Board of County Commissioners

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Ken Burke, Clerk of the Court and
Comptroller

Pinellas County Board of County Commissioners - Work Session
315 Court Street, 5th Floor Assembly Room
Clearwater, Florida 33756
www.pinellascounty.org

9:30 AM   Thursday, January 21, 2016
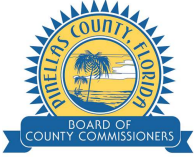
Agenda

Department Presentations

1.   Economic Development

2.   Building Services

3.   Development Review Services

4.   Planning

5.   Human Services

6.   Animal Services

7.   Safety and Emergency Services

8.   Emergency Management

9.   Communications

10.   Office of Management and Budget

11.   Workforce Development

_ _ _ _ _ _ Order of items is subject to change. All times are approximate. Break may be taken. _ _ _ _ _ _

Citizen's Comments Will Follow Presentation(s)

Any person wishing to speak regarding an agenda topic must complete a comment card and give to the agenda staff at the staff table. The Chairman will call the speakers, one by one, to the podium to be heard. Each speaker may speak up to three minutes. Persons who have been authorized to represent a group of four or more individuals, who are present, should complete a comment card and may speak up to 10 minutes.

Pinellas County

Staff Report

File #: 16-068A, **Version:** 1

Agenda Date: 1/21/2016

Subject:

Economic Development
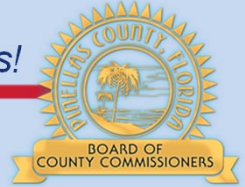
Who We Are

- 17 FTE (1%)

  - Business Development: Retention, Expansion, Recruitment, and International Trade Development

  - Small Business Development Center: Business Assistance and Entrepreneurial Development

  - Support: Administration, Marketing, Special Projects, Redevelopment, and Research

What We Do

- Retain and expand existing businesses

- Facilitate new business start-ups

- Attract new high-wage primary employers

What We Do

- Improve business climate
- Foster partnerships to support business
- Facilitate availability of trained workforce
- Identify and promote Pinellas County sites

Foster Continual Economic Growth and Vitality

- ## 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region

  - Continue a coordinated countywide business assistance, retention, and expansion program focused on target industry employers.

  - Attract new high-wage target industry employers through a focused, cost-effective recruitment strategy.

Foster Continual Economic Growth and Vitality

- ## 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region

  - Encourage growth of a strong entrepreneurial culture through County resources and partnerships
  - Provide financial technical assistance

Foster Continual Economic Growth and Vitality

- 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region
  - Implement international trade initiatives
  - Facilitate workforce development through local and regional educational and skills initiatives

Foster Continual Economic Growth and Vitality

- ## 4.2 Invest in communities that need the most

  - Utilize the Economic Development Authority to support 501(c)3 agencies' missions through its tax-exempt bond financing program
  - Provide strategic business education and coaching for disadvantaged business enterprises.

Foster Continual Economic Growth and Vitality

- ## 4.3 Catalyze redevelopment through planning and regulatory programs

  - Partner with REM to identify County-owned properties and make available to facilitate job creation and capital investment
  - Partner with Planning and the MPO/PPC to update the Comprehensive Plans and implement new land development regulations to support redevelopment

Foster Continual Economic Growth and Vitality

- ## 4.4 Invest in infrastructure to meet current and future needs

  - Explore opportunities to utilize Penny funds for economic development purposes in the 2017 ballot
  - Assemble, approve and improve land with partners to attract and retain major employers

Deliver First Class Services
to the Public and our Customers

- ## 5.1 Maximize partner relationships and public outreach
  - Educational outreach to provide assistance to businesses
  - Increase public awareness of economic development issues and activities and their impact on the community
  - Ensure effective and efficient delivery of comprehensive and coordinated economic development services

Opportunities

- Desirable geography

Doing Things:

- Land Assembly

- Demolition Assistance

- Targeted Infrastructure Improvements

- Regional Stormwater Systems

- Regulatory Improvements

Opportunities

- Business perception (and realities) of Tampa Bay
- Adoption of multi-modal transportation system
- Public and business community awareness

Doing Things:

- Work with Tampa Bay Partnership, chambers and state associations on advocacy for relevant issues
- Expand marketing, communications and outreach (as funding permits)

Opportunities

- Actively create sites to "approve and improve"

Doing Things:

- Potential allocation of proceeds from sales of county-owned properties
- Grants and appropriations
- Continue and expand contracts for services
- 2020 Penny for Pinellas

4.1 Measures

- Number of qualified prospects/leads (4.1)

- Number of new jobs announced through incentive programs (4.1)

- Projected direct and indirect wages per County QTI incentive dollar (4.1)

- Dollar amount awarded for PCED facilitated training grants (4.1)

4.1 Measures

- Number of jobs created and/or retained by clients receiving services from (Florida Small Business Development Center)FSBDC's certified consultants (4.1)

- Number of core consulting service hours provided by FSBDC's certified consultants (4.1)

- Total debt/equity investment funds obtained by SBDC clients (4.1)

- Projected sales from trade missions (4.1)

4.2 Measures

- Number and amount of tax-exempt bonds issued

- Number of participants at Small Business Development Center (SBDC) workshops in distressed communities
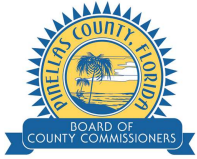
4.3/4.4 Measures

- Number of Economic Development projects in progress or completed

Thank You

Pinellas County

Staff Report
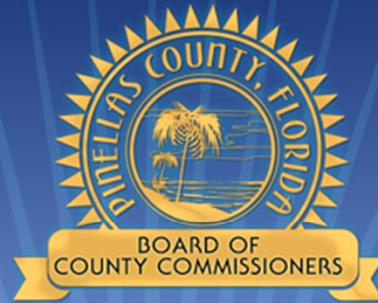
File #: 16-069A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Building Services

Who We Are

- 49 FTE (3% of workforce)

