# Introduction & Overview

## Vision For The Future & Lessons from the Past

The vision for Pasco County has been developed by our leaders with respect for the lessons learned from our history.

**Our Vision**

Pasco - Florida's Premier County

**Our Mission**

Serving Our Community to Create a Better Future

**Our Values**

### Integrity

We are honest.
We do the right thing even when no one is watching.
We stand up for what is right.
We own mistakes and learn from them.

### Service Excellence

We serve to make our community better.
We place our citizens' and customers' interests first.
We deliver at the highest standards.
We are always learning and improving.

### Respect

We earn this.
We treat everyone with courtesy, consideration, and compassion.
We appreciate all regardless of position or title.
We resolve conflicts to help others and improve team unity.

### Innovation

We are open to change.
We minimize complexity and simplify processes.
We embrace creativity and encourage participation.
We implement cost-effective solutions.

## Navigating Pasco County's Annual Budget

This interactive Annual Budget highlights the current realities; environment, financial health, and well-being; performance; and much more of Pasco County's local government operations. Here are some tips to ensure a pleasant viewing experience:

- Navigation Bar - The navigation bar at the top of every page contains quick links for navigating to other parts of the Annual Budget. Click on the Table of Contents to open a page with links to every part of the budget document.
- Underlined words contain links - Click on these words to explore more information on a given topic (the curser will turn from an arrow to a hand).
- New tabs - When clicking on a link, a new tab will open. To get back to the previously viewed page, either use the Navigation Bar at the top of the current page or navigate back to the appropriate tab in the browser.
- Tables - If you click on the "View Report" icon in the lower right-hand corner, you will be taken to a new tab where you can dive in to the details of the totals.
- Charts and Graphs - For all pie charts and bar or line graphs, you can hover over the graphic (you will see a hand icon for the mouse curser) and click on to any part of the chart. You will be taken to a new tab where you can dive into the details.

As a suggestion for where to start, take a look at the County Administrator's Transmittal Letter to hear about where the County is headed, and check out About Pasco County to discover where we've come from and what makes us Premier!

# County Administrator Transmittal Letter

September 17, 2024

Honorable Chairman and Members of the Pasco County Board of County Commissioners
37918 Meridian Avenue
Dade City, FL 33525

Dear Commissioners,

Through a rigorous 9-month process with your direction, we strategized, projected, streamlined processes, and listened to our citizens' needs, which culminated in a budget that continues to provide essential and premier services to the community. This budget prioritizes public safety, maintains competitive compensation for team members, expands infrastructure, and streamlines development. To achieve the balance between relief from the tax burden and maintaining public roads, the Board of County Commissioners (BCC) reduced the overall proposed taxes from the July Truth in Millage meeting to the final public hearing in September by $42.52 per $100,000 in taxable assessed value.

The Fiscal Year (FY) 2025 net budget totals $2.24 billion which represents a $140 million, or 6.64%, increase over the FY 2024 net budget of $2.1 billion. Overall operating expenses increased by $629 million, or 59.6%, over last year. A large measure of the reason for the increase was fully funding the Pasco Sheriff's Office (PSO) request, preparing for the opening of the second phase of the Pasco County Detention Center expansion, additional funding to combat homelessness, a wage increase for BCC and Constitutional Officer's employees, and funding the final phase of Fire Rescue's D Shift staffing model. Reserve amounts overall have decreased 27.8% (or $214 million) from FY 2024, related to the Waste-to-Energy facility expansion being funded partially through a bond and partially through cash. The reserve for Solid Waste infrastructure has been built over several years for this purpose.

**2025 Net Budget**

| Budget Type | FY 2024 Adopted | FY 2025 Adopted | Amount Change | Percentage Change |
|---|---|---|---|---|
| Operating | $1,143,076,077 | $1,260,263,783 | $117,187,706 | 10.3% |
| Capital | $187,430,046 | $385,563,156 | $198,133,110 | 105.7% |
| Debt Service | $48,388,030 | $46,720,358 | -$1,667,672 | -3.5% |
| Reserves | $730,799,859 | $557,396,120 | -$173,403,739 | -23.7% |
| | **$2,109,694,012** | **$2,249,943,417** | **$140,249,405** | **88.8%** |

The FY 2025 General Fund budget is balanced using an operating millage rate of 7.4292. The previous millage rate of 7.5700 was a reduction from the 7.6076 mills the County had maintained from FY 2016 to FY 2024. The millage rate of the Fire Municipal Service Taxing Unit (MSTU) was maintained at the 2.1225 mills adopted in FY 2024. Two new means of taxation were adopted through the budget cycle: the Parks Capital Maintenance MSTU and the Roads Rehabilitation Services MSTU. The final millage rates adopted by the BCC were 0.0000 mills for the Parks MSTU and 0.4052 mills for the Roads MSTU. To establish millage rates of greater than 0.0000 mills required unanimous votes from the BCC. The weight and impact of the millage rate change on the citizens of the County led to profound discussion and consideration by the BCC through the budget cycle.

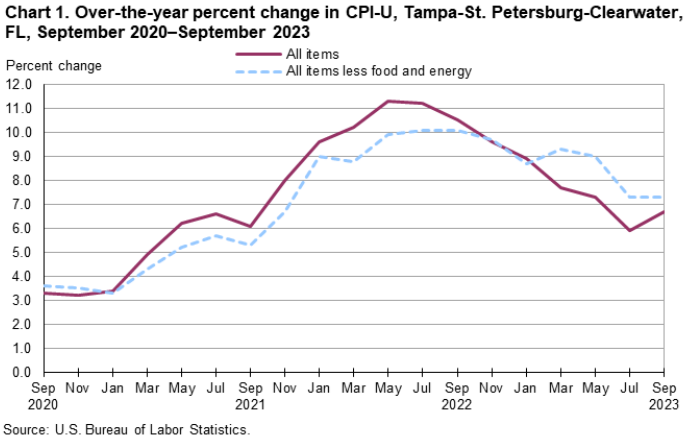
Capital investments increased by $257 million over FY 2024 capital spending primarily due to the Waste-to-Energy noted above, as well as the establishment of the Roads MSTU to maintain the county's roadway infrastructure.

# Budgetary Challenges

## Inflation

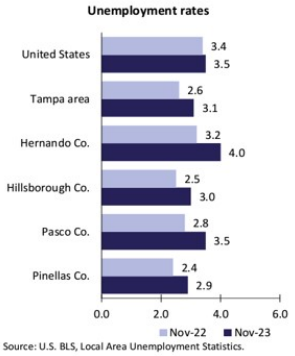
Several economic headwinds were considered while building the FY 2025 budget. The first consideration was inflation. While the rate of inflation is cooling, it is still at 5.2%, down from the 6.7% we saw this time last year. At 5.2%, the rate of inflation for the Tampa-St. Petersburg-Clearwater MSA (of which Pasco County is included) is still higher than the national inflation rate of 3%. This upward price pressure on energy, raw materials, and finished goods has already had an impact, and this price pressure will undoubtedly continue to impact all departments' operating and capital budgets.

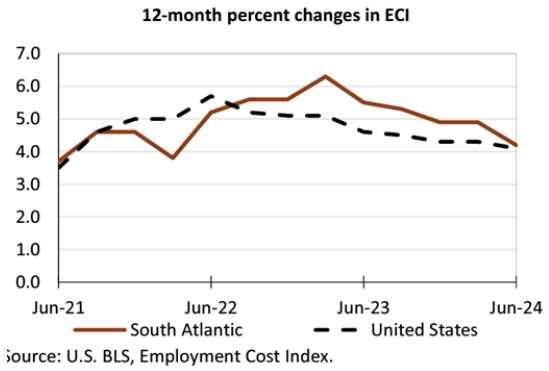
## Inflation rose 5.2% over the past 12 months for a major impact on the FY 2025 budget:




## Low Unemployment Rates

The second economic headwind considered was the impact of unemployment. As you can see in the chart to the right, Pasco County has a historically low unemployment rate of 3.5%, which has increased from this time last year and is hugging the national average. While 3.5% is getting us closer to healthy unemployment rates, we are still experiencing worker shortages which, in turn, lead to an increase in wages to lure workers to fill these open positions. To stay competitive with surrounding jurisdictions and to combat the impact of steadily high inflation rates on the workforce, the FY 2025 budget includes funding a compensation and classification study.





Source: U.S. BLS, Employment Cost Index.

