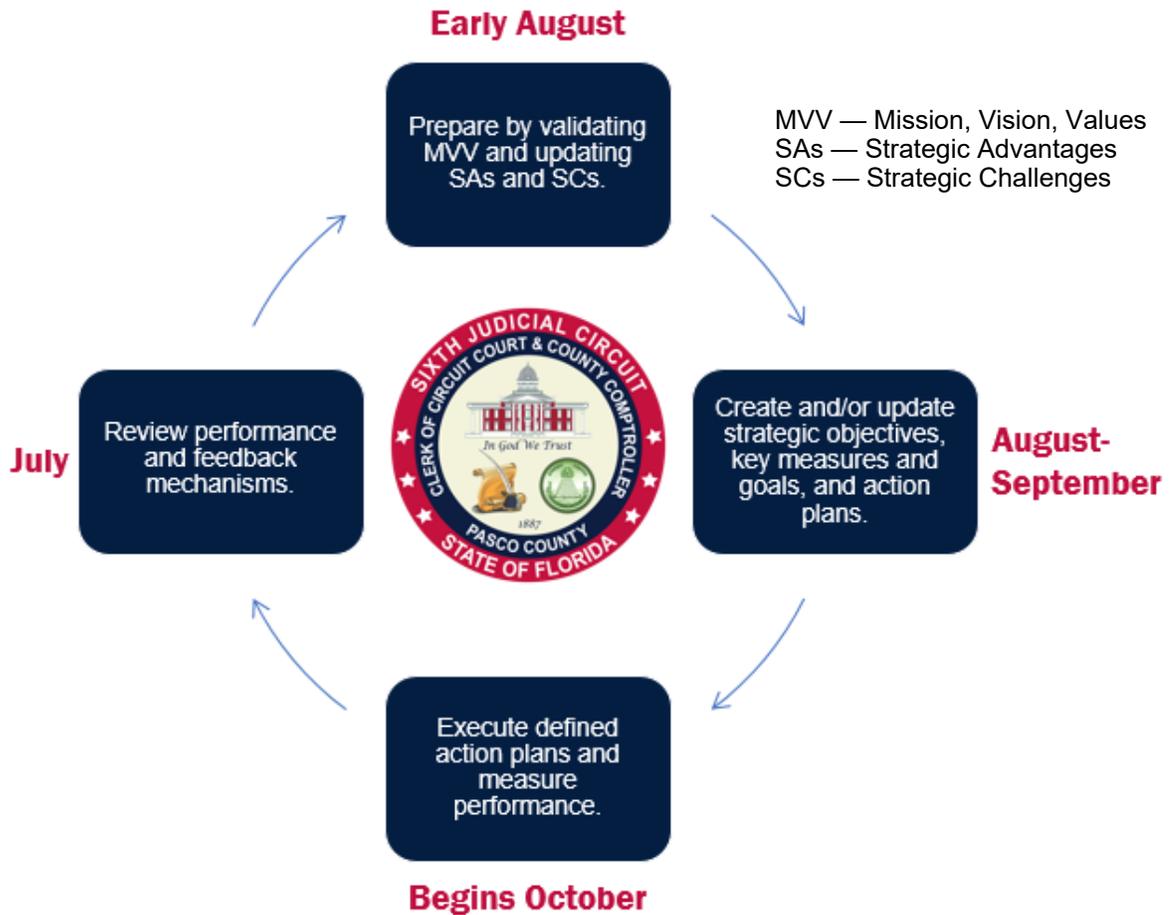
### **Strategic Advantages**

1. In-house-tailored technology solutions and improvements.
2. Innovative solutions to complex problems.
3. Collaborative community partnerships.
4. Family environment among teammates.
5. Flexible working schedule and comprehensive benefits.

### **Strategic Challenges**

1. State-funding reductions.
2. Unfunded mandates.
3. Partner agency workflows that impact efficiencies.
4. Online court-ordered financial obligation payment options.
5. Limited measures for quality assurance, data-driven decisions, and aligning resources.

# STRATEGIC PLANNING CYCLE



## Important Dates



## Definitions

- Action plans — Projects or actions the organization undertakes to achieve short and long term objectives and goals.
- 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 measures — Key data points an organization monitors that quantify overall organization performance.
- Mission — What an organization does.
- Performance — Comparing an organization's key measure results to standards, goals, and past results.
- Strategic advantages — Strengths of an organization used to achieve its strategic objectives.
- Strategic challenges — 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 2020-2021 STRATEGIC PLAN



## Strategic Objective: Quality Services

Deliver exceptional services to customers through innovative and effective processes by continuously improving performance to meet requirements.

### Key Measures:

1. Court timeliness performance standards.
2. Court public access request timeliness.
3. Comprehensive Annual Financial Report (CAFR) unmodified opinion.
4. Clerk Annual Financial Report unmodified opinion.
5. Information Technology service request resolution timeliness.
6. Inspector General audit project timeliness.
7. Recorded document timeliness.



## Strategic Objective: Financial Performance

Efficient management of Office finances.

### Key Measures:

1. Investment portfolio performance.
2. Court revenue collection standards.

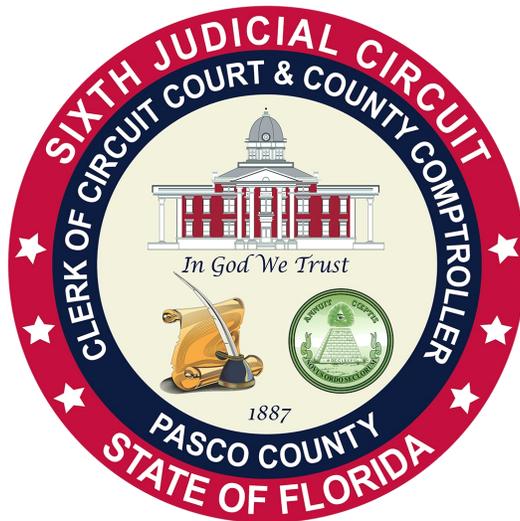


## Strategic Objective: Teammates

Create a strong and vibrant workforce where engaged employees can thrive.

### Key Measures:

1. Annual Teammate Engagement Survey results.
2. Teammate voluntary turnover percentage.



For additional information, contact the Communications Office.

Tom Jackson, Communications Officer

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

(727) 815-7182

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



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