  - Inspections

  - Permitting

  - Plan Review

  - Administration

What We Do

- Building code plan review

- Permits

- Inspections

- Code Enforcement

- Violation review

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community.
    - Provide after-storm response
        - Damage Assessment Teams
        - Recovery and restoration permitting and inspections
    - Coordinate with 17 Fire Departments in permitting of commercial construction

Ensure Public Health, Safety, and Welfare

- 2.4 Support programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing

  - Expedited plan review processing for Affordable Housing projects

Practice Superior Environmental Stewardship

- 3.1 Implement "green" technologies and practices where practical

  - Administer Florida Building Code Energy Conservation standards

  - Participate in Green Building Code development and implementation

  - Perform expedited plan review for Solar Panel Project

Practice Superior Environmental Stewardship

- 3.3 Protect and improve the quality of our water, air, and other natural resources
  - Administer the Florida Building Codes
  - Administer provisions of the Coastal Construction Code

Foster Continual Economic Growth and Vitality

- 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region

  - Expedited permit plan review incentive for Economic Development projects

Deliver First Class Services to the Public and our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Implement Accela Civic Platform Enterprise Permitting System Upgrade and electronic document projects

  - Live phone operators and online chat.

  - Meetings with Developers, Contractors, Design Professionals, Municipal Partners.

Deliver First Class Services to the Public and our Customers

- 5.4 Strive to exceed customer expectations
  - Provide next business day building inspections
  - Provide courtesy notifications of permit expirations to contractors
  - Implement Live Phone operators
  - Implement Live Chat

Opportunities

- Talent Acquisitions

Doing Things:

- Explore opportunities to expand pool of applicants (1.1)

- Implement integrated marketing recruitment strategies and channel selection (1.1)

Opportunities

- Legislative changes

Doing Things:

- Participation in Green Building Code development and implementation with International Code Congress, model code organization (3.1)

2.4 Key Measures

- Number of and time to complete expedited plan reviews processed for Affordable Housing project

3.1 & 3.3 Key Measures

- Regulatory Building Code requirements met in the permitting and inspection process

4.1 Key Measures

- Percent of permit plan reviews for Economic Development approved projects completed timely

5.3 Key Measures

- Efficiencies gained through the online permitting and electronic document projects

- Increase in automated processes

- Implement Accela Civic Platform Enterprise Permitting System Upgrade

5.4 Key Measures

- Percent of next business day building inspections completed timely

Thank You!

Pinellas County

Staff Report

File #: 16-070A, **Version:** 1

Agenda Date: 1/21/2016

Subject:

Development Review Services

PINELLAS COUNTY, FLORIDA

BOARD OF
COUNTY COMMISSIONERS

Doing Things!

Development Review Services

Work Session Presentation

Presented by: Blake Lyon, Director

January 21, 2016

Who We Are

- 44 FTE (2%)
  - Code Enforcement
  - Development Review Services
    - Engineering
    - Environmental
    - Zoning / Permitting

What We Do

Code Enforcement

- Zoning Codes

- Trash & Debris

- Noise Control

- High Grass and Weeds

- Vehicle Codes

- Minimum Housing Standards

Before

After

What We Do

Development Review Services

- Site Plans

- Land Development Code regulations

- Engineering and Drainage

- Zoning & Permitting

- Habitat, Tree, and Landscape permits

- Right-of-Way permitting

- Platting

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community.

  - Priority response by Code Enforcement

  - Zoning regulations

  - Site Plan requirements

CPTED Principles

Large windows promote casual supervision of sidewalk.

Porches and sidewalk encourage interaction between neighbors.

Paving and architectural treatments define public and private zones.

Good pedestrian-scaled lighting on street.

Low landscaping and fences define property lines without creating hiding places.

Ensure Public Health, Safety, and Welfare

- 2.4 Support programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing

  - Expedited affordable housing projects

Duval Park

Ensure Public Health, Safety, and Welfare

- 2.5 Enhance pedestrian and bicycle safety

  - Land Development Code - establish design criteria

  - Site planning process

Complete Streets

Practice Superior Environmental Stewardship

- 3.1 Implement green technologies and practices where practical

Lockheed Martin

- 3.2 Preserve and manage environmental lands, beaches, parks, and historical assets
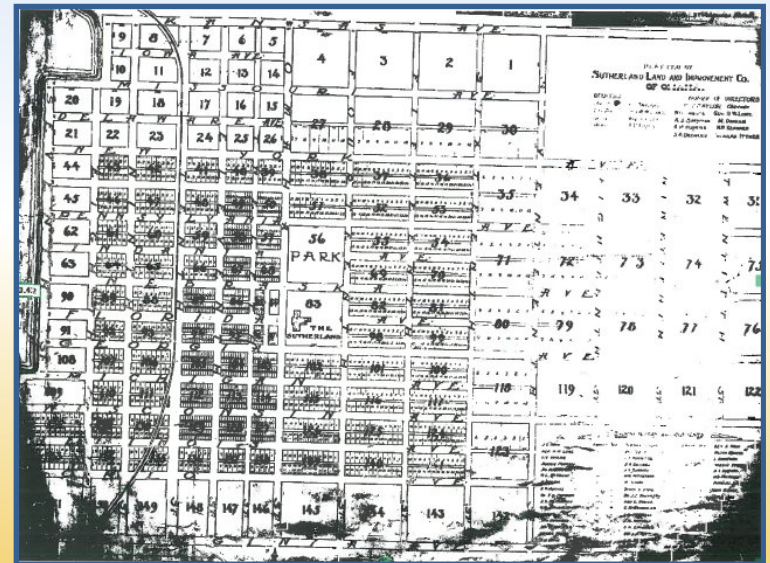
Town of Sutherland

Practice Superior Environmental Stewardship

- 3.3 Protect and improve the quality of our water, air, and other natural resources