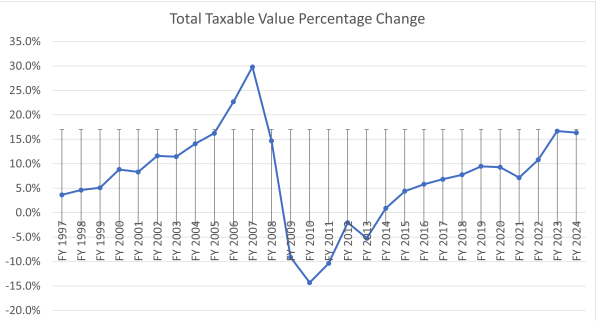
## Higher Labor Costs

Interest rates have seen the first rate cut in November 2024 since 2020. The Federal Reserve tries to keep inflation at around 2%. The Fed believes this target rate will achieve the proper balance between full employment and price stability. To combat the record high inflation rates, the Fed raised the Federal funds rate by 5.25% since March 2022. Recent favorable employment and inflation data have given the Federal Reserve the green light to start cutting interest rates to prepare for a soft landing. The market is predicting that the target rate will be between 3.75% and 4% by the end of the year. As the target rate decreases, this means the cost of borrowing money becomes less expensive. More importantly, decreased Federal fund rates mean borrowing for the average citizen as well as the County costs less. This includes interest rates on home loans, car loans, credit cards, and more. As borrowing becomes less expensive, consumers, in turn, spend more which could lead to economic expansion.

Despite these economic headwinds, we believe the economy of Florida in general, as well as the Tampa Bay Area, will remain healthy in the near term as people continue to move to the area in high numbers.

## Growth

Pasco County is one of the fastest growing counties in Florida. According to the U.S. Census Bureau, the population of Pasco County has increased 25.1% since the 2010 census. The growing population continues to fuel demand for housing and County services. According to the Property Appraiser's final tax roll, countywide taxable assessed values increased 14.1% over the 2024 taxable assessed values, down from the 16.5% realized the previous fiscal year. Countywide taxable assessed values increased by more than $6.7 billion over the prior year. Pasco continues to realize year-over-year record-breaking new construction values, at $2.99 billion, while revaluations saw a smaller increase from last year at $3.7 billion.




# Budgetary Trends

## Adequately Funding Community Priorities

Roadway infrastructure and safe roads remain a priority for our community. The BCC took innovative steps to improve the County's process for funding road maintenance by establishing the Road Rehabilitation Services MSTU to replace the outdated PVAS system. This approach allows for a science-based and cost effective mechanism to increase the overall pavement condition for roads within the County's network.

Safety continues to be an area of concern and priority for Pasco. Pedestrian safety is one area where the team is making strides through strategic planning. The Capital Improvement Plan has earmarked funding

for sidewalk and sidewalk improvements. Traffic Operations has a plan to add signalization over the next several years to 83 identified crosswalks to ensure vehicles would have to fully stop before driving through the crosswalk.

No millage was assigned to the new Parks Capital Maintenance MSTU; however, the BCC still carved out $1,300,000 for maintenance of park facilities and fields. The BCC also approved initiatives for new recreational programming, as well as **Pasco Outdoor Adventures** specialty camps, instructors, and event rentals.

### Road Maintenance and Rehabilitation




### Pedestrian Safety



### Parks Maintenance and Operations




## Reinvesting in Infrastructure through Renewal and Replacement

The BCC recognizes the value of prolonging the life of its assets through a robust renewal and replacement program. This is evidenced by the support of long-standing programs, such as Utilities and Stormwater maintenance; however, this became even more apparent through the support and approval of new programs: County owned facilities renewal and replacement and the two new MSTUs for maintenance (roads and parks). The BCC is still contemplating the most appropriate millage rate and approach of the Parks Capital Maintenance MSTU, but they are still adamantly in support of adequately funding the maintenance of the County's park infrastructure.

## Leveraging Debt for Capital Infrastructure

The County continues to leverage debt to meet the capital infrastructure needs around a growing and booming community. This is only possible due to the strong financial management, decisions and policies of the BCC.

The County has experienced continued improvements in bond ratings for new issuances and refinancing of existing debt. The strong bond ratings the County has are in part a result of the fund balance and liquidity ratios only achieved through the BCC's concerted effort to maintain adequate reserve levels within all major funds and in particular within the main general operating fund. Reserve and fund balance levels are closely tied to how the rating agencies gauge an issuer's fiscal management practices. The County currently maintains underlying long-term issuer ratings of Aa1 and AA+ from Moody's and Fitch, respectively. These ratings are just one notch below the highest possible ratings that can be assigned to an issuer or its bonds.

The overall debt service increased slightly from the issuance of the Half-Cent Sales Tax Revenue Improvement Bond Series 2024A and the Public Safety General Obligation Bond Series 2024A (please refer to the “Debt Service” section of this Budget Book for more details).

## Emergency Response and Adequate Reserve Levels

**General Fund Reserve Levels**

The FY 2025 General Fund adopted reserve amount is $113 million, $48 million (or 74.5%) over the FY 2024 adopted amount. The BCC made a concerted effort to build up the reserve levels within the General

Fund to be able to respond and recover from emergencies. At the turn of FY 2025, this proved to be a most prudent financial decision with the County experiencing two back-to-back historic hurricane events.

**Hurricane Helene**
On September 26, 2024, Pasco County experienced the historic event of Hurricane Helene. It was a category 4 Hurricane causing catastrophic flooding as a result of storm surge along the coast of Pasco.

**Hurricane Milton**
On October 9, 2024 while Pasco was still trying to recover from Hurricane Helene, Hurricane Milton made landfall near Siesta Key, Florida. More than 3 million were without power throughout the State, and Florida experienced widespread infrastructure damage and prolonged riverine flooding.

**The Road to Recovery**
The County responded with unprecedented levels of innovative actions and activities to provide safety, relief and support to its citizens. Damage assessments were the immediate priority upon the all clear to mobilize after each event, including aerial assessments, with nearly $1B in estimated damages from both storms. Pasco County provided early resources to citizens through dedicated points of distribution, comfort stations, and mental health resources (such as BayCare) at shelters and through the 27/7 hotline (727-372-HELP). The County also focused on early debris management by waiving tipping fees and mobilizing crews within 24-48 hours of each storm.

## Pasco HOPE Temporary Housing



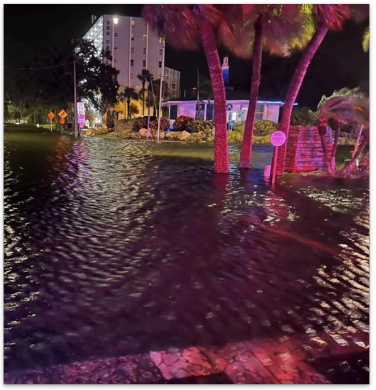
Federal, State, County, and volunteer organizations are working together to case manage impacted citizens for unmet needs. Pasco HOPE offers temporary housing to citizens who have been displaced by Hurricanes Helene and Milton.

## Overnight Debris Removal



As a result of Hurricanes Helene and Milton, Pasco has enough cubic yards of debris to fill up 700 football fields. Using a combination of County and Contractor resources, crews were working day and night to remove as much debris as possible before Hurricane Milton was expected to make landfall.

## Emergency Response



More than 1,200 rescues occurred between Hurricanes Helene and Milton. Pasco deployed special operations teams of multiple disciplines, including urban search and rescue, swift water rescue, confined space, trench rescue, hazardous materials, SWAT medic, and rapid diver.

# Financial Sustainability

The County is committed to financial integrity and long-term sustainability. Several years ago, the County began the process of reshaping its financial trajectory by implementing a plan to adequately fund the Commission's financial reserve goal. This has been achieved by continued discipline to make long-term financial decisions (please refer to the "Financial Strategy" section for details), controlling the growth of expenditures, forecast modeling with various optimal and dismal scenarios, and adhering to financial

policies (please refer to the “Financial Policies” section for details). In addition, the County works diligently on business retention, attracting new businesses, and developing a retail strategy to diversify the tax base and increase the property values of our community. The resilience and prosperity of our local businesses are paramount to a sustainable future.

In February 2019, the BCC prioritized achieving the Government Finance Officers Association (GFOA) recommended best practice of a setting aside two months of budgeted operating expenditures (i.e., 16.7%) into a committed reserve (also known as an emergency reserve). The purpose of the emergency reserve is to accumulate the funds necessary to support County operations during a prolonged emergency. Despite the economic downturn, we have been able to increase the General Fund Committed Reserve from the FY 2019 baseline level of 9.6% to 11.1% of budgeted expenditures in FY 2020, 12.5% in FY 2021, and then 16.7% of budgeted expenditures in FY 2022 and FY 2023. This reserve level took a slight dip for FY 2024 at 15.5% (or 56 days of operating expenses) when the BCC made the tough decision to reduce the general operating millage to alleviate some of the property tax pressure felt by the citizens related to increased home values; however, for FY 2025, the General Fund reserve is at 87 days of operating expenses (i.e., 23.8%).

Given the unprecedented growth in taxable assessed values as well as the uncertain, future economic headwinds, we are maintaining our two-pronged financial strategy. First, we have limited the amount of new, recurring expenses in FY 2025. Since we are not expecting the taxable assessed values to remain at these double-digit growth rates for an extended time, limiting recurring spending will prevent the County from severely restricting future programs or eliminating positions in the event of an economic downturn. Second, we have invested the additional revenue in one-time, capital projects, which are easier to pull back if the economy worsens. In addition, these capital investments allow the County to close the gap on important projects that have been delayed due to funding shortfalls. These projects will greatly enhance the quality of life for our citizens.

# Budget Initiative Highlights

The FY 2025 budget includes a spending plan to begin implementing the BCC's new Strategic Plan. (For more information about “Strategic Initiatives” please see Strategic and Business Planning section.)

## *Create a Thriving Community*

- To improve work-life balance, as well as attract and retain fire fighters, Pasco County has moved to a fourth shift for the Fire Rescue Department. This will give the team an additional day off in between shifts to alleviate burnout, improve mental health and foster a people-first culture within the department. The County has been phasing in the staffing to accommodate this fourth shift, and FY 2025 is the final year of the phase-in approach.

## *Enhance Quality of Life*



- Investing in multiple additional programming opportunities within Parks, Recreation, and Natural Resources (PRNR), to include Pasco Adaptive and Inclusive Recreational Programming, Pasco Outdoor Adventures, and ensuring adequate supplies, such as team jerseys, officials and equipment, for existing recreational programming.
- Hiring a PRNR Senior Planner to properly plan, design and implement new and upgraded park facilities.
- Hiring key personnel in anticipation of the opening of the new Wesley Chapel Library.
- Hiring an additional Water Conservation Specialist to implement comprehensive, goal-based water conservation programs, as well as identify new water conservation incentive programs for homeowners and businesses.
- Hiring an Environmental Program Coordinator to meet service needs for waterfront residents and facilitate National Pollutant Discharge Elimination System Stormwater permit compliance.

## *Drive Economic Growth & Prosperity*

- Hiring a team to focus on priority projects, consisting of one Engineer II, one Transportation Planner II, and one Planning and Zoning Technician II. The team will focus on high priority projects that go through the expedited plans review process.
- Hiring a Special Projects Liaison to identify, utilize, monitor and report on the effectiveness of Artificial Intelligence resources, as well as assist customers who are less familiar with the County's processes and review expectations.

## General Fund Capital

Spending on capital projects will also allow the County to get caught up on important infrastructure improvements, such as:

- Set aside $1.3 million for ongoing maintenance and repairs to PRNR equipment and fields. This investment will allow the County to ensure its Parks equipment remains in good working order, until a levy is adopted for the Parks Capital Maintenance MSTU.
- Additional funding for the Central Facilities Building.
- Design funding for a Public Safety Operations Center.
- A permanent restroom at the gun range for the Sheriff.
- Design funding for an armory for the Sheriff.
- Park lot expansion at the training facility shared by Fire Rescue and the Sheriff.
- Funding for a family park.
- Building a parking lot at the Tax Collector's Central Office.

## Constitutional Officer Budgets

**2025 Constitutional Budgets**

| Constitutional Office | FY 2024 Adopted | FY 2025 Adopted | Amount Change | Percentage Change |
|---|---|---|---|---|
| Clerk & Comptroller | $8,287,453 | $9,250,747 | $963,294 | 11.6% |

| Constitutional Office | FY 2024 Adopted | FY 2025 Adopted | Amount Change | Percentage Change |
|---|---|---|---|---|
| Property Appraiser | $7,259,844 | $7,928,277 | $668,433 | 9.2% |
| Sheriff | $150,386,894 | $190,273,438 | $39,886,544 | 26.5% |
| Supervisor of Elections | $6,873,938 | $6,256,432 | -$617,506 | -9% |
| Tax Collector | $13,459,190 | $18,000,000 | $4,540,810 | 33.7% |
| | **$186,267,319** | **$231,708,894** | **$45,441,575** | **72.1%** |

### Clerk & Comptroller

An 11.6% overall increase to fund pay raises as well as:

- Additional funding for the Criminal Justice Information System (CJIS) software suite.
- Record-Keeper position to support County Commission meetings and Value Adjustment Board petitions.
- Financial Services Operations Lead position to support the  County Commission's debt, investment, and capital asset management.

### Property Appraiser

A 9.2% overall increase to fund pay raises as well as:

- Additional Commercial Appraiser position.

### Pasco Sheriff's Office

A 15.6% overall increase ($23 million) for:

- Additional patrol deputies funded by PSO, and 20 additional deputies funded by the County.
- Not included in the above number, but funded through one-time funding from the BCC, the PSO will receive:
  - An Armored SWAT Vehicle and two Armored Vans
  - Upgraded Forensic Unit Resources
  - Pole Barn
  - GAP Insurance start-up funding

### Supervisor of Elections

A -9.4% overall decrease related to FY 2025 being a non-election year.

### Tax Collector

A 26.3% overall increase to fund pay raises as well as:

- Increase in the County's tax roll.

## Judicial Office Budgets

The County is responsible for partially funding the operation of the Sixth Judicial Circuit. The County directly funds 11 personnel. Two positions, through the use of opioid settlement funding, were added to the Judicial budgets:

- A new General Magistrate to conduct hearings and rulings on involuntary civil commitment (Baker Act and Marchman Act) cases.
- A new Administrative Assistant for the General Magistrate.

# Live, Work, and Play

As our local economy continues to defy the odds, the BCC remains steadfast in ensuring the citizens, visitors, and businesses are heard and represented. From each thoughtful policy created or updated to every tough decision made, the intent to make Pasco County a place where people want to live, work, and play is actualized.

This budget will kick off the first year of our newly adopted Strategic Plan, as we continue to focus on our mission of Serving our Community to Create a Better Future.

We are resilient in the face of two historic hurricanes. We are true to our vigilant nature, as we will continue to monitor the local economy and the business climate to ensure that we continue to provide the highest level of service our residents have come to expect.

Our 4,000 employees are the driving force behind our progress, consistently putting Pasco County's needs at the forefront. Their commitment - and the BCC's strategic guidance - has been our greatest asset.

In the following pages, you will find budget summary information and detailed revenue and expenditure data for a fully transparent and comprehensive view of the FY 2025 Annual Operating, Capital and Grant Budgets.

Respectfully,

Michael J. Carballa, P.E.
County Administrator

# Strategic and Business Planning

## Serving Our Community to Create a Better Future

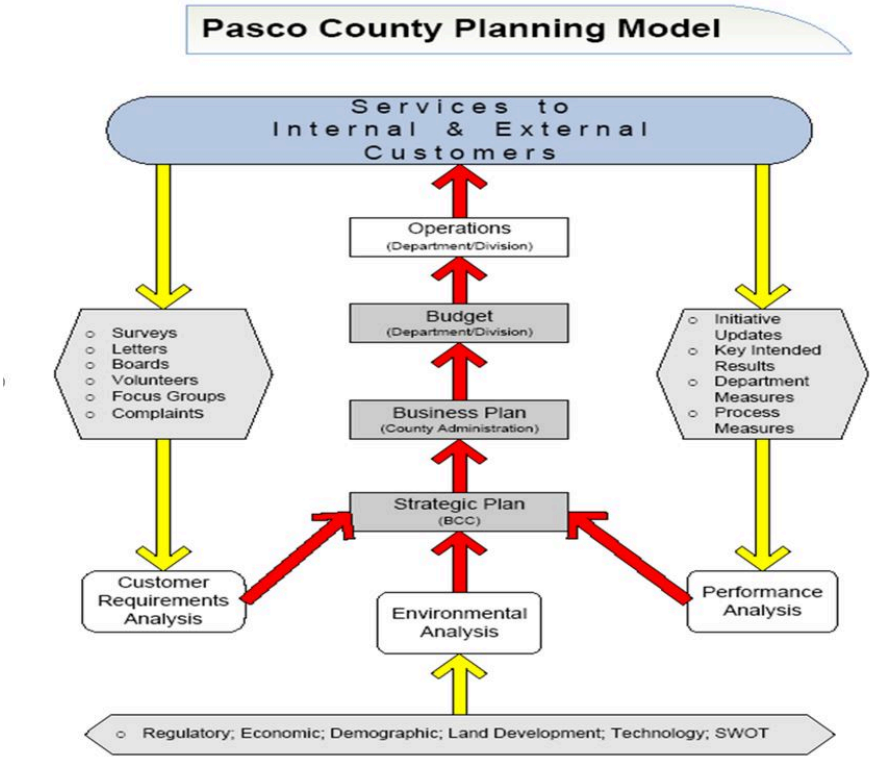
With a dedicated focus on customer service excellence, Pasco County is planning the actions and activities for the upcoming fiscal year to enforce the Mission of **Serving Our Community to Create a Better Future**. Pasco County Board of County Commissioners adopted a budget aligned to the first year of the Strategic Plan (FY 2025-2030). The Strategic Plan focuses on three areas: Create a Thriving Community, Enhance Quality of Life, and Drive Economic Growth & Prosperity.