  - Site Plan reviews

    - Water Quality

    - Conservation Easements

    - Floodplain Management

  - Habitat Permits

    - Enhance Customer Service

    - Reduce wait times
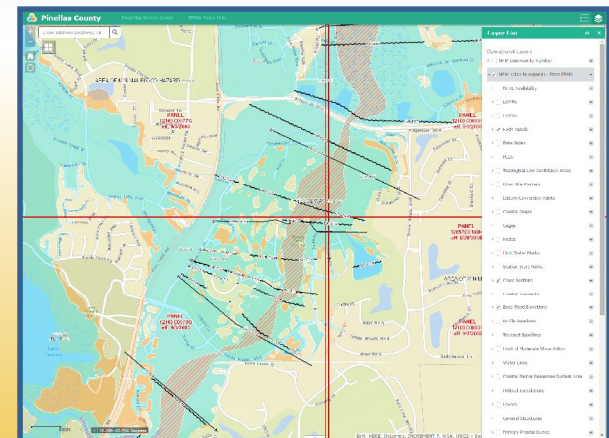
Foster Continual Economic Growth and Vitality

- 4.3 Catalyze redevelopment through planning and regulatory programs

  - Expedited Economic Development priority projects

  - Revisions to the Comprehensive Plan & Land Development Code
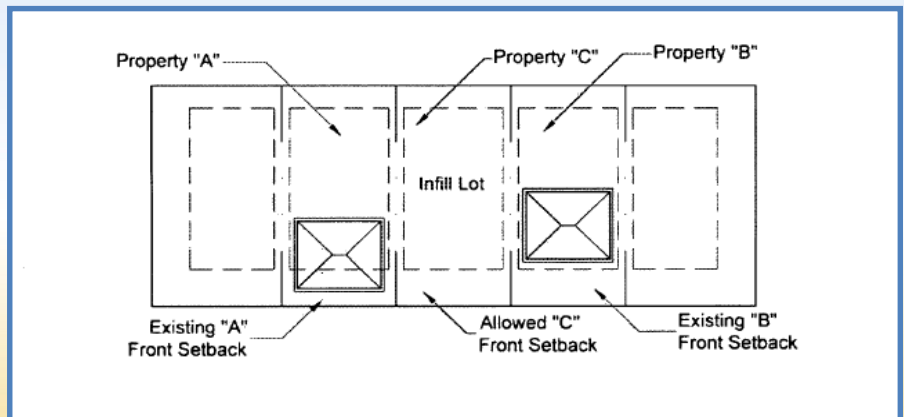
Foster Continual Economic Growth and Vitality

- 4.4 Invest in infrastructure to meet current and future needs

  - Assemble and improve land with partners to attract and retain major employers
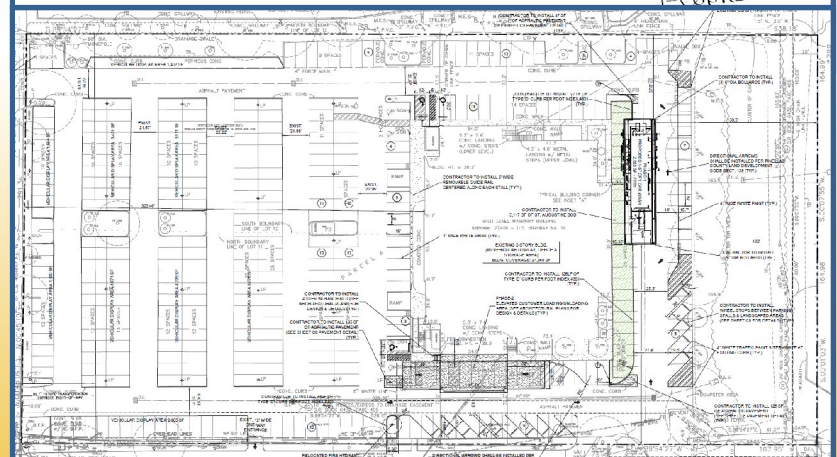
  - Incentivize infill, Redevelopment, and Smart Growth

Rosemary Beach, FL

Deliver First Class Services to the Public and our Customers

- 5.3 Ensure effective and efficient delivery of county services and support

  - Pre-Application Meetings

  - Site Plan Review

  - Inspections & Complaints

  - Citizen Inquiries

Our Vision: **To Be the Standard for Public Service in America**

Deliver First Class Services to the Public and our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Leverage technology
    for efficiencies, transparency,
    and data-driven decisions

  - Leverage technology for
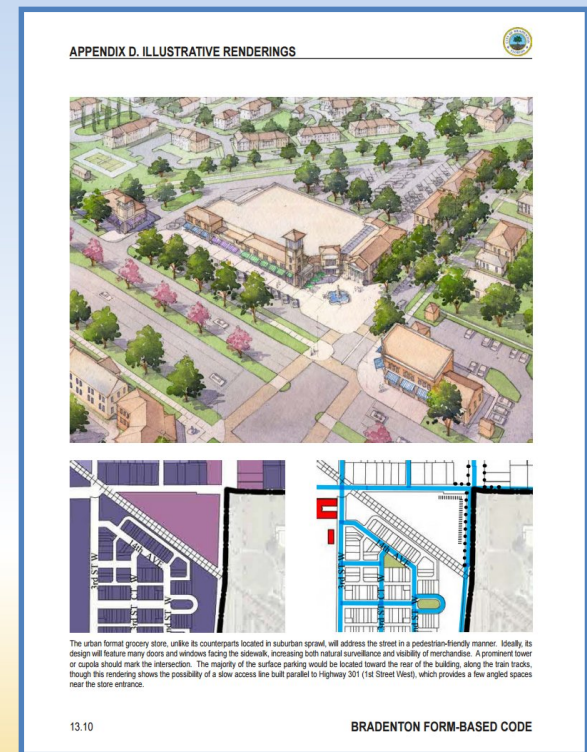   customer education
    and internet self-help
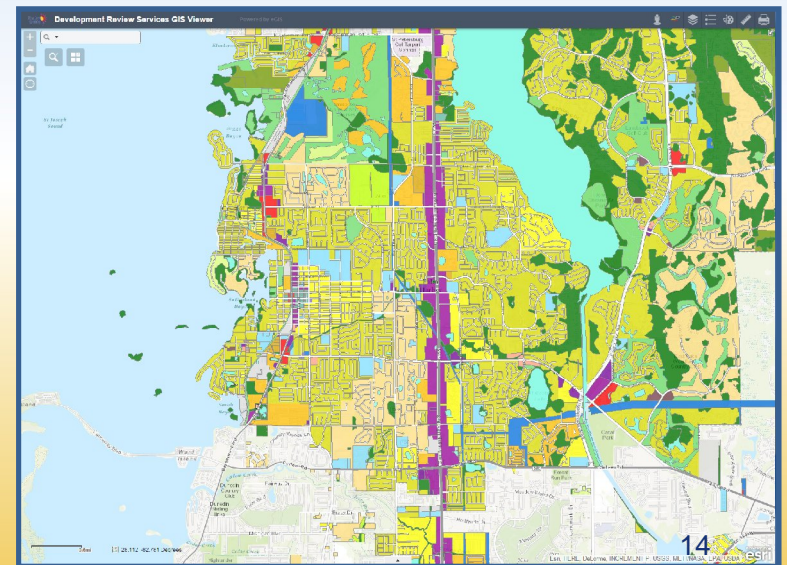
Opportunities