## Strategic Planning Process

Planning begins with an Environmental Scan to understand potential impacts of trends occurring locally within the community and also at the State and National level. Input from customers and Pasco County citizens and business community is collected through surveys, focus groups, SWOT analysis sessions and interactions.

These inputs are then distilled into common themes, identifying the County's Strategic Advantages and Challenges. In the FY 2025-2030 Strategic Plan, the Board of County Commissioners established the three focus areas to specifically address the County's challenges and to leverage and build upon the advantages.




## Strategic Goal Development

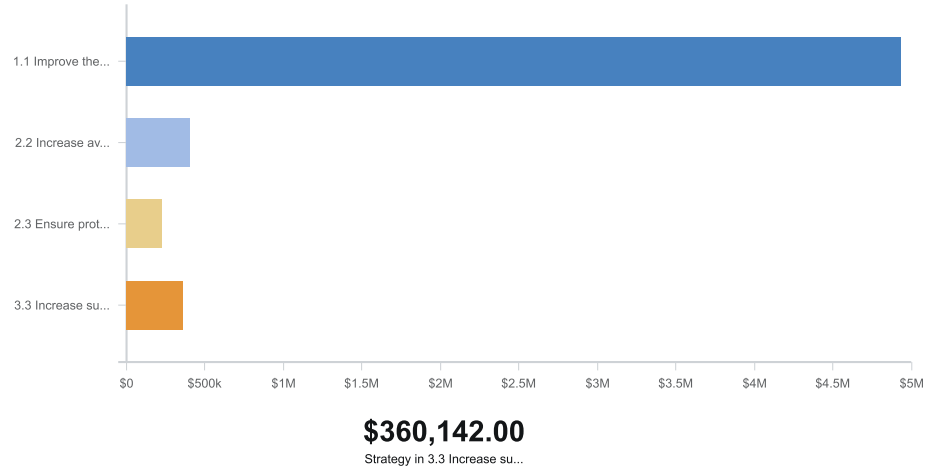
The three focus areas of the Strategic Plan provide a high level overview of the County's commitment over the next five years to serving our customers to create a better future. Each focus area includes three Addressable Challenges posing a threat to the County's ability to meet its mission. Each Addressable Challenge is supported by a Strategic Goal and a timeline to achieve. These goals were developed by a Steering Committee with input from Executive Leadership, Senior Leadership, and program owners and will be accomplished through comprehensive strategies, detailed action plans, and targeted initiatives. The teams also developed Key Performance Indicators to measure progress and identify a realistic timeline to achieve success.

Annually during the Budget Process, Department Directors develop Business Plans for their work units to translate the high-level strategies into operational action plans and activities. At this time, resource availability is examined and the need for new resources is identified. The Directors create Business Plan Initiatives aligning to the Strategic Goals, then request those additional resources needed to achieve the Strategic Goals. Below is a list of the Business Plan Initiatives and operational programming adopted by the Board of County Commissioners for Fiscal Year 2025, aligned to the goals.

# Business Plan Initiatives Aligned to Strategic Goals

**FY 2025 Business Plan Initiatives aligned to Strategies**

Data Updated Nov 07, 2024, 10:05 PM




| Strategy | FY2025 | FY2026 |
|---|---|---|
| **Amount** | | |
| 1.1 Improve the capacity and capability of emergency service response. | $4,939,944 | $9,638,510 |
| 2.3 Ensure protection and conservation of natural ecosystems. | $224,023 | $169,771 |
| 2.2 Increase availability and access to cultural, educational, recreational, and social opportunities for all. | $404,502 | $1,913,617 |
| 3.3 Increase support of small business and entrepreneurship. | $360,142 | $338,439 |
| AMOUNT | **$5,928,611** | **$12,060,337** |

# Create a Thriving Community

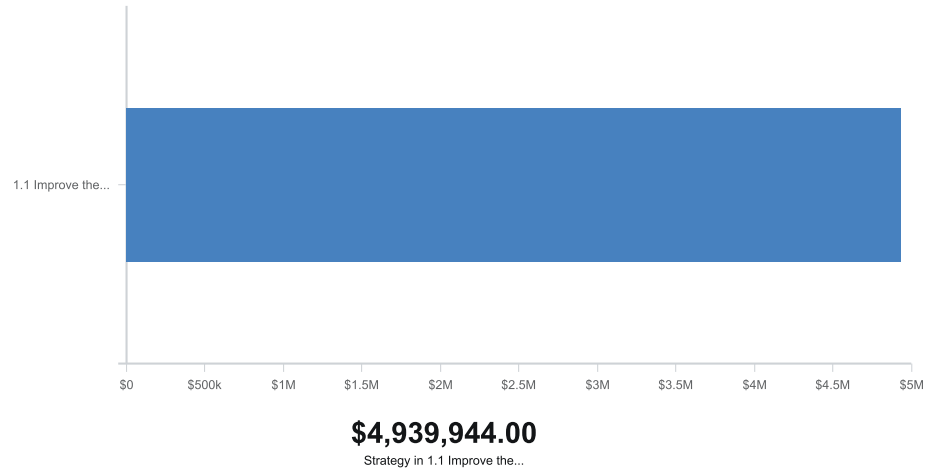
## Provide a Sustainable Foundation for Health, Safety, and Mobility.

### Addressable Challenges:

- Maintaining Public Health and Safety
- Community Resilience and Sustainability
- Demands of Rapid Growth

**Create a Thriving Community**

Data Updated Nov 07, 2024, 10:05 PM




| Strategy | FY2025 | FY2026 |
|---|---|---|
| **Amount** | | |
| 1.1 Improve the capacity and capability of emergency service response. | $4,939,944 | $9,638,510 |
| AMOUNT | **$4,939,944** | **$9,638,510** |



## Goal 1.1: Improve the capacity and capability of emergency service response.

The County is in the final year of phasing in a fourth shift at the Fire Stations, to combat burnout and turnover amongst the team. Pasco is already seeing a marked improvement in turnover, as the appeal of an improved quality of life is drawing experienced firefighters to join our team.

## Goal 1.2: Protect vulnerable critical assets and communities from extreme conditions.

Pasco County has established the Office of Strategy and Sustainability, headed by the Chief Resiliency Officer, in an effort to integrate resilience and sustainability into Pasco County's decision-making culture to position the county operationally and financially for future challenges.

With the completion of longer-term planning cycles, such as the Stormwater and Facilities Master Plans, Pasco is focused on ensuring a safe future for its citizens and team members.





## Goal 1.3: Complete revisions to the Comprehensive Plan (Comp Plan) and expeditiously update priority portions of the Land Development Code (LDC).

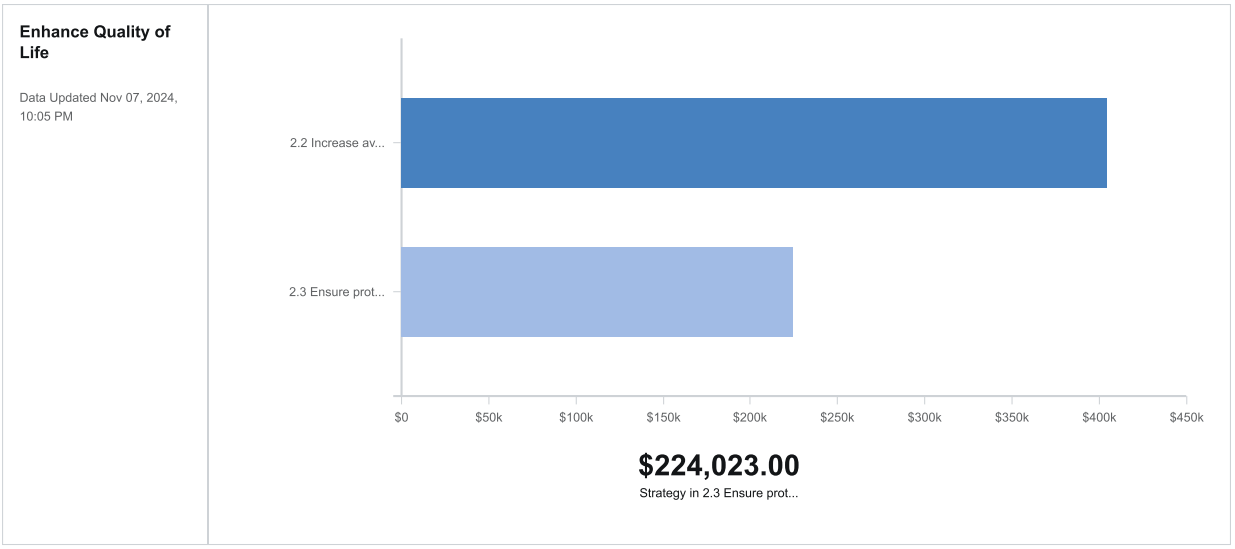
Recognizing that the Comprehensive Plan and the Land Development Code ultimately dictate development through the county, Pasco is prioritizing the completion of its Comprehensive Plan and updating the portions of the Land Development Code required to ensure the growth within Pasco is intentional, economically fortuitous, and with a long-term strategic approach.

# Enhance Quality of Life

**Provide Equitable Human Services, Social, Cultural, and Recreational Opportunities for All.**

**Addressable Challenges:**

- Reducing Homelessness
- Access and Availability to Cultural, Educational, Recreational, and Social Opportunities for All
- Balancing Natural Landscape and Urbanization




| Strategy | FY2025 | FY2026 |
|---|---|---|
| **Amount** | | |
| 2.2 Increase availability and access to cultural, educational, recreational, and social opportunities for all. | $404,502 | $1,913,617 |
| 2.3 Ensure protection and conservation of natural ecosystems. | $224,023 | $169,771 |
| **AMOUNT** | **$628,525** | **$2,083,388** |

## Goal 2.1: Make homelessness rare, brief, and non-recurrent.



The Board of County Commissioners approved, as part of the FY 2024 Budget Cycle, funding toward Pasco HOPE to provide transitional housing for the home disadvantaged. Due to recent Hurricanes Helene and Milton, the County pivoted to use these sites for citizens temporarily displaced from the damage created by the hurricanes.

The County also provides services to prevent and mitigate homelessness through case management, providing community and meals to our seniors, local mitigation assistance through FEMA for citizens impacted by natural disasters, affordable housing initiatives, and similar programming throughout Pasco.




## Goal 2.2: Increase availability and access to cultural, educational, recreational, and social opportunities for all.

**Recreational Programming:** the County is investing in multiple additional programming opportunities within Parks, Recreation, and Natural Resources, to include Pasco Adaptive and Inclusive Recreational Programming, Pasco Outdoor Adventures, and ensuring adequate supplies, such as team jerseys, officials and equipment, for existing recreational programming.

Hiring a Parks Senior Planner to properly plan, design and implement new and upgraded park facilities.

The County will begin hiring key personnel in anticipation of the opening of the new Wesley Chapel Library.

## Goal 2.3: Ensure protection and conservation of natural ecosystems.

Hire an additional Water Conservation Specialist to implement comprehensive, goal-based water conservation programs, as well as identify new water conservation incentive programs for homeowners and businesses.

Hire an Environmental Program Coordinator to meet service needs for waterfront residents and facilitate National Pollutant Discharge Elimination System Stormwater permit compliance.

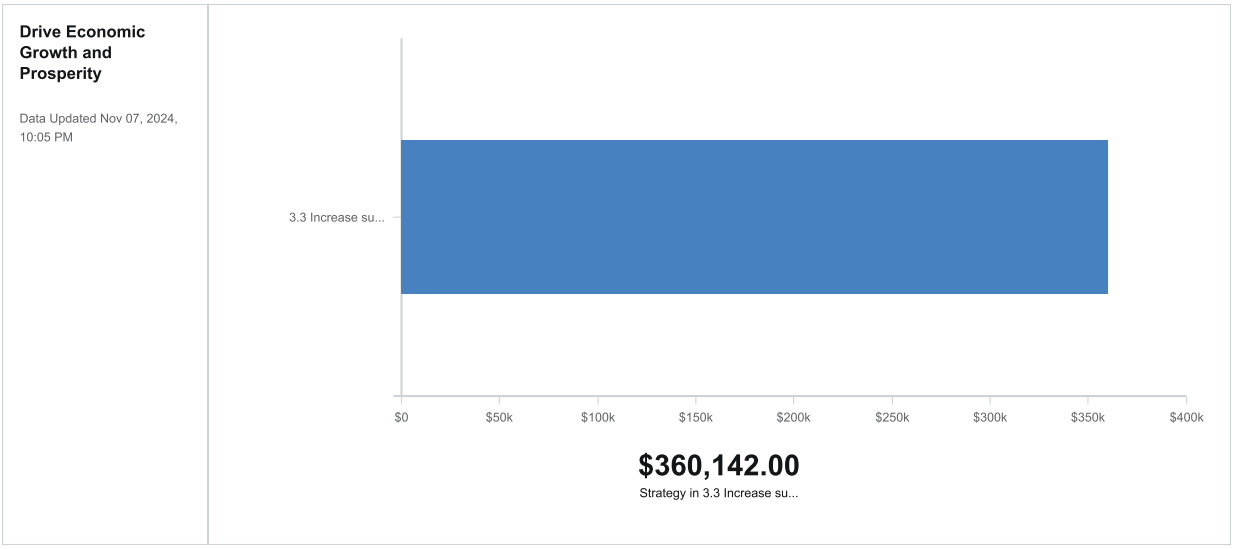


## Drive Economic Growth & Prosperity

**Support a Sustainable Increase in Community Income and Investment, Economic Diversification, and Expanded Opportunities for All.**

**Addressable Challenges:**

- Meet Affordable and Attainable Housing Needs
- Stressed Communities
- Support of Small Business and Entrepreneurship




| Strategy | FY2025 | FY2026 |
|---|---|---|
| **Amount** | | |
| 3.3 Increase support of small business and entrepreneurship. | $360,142 | $338,439 |
| **AMOUNT** | **$360,142** | **$338,439** |




## Goal 3.1: Increase the supply of affordable and attainable housing inventory.

The Board held a workshop to strategize and prioritize efforts within the Pasco, to include key stakeholders such as the University of South Florida, to increase the supply of affordable housing units. Thee are a number of projects on the horizon, leveraging grant dollars received through our Community Development department, which will assist in increasing the inventory. A sample of those projects are listed below:

- Vincent House housing to add 39 units of supportive housing in Hudson.
- Anchor at Gulf Harbors will add over 300 units of affordable housing for senior in New Port Richey.
- Magnolia Oaks will add 77 rental units for Veterans in New Port Richey.

## Goal 3.2: Support the redevelopment of stressed communities.

Pasco is focusing on stressed communities to assist with spearheading sustainable redevelopment activities to increase the tax base of new and existing businesses.





## Goal 3.3: Increase the support of small business and entrepreneurship.

Hiring a team to focus on Priority Projects, consisting of one Engineer II, one Transportation Planner II, and one Planning and Zoning Technician II. The team will focus on high priority projects that go through the expedited plans review process.

Hire a Special Projects Liaison to play a key role in identifying, utilizing, monitoring and reporting on effectiveness of Artificial Intelligence resources for the department, as well as assist customers who are less familiar with the County's processes and review expectations.

# Environmental Scan

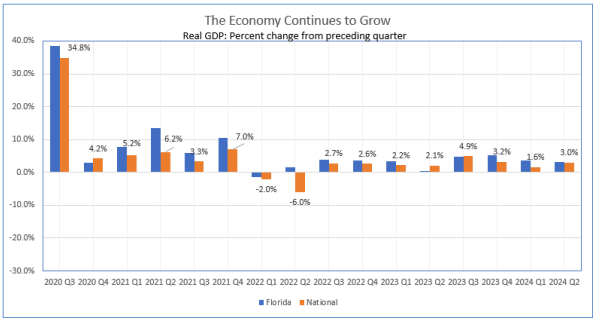
## What is an Environmental Scan?

The Strategic Planning Process starts with an Environmental Scan. The Scan is an analysis of an organization's internal and external environments whose purpose is to inform the formulation of the Strategic Plan by detecting early signs of opportunities and threats that might influence current and future plans. Careful attention to the Environmental Scan is indicative of the organizational commitment to data-driven decision-making. It completes the ultimate feedback loop, where organizational direction from the BCC is not set until market information, customer input, performance data, and all other inputs are considered.

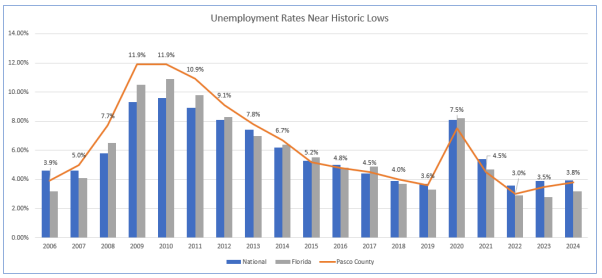
The Environmental Scan is updated each year to detect any new or emerging advantages or challenges that need to be addressed. The following information outlines the market conditions and trends used to guide the formation of the Annual Budget.