- Modernize Codes and Ordinances

Doing Things:

- Implement Code revisions in key areas (4.1, 4.2, 4.3, 4.4, 4.5, 4.6)
  - Redevelopment
  - Infill Development

- Adopt SmartCode / Form Based Code (4.3, 5.3)

APPENDIX D. ILLUSTRATIVE RENDERINGS

The urban format grocery store, unlike its counterparts located in suburban sprawl, will address the street in a pedestrian-friendly manner. Ideally, its design will feature many doors and windows facing the sidewalk, increasing both natural surveillance and visibility of merchandise. A prominent tower or cupola should mark the intersection. The majority of the surface parking would be located toward the rear of the building, along the train tracks, though this rendering shows the possibility of a slow access line built parallel to Highway 301 (1st Street West), which provides a few angled spaces near the store entrance.

13.10   BRADENTON FORM-BASED CODE

Opportunities

- Modernize Procedures

Doing Things:

- Connect procedures with technological advancements (5.3)
  - Electronic Plans Submittal and Distribution (3.1, 4.4)
  - Permit Tracking (4.4, 5.3)

- Process Mapping to avoid redundancy (5.3)

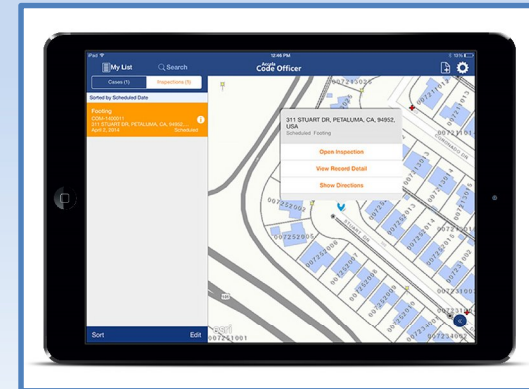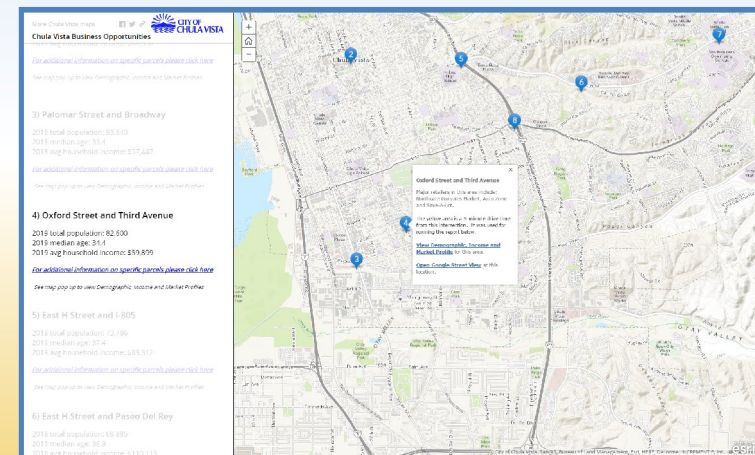- Avoid designing to the exceptions (5.2)
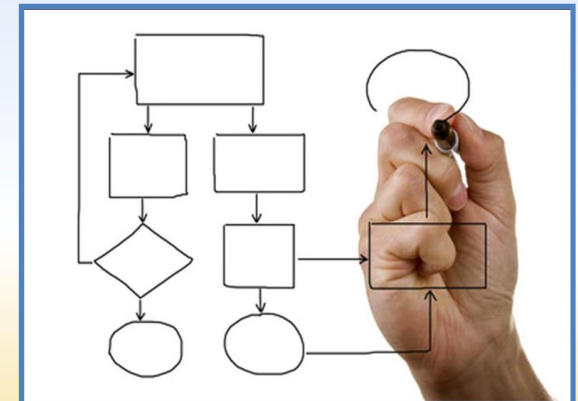
Opportunities

▪ Technological Advancement

Doing Things:

- SMARTboard (5.3)

- Accela Civic Platform (4.4, 5.3)

- eGIS (5.1, 5.3)

- Qmatic (5.4)

Land Management Solution

ESRI – Story Maps

Opportunities

- "Right Size" staffing Levels

Doing Things:

- Succession Planning (1.2)

- Career Ladders (1.1, 1.4)

- Cross Training (1.2)

- Stretch Assignments (1.2)

2.1 Key Measure

- Timeliness of response to Code Enforcement complaints and/or violations

2.4 Key Measure

- % of expedited affordable housing reviews completed timely

4.3 Key Measure

- Time to process Site Plans, Habitat Permits, and Right-of-Way Use Permits

4.4 Key Measure

- % of expedited Economic Development projects completed timely
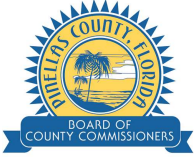
Thank You

Pinellas County

Staff Report

File #: 16-071A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Planning

Who We Are

- 37 FTE (2%)
  - Long Range Planning & Implementation
  - Community Development & Planning
  - Land Use & Zoning

What We Do

- Urban planning initiatives

- Long range planning and implementation

- Land use and zoning

- Community development projects

- Affordable housing programs

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community.