## Economic Outlook

Both detractors and champions of the current economic policy have been predicting an economic recession for the past three years. The economy, however, has proved to be incredibly resilient with economic data supporting a healthier than expected economy. For example, the fourth quarter of the 2024 Survey of Professional Forecasters, also known as the Anxiety Index, revised the probability of an economic recession in the first quarter of 2025 to 15% from the previous quarters estimate for the same period at 27.3%.

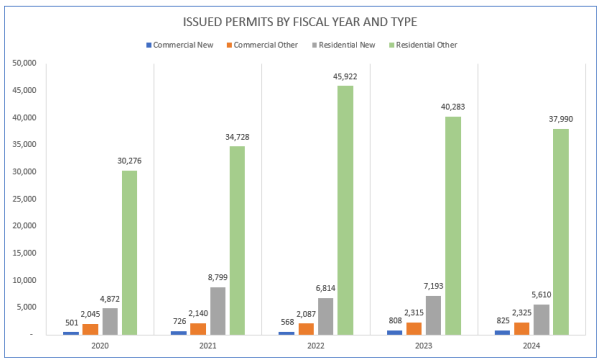



Gross Domestic Product (GDP) is the value of all goods and services produced in a country during a given time period. As such, GDP is generally used to measure the size and growth rate of a county's economy. GDP is the most commonly used indicator of a nation's economic health. The national GDP was about 3% per year between 2017 and 2019 then fell dramatically as a result of the pandemic in 2020. With the exception of a stretch of two quarters in 2022, The economy has continued to grow despite some daunting headwinds.




## Unemployment Rates

Prior to the pandemic, the nation was enjoying record low unemployment rates. Following its peak of 9.6% in 2010, the national unemployment rate fell to 3.5%. Likewise, the unemployment rate in Florida dropped to 3.3% and Pasco County's unemployment rate settled at 3.6% in December 2019. Although the unemployment rate has risen to 3.9%, which is up from 3.5% in July, the unemployment rate has been below 4% since January 2022 which is a sign that the labor market remains stronger than expected.

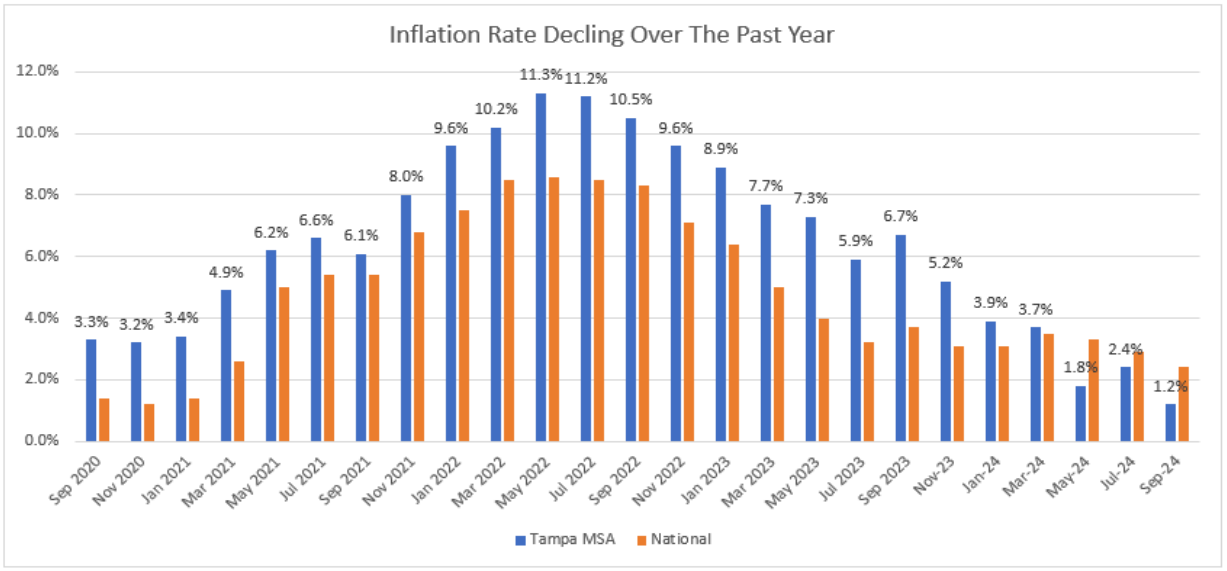



## Building Permits

Permits are tracked by fiscal year and type. There are new single family residential, new commercial & multi family, residential other and commercial other. These can include permits for pools, fences, tree removal, new HVAC systems. etc.

## Inflation

As discussed in the previous year's economic forecast, the threat of high inflation loomed over the budget process since high inflationary pressures would cause the County's expenses to rise inordinately. As shown on the chart below, the national inflation rate has steadily declined since its peak in May of 2022. Although the consumer price index for the Tampa MSA has historically been higher than the national average, it has recently switched showing lower inflation at the local level.




## Correlating Unemployment Rates with Inflation in an Unprecedented Fashion

Not long ago, prognosticators were predicting the unemployment rate would need to rise sharply to bring inflation down. Traditionally economic theory postulated an inverse relationship between unemployment and inflation. For example, when more people are employed (i.e., low unemployment) more people are working so have the money to spend which leads to an increase in demand. As we know, more money chasing fewer goods leads to price inflation.

How then can we explain the simultaneous decline in unemployment rate and inflation? The short answer is worker productivity. The big money answer recently provided by Federal Reserve Chair Jerome Powell suggests inflation may continue to decline in the middle of continued economic growth “through improvements in the economy’s capacity” rather than the traditional tool of “destroying demand” through higher interest rates.

As Karl W. Smith observed at Bloomberg: “Rising labor productivity means the economy can create more stuff with the same number of workers, working the same number of hours. That’s crucial because getting inflation back under control requires either businesses to increase the supply of goods and services or consumers to decrease their demand.” In this case, business has increased supply, allowing consumers to buy more. That boosted the consumer spending number, critical to the U.S. economy’s performance.

In its first year, the Inflation Reduction Act drove the private sector to invest more than $110 billion in green energy. The federal government has also spurred American businesses in overall investment. A recent Treasury Department report found: “By June, real construction of manufacturing facilities had more than doubled since 2021, mainly reflecting new factories in the technology sector.” It should not be surprising, then, that the economic recovery in the United States has been stronger and quicker than in other countries.

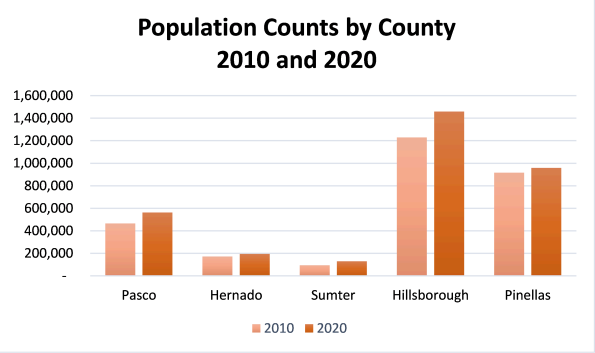
National Economic Council Director Lael Brainard explains Fed Chair Powell’s “improvements in the economy’s capacity” comment by saying “the historic trifecta of the bipartisan infrastructure law, the Chips and Science Act and the clean-energy portions of the Inflation Reduction Act [that] are boosting the supply side of our economy by catalyzing private sector investments in infrastructure, clean energy and semiconductor manufacturing.” By combining enhanced worker training with government and private-sector investment, she explained, the administration hopes to maintain the manufacturing boom and growth in other sectors.”

## Real Estate Trends

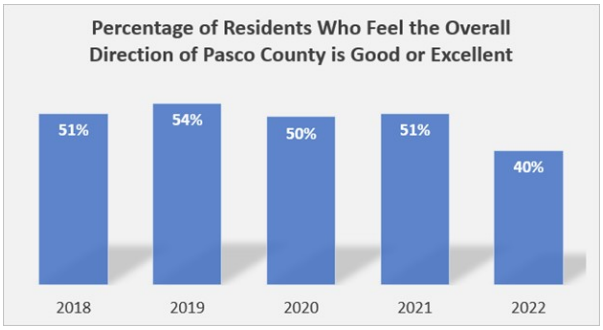
Housing demand in the regional market is expected to remain strong. The area’s extraordinary population growth is driving the demand while the historic low unemployment is making it difficult to hire the workers needed to build the housing stock fast enough to meet that demand. Therefore, expect an increase in home prices as well as rent over the forecast period. The FAA reports the state will need to add nearly 700,000 apartment units by the year 2030 just to keep up with demand; this does not even consider the replacement of aging apartment stock. The average rent for an apartment in Central Pasco County is $1,864 at around 1,037 square feet. In general, a studio costs $1,541; a one bedroom is $1,677; a two bedroom is around $2,202; and a three bedroom is averaging $2,453. The median listing price for a single family home in Pasco County in August 2024 was $369,900. The median price per square foot was $212. The average home in Pasco County typically sells within 35 days.

## Compared to Other Counties

Pasco County has grown by 8.3% since the 2020 Census. In terms of population growth, Pasco is currently the 13th fastest growing county in Florida. 51% of Pasco's population is female. 22% of Pasco's population is over the age of 65.



## National Community Survey




Surveys such as the National Community Survey and Pasco "Open" Community Survey are completed by our residents to give them a platform to provide their feedback about Pasco County. The questions asked are aimed at gathering resident opinions that span a range of community issues.

The responses and insight received are used to inform planning discussions and decision making. The ratings for the overall direction of the County from the most recent survey are shown here.
Overall, 78% of responding residents rated Pasco County as an Excellent or Good Place to Live, these results remained the same from last year. Of the responding residents, 70% believe the overall quality of life in Pasco County is excellent or good.

Feeling safe in the community is a high priority for residents and it is an aspect of community livability. 92% of respondents reported feeling safe in their neighborhoods and in Pasco County's downtown/commercial area during the day. Residents also noted that the overall feeling of safety was essential or very important for the community to focus on in the future.

While residents enjoy the county's parks and recreational opportunities, Pasco County's environment received lower scores than the benchmarked communities. The overall quality of the natural environment and cleanliness are among top areas where the county can grow and improve in the future.

Our ratings for overall governance have remained stable in most categories compared to prior years. The percentage of citizens who felt the county's customer service was excellent or good increased to 78% in 2021; the percent who felt public information services were excellent or good decreased by 4% from 2020 to 59% in 2021; and the percent who felt the county treats all residents fairly fell to 56% in 2021, which is a 7% change from 2020.

## Technology

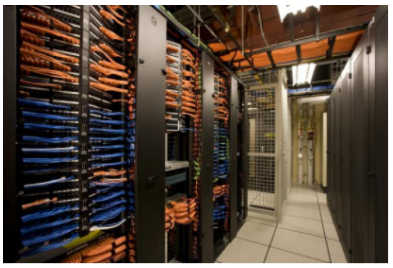
The Pasco County Information Technology Department (IT) effectively bridges public safety, public services, land management, public infrastructure, transportation, administration, and Court-related agencies with a consistent and sustainable technology foundation.

In the coming year, Pasco County will be challenged by Artificial Intelligence (AI) agents and applications that threaten privacy and personal data protection, algorithm bias, and transparency ethics, in addition to complying with regulatory policies and laws. While there are documented advantages of using AI, the County cannot ignore the disadvantages relating to cybersecurity and ethical issues. This indicates that a well-balanced and holistic approach to technological advancement and ethics will be required to maximize the benefits of AI while mitigating its risks.

The County’s technology direction involves the use of Zero-Trust Cyber Security initiatives, using a combination of cloud computing, on-premises, Artificial Intelligence (AI), and Business Intelligence (BI) architectures. By utilizing a multi-channel approach to computing, networking, and database/data lake platforms, the County can increase its continuity of operations through normal business days and potential external threats that include weather events and malicious cyber-attacks.



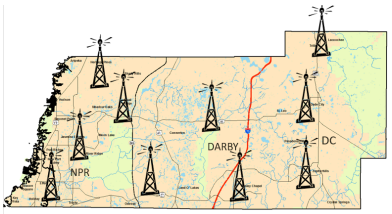

## Cybersecurity



Cyber attacks on State and local governments are on the rise, typically due to two factors:

1. The attackers obtain publicity on governmental websites, and
2. State and local governmental agencies contain private data and potential access to state agency connections.

## Regulatory and Compliance




As an emerging trend, the effort and resources required to maintain the following regulatory statutes need to be constantly addressed: The Freedom of Information Act, Public Records Law (F.S. 119), Personally Identifiable Information, Healthy Insurance Portability Act, Americans with Disabilities Act, and Payment Cardholder Industry Compliance.

## Budget Constraints and Innovative Technology Initiatives



Due to competing budget priorities, inflation, and continuous environment changes; budget constraints will remain a challenge in keeping technology initiatives refreshed and innovative to address new service delivery models to citizens.
While the County transitions from legacy-based architecture and platforms to hybrid-cloud. This enables departmental agility and digital business transformation which allows for growth and service delivery excellence.

## Emerging Issues

The following issues may affect our ability to provide the level and type of service our customers expect:

### Community Redevelopment Areas (CRAs)

The County contributes over $6 Million per year to the County's four CRAs (i.e., Port Richey, New Port Richey, Dade City, and Zephyrhills), yet the County has no voice in how those funds are expended. The County supports initiatives that more clearly define acceptable CRA expenditures; broader representation on CRA Boards; and allow the County a greater say in the oversight of CRA's within its jurisdiction.

### Inmate Healthcare Costs

With medical inflation continuing to creep ever higher, the County is seeking to amend state law to cap medical costs of an arrestee, pretrial detainee, or sentenced inmate to 110 percent of the Medicare allowable rate if no formal written agreement exists between the county and the third-party medical care provider. This is the same cap that exists for the State's corrections system.

### Code Enforcement Anonymous Complaints

The County's Code Enforcement Division contributes to Pasco's quality of life and property values by enforcing the County codes, to promote, protect and improve the health, safety and welfare of the citizens and visitors of Pasco County. Given the size of the County, Code Officers rely on citizen complaints to ferret out the most egregious code violations, however, during the 2022 Legislative Session state law was modified to prohibit code compliance officers from initiating a code compliance action based on an anonymous complaint. The inability to make anonymous complaints ahs a chilling effect on reporting violations, therefore, the County would like to see this repealed.

## Legislative Issues

In general, the County is concerned about legislation that will weaken its home rule authority or impose mandates without a corresponding funding source. The following issues reflect legislative challenges that require attention and clear direction to staff through the Strategic and Business Plans.

### Live Local Act

Pasco County and its BCC have been focused on policy and strategy to make the County a place where people want to live, work, and play. In the Spring of 2023, when the Governor signed Senate Bill 102, the County began to realize some of the challenges this piece of legislation could bring with it. The rapid growth within the County demands an equitable or larger growth in jobs for the County to continue trying to shed it's image of a bedroom community.

The below are two pieces which cause immediate concern:

- Florida Statute 125.01055(7) allows commercial and industrial sites that local governments have reserved for job creation to be administratively converted into residential units, which would further exacerbate the job-to-housing deficit.
- Florida Statute 196.1978(3) regarding the mandatory property tax exemption allowing for the affordable portion of projects to be fully or partially exempt from ad valorem taxes for a period of 35 years may cause a strain on the revenue source typically used to fund the services required in residential areas, namely public safety, culture, and recreation.

Immediate action taken by the Board is to sue developers who are seeking to build apartments on industrial or commercial land, as permitted under the new law. The rationale is to callout elements of the Live Local Act as unconstitutional. The County will continue to research and monitor to ensure we are fully aware and able to mitigate any of the unintended consequences of the newly established Live Local Act.

### Pasco County, City, Partner and Stakeholder Appropriations:

### Public Safety Operations Center (PSOC) / Emergency Services Design - $3,000,000

Due to increasing hurricanes with wind and flooding damage, Pasco County is designing a Public Safety Operations Center to include a new Emergency Operations Center (EOC). The current EOC is one of the oldest in the state of Florida. The proposed multi-story facility that will house our Emergency Operations Center/Emergency Management, 911/PSAP, Fire Rescue Administration, and Traffic Operations Departments. The PSOC would be built to withstand a Category 5 hurricane and provide the latest technology that will allow us to be proactive in tracking incoming hurricanes, working with other agencies, and community partners before, during and after severe weather events. The facility will also include meeting rooms and press rooms to allow web-based connections and/or broadcasting. These technology features will enable enhanced communication with our citizens, search and rescue teams, and other field deployed teams. The site and facility features will include dual points of entry for our team, robust and back-up utilities; to include a full facility backup generator. The facility would also contain features such as training rooms, restrooms with showers & lockers, male & female sleeping areas, kitchen & dining facilities.

### Pasco Sheriff's Office Mental, Physical and Emotional Center - $1,650,000

Construction of a state-of-the-art facility and associated equipment and services to meet the mental, physical, and emotional wellness needs of the deputies at the Pasco Sheriff's Office. The facility will include physical conditioning equipment, space for mental health services and peer support related activities, information technology to assist with the objectives of the center, and other related equipment and services. With this center, we would take major steps to preserve the continued health and wellbeing of all of our members.