  - Provide support to an aging population through community design and targeted services

  - Continue to coordinate with Emergency Management regarding disaster preparation and recovery responsibilities

Ensure Public Health, Safety, and Welfare

- ■ 2.3 Provide comprehensive services to connect our veterans and dependents to the benefits they have earned.

    - Prioritize construction of housing with supportive services

Ensure Public Health, Safety, and Welfare

- 2.4 Support programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing
  - Create high quality supportive and mixed-income permanent housing through local partnerships
  - Advance transportation alternatives for the disadvantaged population

Ensure Public Health, Safety, and Welfare

- 2.5 Enhance pedestrian and bicycle safety

  - Update to the Land Development Code and Comprehensive Plan

  - Implement Complete Streets policies for all County Road projects

Practice Superior Environmental Stewardship

- 3.1 Implement "green" technologies and practices where practical

  - Prioritize green housing development practices

  - Promote "local foods", urban farming, and community gardens

  - Promote and incent green technologies where practical in:

    – Administration of the County's Affordable Housing Development Program

    – Public Facilities Program

Practice Superior Environmental Stewardship

- 3.2   Preserve and manage environmental lands, beaches, parks, and historical assets

  - Assess funding needs for managing environmental lands

  - Develop policy for guidance on proposals to amend the Recreation/Open Space land use designation to another use

Practice Superior Environmental Stewardship

- 3.3 Protect and improve the quality of our water, air, and other natural resources
  - Update the Comprehensive Plan and implement new land development regulations to support management of:
    - surface water
    - potable water
    - waste water
    - reclaimed water

Foster Continual Economic Growth and Vitality

- 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region

  - Incorporate business retention and attraction incentives within the Land Development Code

Foster Continual Economic Growth and Vitality

- ▪ 4.2 Invest in communities that need the most
    - Establish Community Redevelopment Area (CRA)/Tax Increment Financing (TIF) district in Lealman
    - Establish Lealman Neighborhood Revitalization Strategy Area per HUD requirements
    - Prioritize target neighborhoods for grant-funded projects and programs

Foster Continual Economic Growth and Vitality

- **4.3 Catalyze redevelopment through planning and regulatory programs**

  - Implement an updated Comprehensive Plan through new land development regulations to support redevelopment

  - Identify and acquire sites for high wage job creation, workforce housing, capital investment

  - Draft Lealman CRA Redevelopment Plan to coordinate TIF/CDBG/Penny funds for catalyst projects

Foster Continual Economic Growth and Vitality

- 4.4 Invest in infrastructure to meet current and future needs

  - Adapt to the changing climate and sea level rise - encourage resilient design of affordable and workforce housing and community facilities

  - Facilitate establishing "approved and improved" industrial/employment sites

Foster Continual Economic Growth and Vitality

- **4.5** Provide safe and effective transportation systems to support the efficient flow of motorists, commerce, and regional connectivity

  - Implement a transportation mobility management system

  - Use recently revised criteria for prioritizing transportation capital improvement projects

Foster Continual Economic Growth and Vitality

- 4.6 Support a vibrant community with recreation, arts, and culture to attract residents and visitors

  - Promote "place-making" and neighborhood enhancements in redevelopment planning efforts

Deliver First Class Service to the Public and our Customers

- 5.1 Maximize partner relationships and public outreach

  - Maintain positive relationships with Cooperating Cities under the County's Community Development Block Grant (CDBG) Program

  - Facilitate community centers/facilities where there is an unmet need

Deliver First Class Service to the Public and our Customers

- ▪ 5.3 Ensure effective and efficient delivery of County services and support
    - Evaluate Department's website need for improvements
    - Evaluate resource needs for Certified Local Government compliance and administering the County's Historic Preservation Program

Opportunities

- Increasing the availability of land for development/redevelopment

Doing Things:

- Update the Comprehensive Plan and Land Development Code (4.3)

- Assembling and/or establishing sites for redevelopment (4.3) & (4.4)

- Evaluate County-owned lands for potential development/redevelopment opportunities by the private sector (4.3) & (4.4)

Opportunities

- Encourage private investment in communities that need the most

Doing Things:

- Lealman Heights acquisition and creating Lealman Innovation District (3.1) & (4.2) & (4.3)

- Placing County-owned lots in Dansville on the market for development (4.2) & (4.3)

Opportunities

- New activities and projects to meet increasing community need
- Partnering with private sector to produce workforce housing

Doing Things:

- Prioritize CDBG, HOME, and SHIP grant funds (4.2)
- Conduct sea level rise vulnerability assessment; incorporate findings into Envision sustainable infrastructure rating system; assess land use policy (4.4)
- Facilitate the creation of workforce housing (4.3)

Opportunities

- Recruiting diverse, skilled staff to offset loss of "institutional knowledge" due to retirements

Doing Things:

- Provide job development and divisional cross-training opportunities (1.2)

- Engage educational institutions to assist with internships and recruitment (1.1)

- Implement active recruitment strategies (1.1)

2.4 Key Measures

- Number of affordable housing units produced
- Ratio of non-county funds leveraged by county funds invested in affordable housing
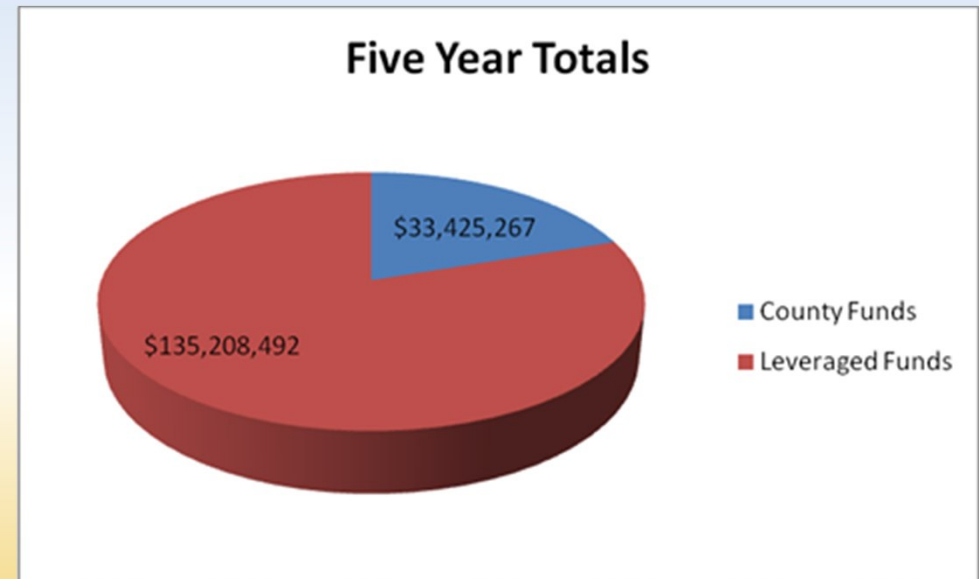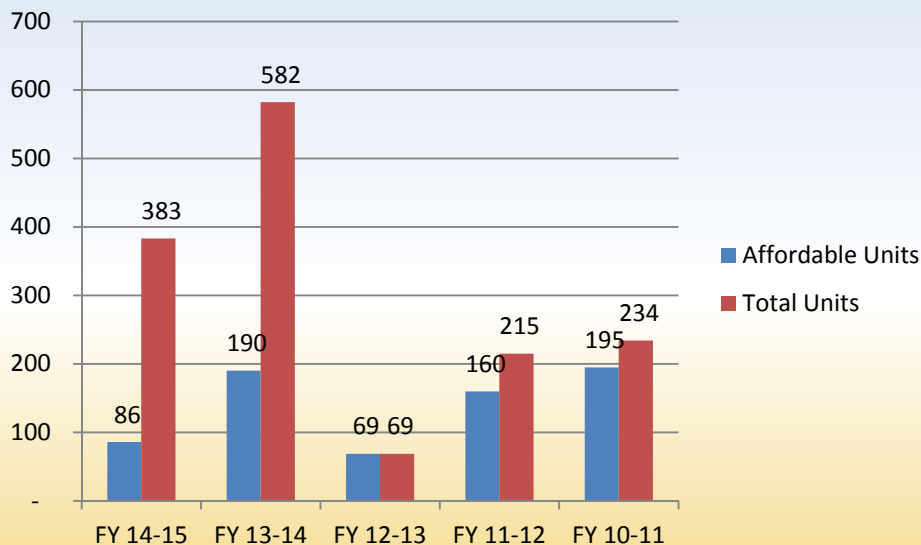
2.4 Key Measures

- Increase transportation mode share diversity
- Reduction in bike and pedestrian accidents, injuries, and fatalities

"Copyright American Planning Association."

3.2 Key Measures

- Number of historic landmark designations per year

4.2 Key Measures

- Acres of land acquired through the Affordable Housing Land Assembly Fund

- Adoption of Lealman CRA Plan

4.4 Key Measures

- Percent completion of the RESTORE Act vulnerability assessment

- Acreage of "approved and improved" sites available for industrial/employment development

Thank You
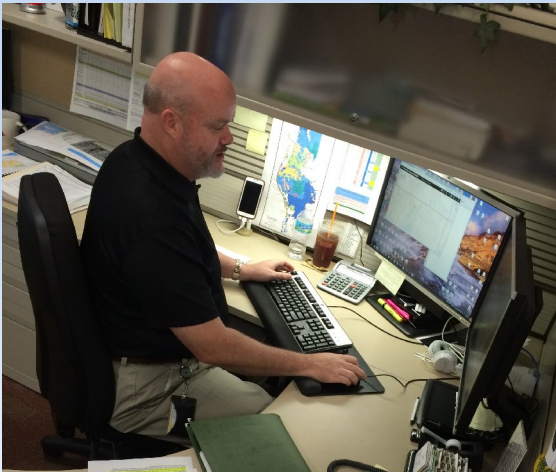
Pinellas County

Staff Report

File #: 16-072A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Human Services

Doing Things!

**Human Services
Work Session Presentation
Presented by: Lourdes Benedict, Director
January 21, 2016**

Who We Are

■ 121 FTE (6%) in 5 divisions

- Health Program

- Social Services

- Veterans Services

- Justice Coordination

- Consumer Protection

What We Do

- Pinellas County Health Program
  Provides Eligible Residents with:
  - Preventive and Primary Care
  - Specialty Care
  - Disease Case Management
  - Hospital Care
  - Prescription Medication
  - Dental Services
  - Behavioral Health Services
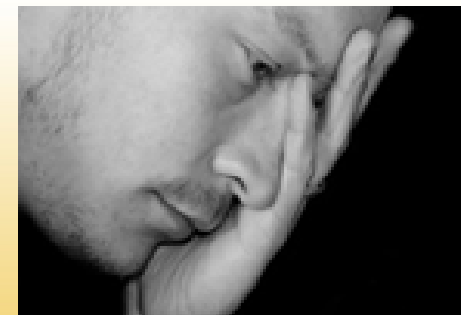
What We Do

- Social Services
  - Help for Homeless Persons
    - Financial Counseling and Assistance
    - Prevention and Aid through Agency Funding
  - Disability Advocacy
  - Indigent Burial Assistance
  - Social Action Funding

What We Do

- ## Veterans Services

  Benefits Assistance for Veterans and Dependents

  - Service Connected Claims

  - Non-service Connected Claims for Wartime Veterans

  - Survivor Benefits

  - Death Certificate Initiative

  - Public Education on VA Programs and Benefits

What We Do

- Justice Coordination
  - More than 60 Contracts, Grants, and Programs including:
    - Justice for Families (DV)
    - Drug Court Grant
    - School Truancy
    - Veterans Treatment Court
    - Juvenile Detention Alternatives
    - Public Safety Coordinating Council

What We Do

- Consumer Protection

  - Consumer Complaint Investigation - Mediation and Criminal Investigation

  - County Ordinances Regulatory Enforcement

    – Bingo

    – Adult Use

    – High Prescribing Clinics

    – Human Trafficking

  - Outreach and Education

Doing Things!