### Pasco County Senior Center - $1,300,000

Construction and building of a Senior Center offering congregate dining and activities to the seniors in Dade City and surrounding communities.

### New Port Richey - Fire Station #2 Construction - $1,120,000

Replace an aging one-bay fire station, located in a residential area opened in 1974. The project will be a two-bay fire station totaling 7,876 Square feet. The station will have many interior design features with an emphasis on firefighter health and safety incorporating current compliance standards set forth by the National Fire Protection Association. The station will serve the busy U.S. Highway 19 corridor and provide direct access to many feeder roads resulting in reduced response times. The station will have a lobby area for a safe haven and public assistance.

### Zephyrhills - 6th Avenue Septic to Sewer - $1,550,000

Connect approximately 67 low income residents to the municipal sewer system in an area immediately east of the Zephyrhills city limits, but within the city's utility service area, per an agreement with Pasco County. The City previously provided water service to this neighborhood. This project will include extending sewer force main lines, gravity and/or vacuum sewer lines, connection to the city municipal waste water collection system, decommission existing septic tanks, and construction of Armstrong Street, a dirt road, to provide access and utility service along that roadway (currently a private drive).

### Amskills - High School Manufacturing Academy & Pre-Apprenticeship Expansion - $395,000

AmSkills, Inc. launched a manufacturing academy with an FDOE-registered high school pre-apprenticeship. The model blends curriculum and hands-on activities in Mechatronics, Machining, and Robotics. Experienced instructors support teachers. Certifications can provide 15-credit articulating hours for Engineering Technology or lead directly to employment within the manufacturing industry. This is a scalable program for school districts with an aim to expand to a second school for proof of concept to prove it can be expanded to additional schools or school districts.

### Homes by Westbay - US 41 Widening Preliminary Engineering - $2,000,000

Begin the preliminary engineering and design of the widening of US-41 from state road 52 to north of CR 578. This project would be to build one of the only unfunded 2 lane sections of US41 in the country, approximately 9.6 miles. FDOT has completed south of SR 52 and Hernando has already completed to within 1.1 miles of the Hernando/Pasco County line. As this project seeks to stay ahead of the impeding development in the area. Particularly the Moffitt Speros campus with over 20mm sq. ft. of entitlements, and active construction underway. the funds would be used to do preliminary engineering and design the project.

### Main Street Zephyrhills Inc. - East Pasco Cultural Arts Phase 2 - $1,250,000

Phase 2 of Pasco County Cultural Arts Project. Phase 2 will complete the acquisition and renovation of the new or existing property to expand and create additional cultural arts opportunities in Pasco County and the surrounding region. Surrounding cultural arts organizations will consult on renovation or construction of a new facility & future programming, to include concerts, performances, recitals, plays, school programs, and host local graduations, among others. After renovation/construction and assuming an annual operating budget of $1.2 million, the cultural arts theater and performing arts center is projected to have an annual economic impact to the city of $5 million, including about $110k in local tax revenue and state tax revenue of about $168k.

### Metro Development Group - Wilton Way Extension (2 Lane Road) - $5,130,133

Wilton Way is proposed to be a two-lane road extending the the current Wilton Way Rd, connecting the southern Pasco Research employment hub with the northern employment center.

### Metro Development Group - Pasco Pedestrian Overpass Bridge - $3,000,000

Sunlake Boulevard, which, in the near future, will link S.R 52 and S.R 54, and Ridge Road, a designated hurricane evacuation route. This project aims to create a dedicated passage for pedestrians, and utility vehicles, thereby mitigating the potential for accidents involving road traffic and greatly enhancing safety for all road users.

### Pasco Hernando State College - Porter Campus Nursing and Allied Health Advancement Institute - $1,500,000

Funds will support a PHSC initiative and Statewide Support for the State College System to address the nursing and allied health workforce shortage by initiating a Nursing and Allied Health Advancement Institute. Using existing facilities, the institute will develop shared facility agreements with private and state entities working with stakeholders, the Institute will develop strategies to recruit and retain faculty in these fields and develop partnership agreements with the private sector health providers to improve retention, attract talent and form comprehensive alliance agreements with the primary a goal to support and improving workforce talent in the industry through training, development, marketing and policy recommendations.

### The Academy of Spectrum Diversity - $1,000,000

This project helps eliminate the 300 student waiting list for services offered by the school. The project consists of a major remodel in an existing space of 3,200 sq. ft. and includes 6 new classrooms, 2 new bathrooms, and storage space for curriculum.

### Zephyrhills - Museum of Military History - $15,000

This project expands the historical programs and provides interactive educational opportunities for students and their families. It expands the battle re-enactments of WWII and provides historical background in interactive displays and lecture series that are offered free to the public. The battles portrayed will be representative of battles in both European and the Pacific Theaters. Programs will provide educational opportunities for students and families on Pearl Harbor, D-Day and 9/11. It will add interactive displays to the current static displays. The museum will host a WWII History Conference in conjunction with Polk State College. This project erects a 20'x15' Pergola that serves both practical and decorative purposes, providing a comfortable retreat from the sun while maintaining a connection to the surrounding environment of outdoor exhibits. This project replaces the antiquated display cases with larger, secure modern ones.

### United Way of Pasco - Transitional Housing for Survivors of Human Trafficking - $765,716

The specific purpose of the requested funding is to provide adult and/or emancipated minors who are survivors of human (sex and/or labor) trafficking with emergency housing (in the form of hotels), transitional housing up to 12 months, and access to wrap around services, such as legal aid, dental care, internal medical care, behavioral healthcare, education, and job training.

# About Pasco County



The first known inhabitants of Pasco County were the Timucuan Native American tribe, who lived there around the early 1200s; however, their population was significantly reduced by diseases brought by early European settlers to Florida, eventually leading to their decline. Later, in the 1700s, Creek Indians from Georgia and Alabama migrated to Florida, forming the Seminole tribe which became the dominant native group in the region; experiencing conflicts with both the British and Spanish before ultimately clashing with the U.S. Military during the second Seminole War, which included the destruction of Fort Dade, the namesake of Dade City.



On June 2, 1897, following the construction of railroads through the area, Pasco County was created out of the southern end of Hernando by the Florida Legislature. Its namesake, Samuel Pasco of Jefferson County was created in his honor. A native of England and Confederate veteran, Samuel Pasco was the Chairman of the Florida Constitutional Convention in 1885 and was speaker of the Florida House when the legislature elected him to the United States Senate in 1887.

In the 1840's, there were three established communities, Fort Dade (Dade City), Tuckertown (Richland) and Lake Boddy (Pasadena). It wasn't until the 1850's when Hopeville (New Port Richey) and Pleasant Plains (Land O' Lakes) saw early settlers, followed by Sapling Woods (Elfers) and Cedar Tree (Near Lake Lola) in the 1860's, and Macon (Trilby) and Hudson's Landing (Hudson) in the 1870's. San Antonio was founded in 1881 by Judge Edmund Dunne and St. Joseph was established in 1883. Notably, St. Leo Abbey was founded in 1889, where the college was opened in 1890 and the town of St. Leo was established in 1891. An early settlement called Abbott Station became Zephyrhills in 1910, where the Orange Belt Railway Co. established the city of Odessa in 1888.








## Life In Pasco

Pasco County is known for it's outdoor activities, citrus industry, retirement communities, and amenities.

**Outdoor Activities:** Pasco County offers year round activities and events for all people of ages and interests. From wineries and breweries, to restaurants and festivals-like the Kumquat Festival of Dade City, there is an activity for all to enjoy.

**Amenities:** Pasco has many bars, restaurants, coffee shops, and parks with many communities offering dog parks and lagoons such as the Mirada Lagoon located in San Antonio, the nation's largest man made lagoon, spanning 15 acres.

## Community

Pasco County is located on the west coast of Florida. The county is made up of six municipalities, with Zephryhills being the largest city, with an estimated population of 19,666, and Dade City being the third largest, with an estimated population of 9,382 according to the Florida Legislature, Office of Economic and Demographic Research.



## Economic Impacts in Pasco County

Pasco County's budget is impacted by an assortment of economic factors that are noteworthy drivers for the county's services and cities. The current economic indicators include, employment, cost of living, population growth, and taxes. Florida has no state income tax on personal income, but the corporate income tax is currently 5.5%. The state's sales tax is 6% and counties have the option to assess an additional amount. In Pasco, the local option sales tax is 1% on top of the State tax. These

funds are used for land acquisition, infrastructure improvements, public safety, and other initiatives. Proceeds are shared among the County, the School Board, and incorporated municipalities within the County.

# Organization of Pasco County

## Organizational Chart