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community

  - Promote prevention and management health services through health care outreach and events

*Our Vision: **To Be the Standard for Public Service in America***

8

Ensure Public Health, Safety, and Welfare

- 2.2 Be a facilitator, convener, and purchaser of services for those in need

  - Enhance indigent health and dental care through our partners

  - Contract with most effective providers to deliver identified services to those in need

Ensure Public Health, Safety, and Welfare

- 2.3 Provide comprehensive services to connect our veterans and dependents to the benefits they have earned

  - Develop strategies to reduce homelessness among veterans

  - Provide eligibility services to veterans and facilitate application processes for entitlements from VA

Ensure Public Health, Safety, and Welfare

- 2.4 Support programs that seek to prevent and remedy the causes of homelessness and move individuals and families from homelessness to permanent housing

  - Fund homeless assistance initiatives including:

    – Family Housing Assistance Program

    – Adult Emergency Financial Assistance Program

Opportunities

- Continue to "Connect the Dots"

Doing Things:

- Convene partners to improve systems processes (2.2)

- Engage partners on initiatives where feasible to maximize community impact (5.1)

Opportunities

- Continue to determine capacity of core programs and services

Doing Things:

- Coordinate with stakeholders and providers to assess and meet needs of county citizens (2.1)

- Evaluate data and trends to determine need for programs and services (5.3)
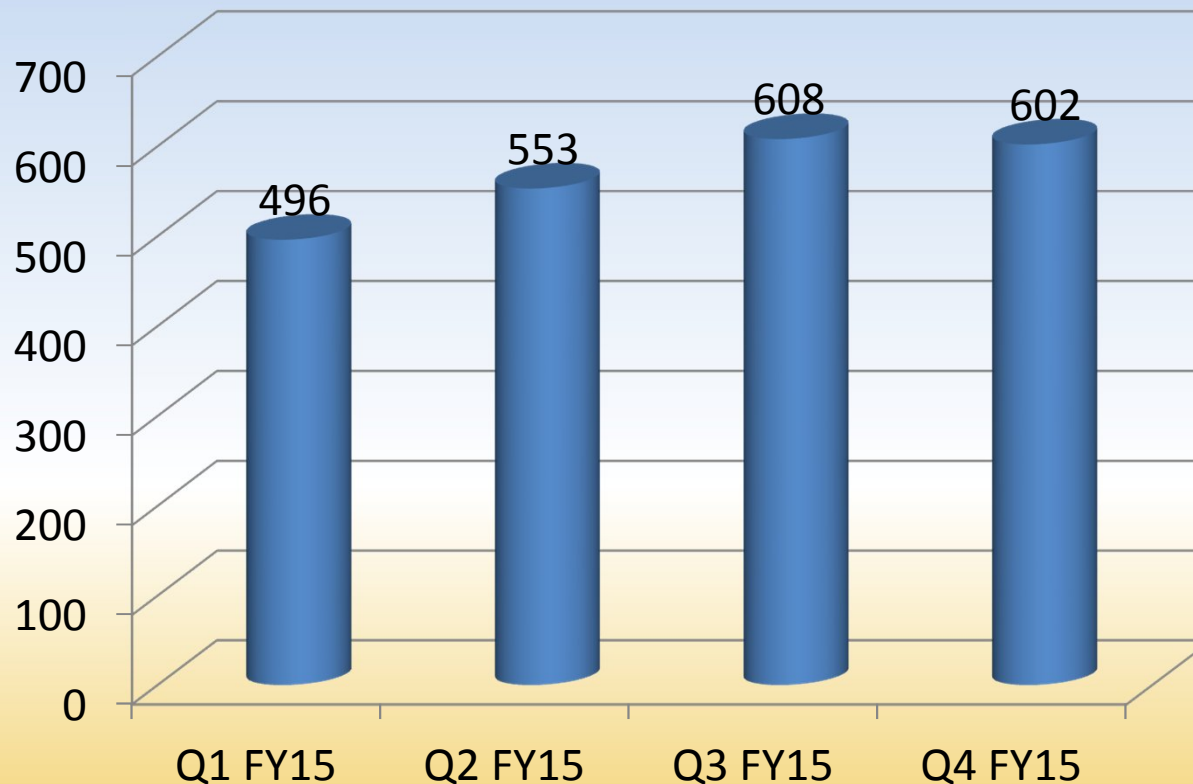
2.2 Key Measures

- % of PCHP clients with at least 1 medical visit annually

- % of PCHP clients with at least 1 dental visit annually

- % of HEDIS (Healthcare Effectiveness Data & Information Set) measures on target

- % of performance standards met for Behavioral Health pilot

2.3 Key Measures

- Number of veterans assisted with obtaining housing and are housed

- Total number of Veterans Services claims processed per year

- Total benefit amount received by assisted veterans

2.4 Key Measures

- Number of homeless families/individuals housed through permanent housing initiatives[1,2]
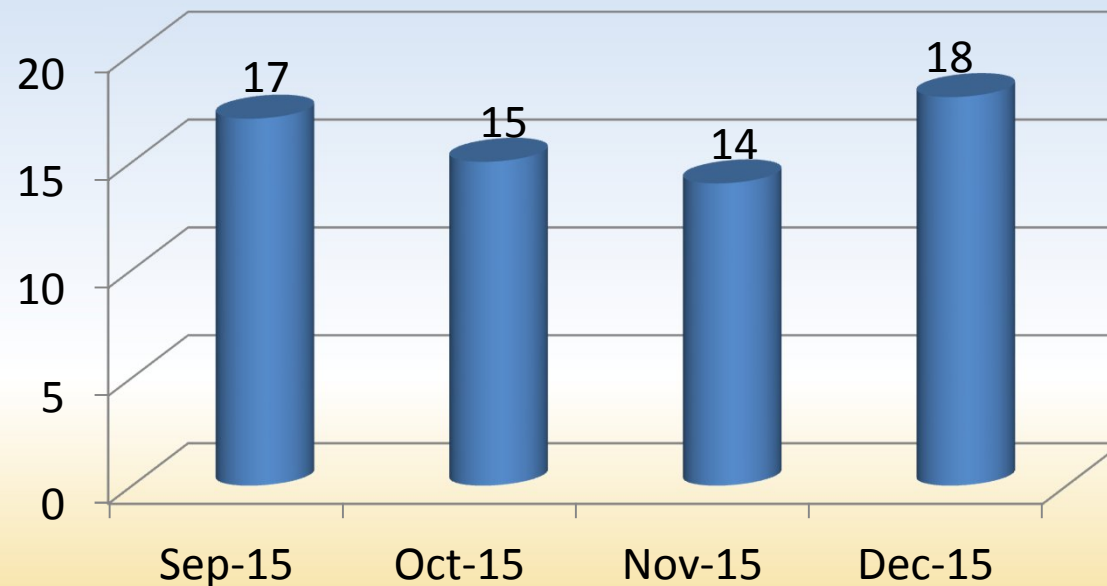
1. Pinellas County Human Services. Carescope Database. Family Housing Assistance Program.
2. 2-1-1 Tampa Bay Cares. Adult Emergency Financial Assistance Program.

5.3 Key Measures

- % of PCHP applications and re-certifications processed within 30 days[1]
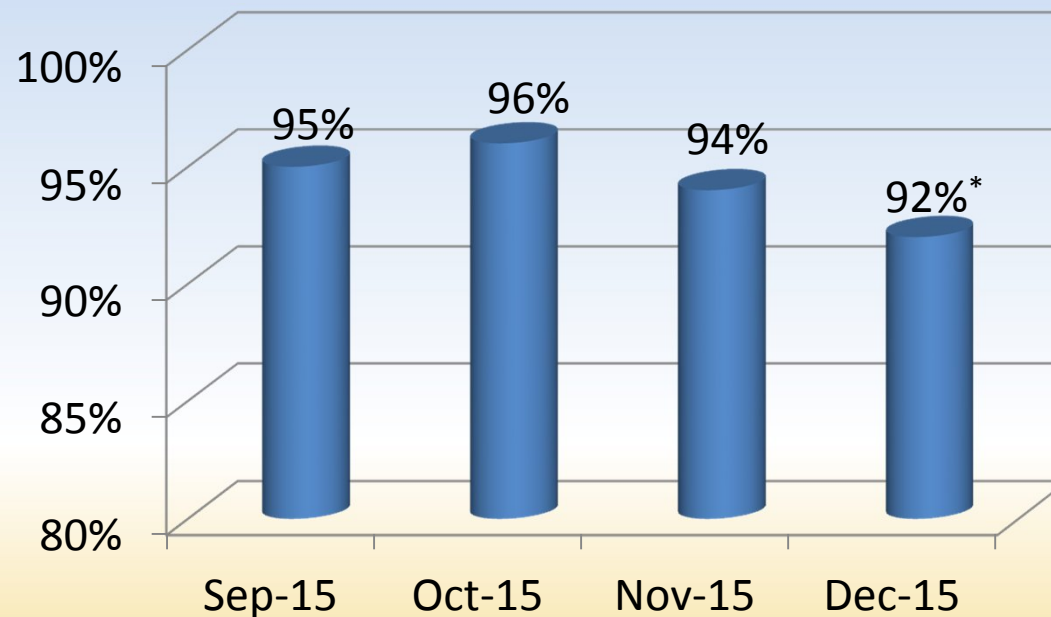
1. Pinellas County Human Services. Carescope Database. Pinellas County Health Program.

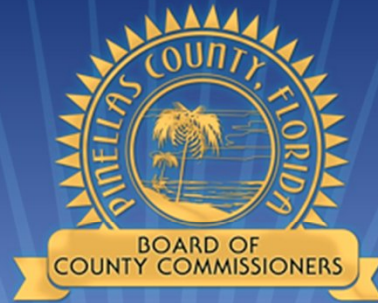*Change in calculation

Thanks!

Pinellas County

Staff Report

File #: 16-073A, **Version:** 1

Agenda Date: 1/21/2016

Subject:

Animal Services

Doing Things!

Animal Services

Work Session Presentation
Presented by: Doug Brightwell, Interim Director
January 21, 2016

Who We Are

- 52 FTE (3%) in 4 divisions
  - Customer Services
  - Veterinary Services
  - Kennel Operations
  - Enforcement

What We Do

- Open Admission Shelter for Dogs and Cats
- Pet Adoption, Rescue, and Fostering (ARF program)
- Key member of Community Partnership
- Lost pet – owner reunification

What We Do

- Animal Cruelty Investigation

- Rabies Vaccination

- Animal Bite Investigation/Rabies Quarantine

- Pet Licensing

- Code Enforcement

- Kennel Permitting

What We Do

- Community Outreach and Education

- Volunteer Coordination

- Animal Welfare Trust Fund

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community

  - Ensure rabies vaccinations and animal licensure compliance

  - Investigate animal bite reports and ensure proper reporting and bite animal quarantine

Doing Things!

Our Vision: **To Be the Standard for Public Service in America**

6

Ensure Public Health, Safety, and Welfare

- 2.3 Provide comprehensive services to connect our veterans and dependents to the benefits they have earned

  - Provide fee waivers for adoption of companion animals by eligible veterans and their families

Deliver First Class Services to the Public and Our Customers

- 5.1 Maximize partner relationships and public outreach

  - Partner with Adoption Partner Network and foster program to improve live release rates and animal welfare outcomes

  - Provide outreach and educational events on responsible pet ownership

  - Coordinate with Fish & Wildlife, USDA, and others for public education and protection from wildlife

Deliver First Class Services to the Public and Our Customers

- 5.2 Be responsible stewards of the public's resources

  - Continue to strengthen volunteer program

  - Maintain Animal Welfare Trust Fund for in-kind services, monetary donations, and pet food bank

Deliver First Class Services to the Public and Our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Improve lost pet-owner reunification rate

  - Improve field response time

Opportunities

- Transition from paper driven work processes to fully technological processes

- Maintain social media standards and advancements

Doing Things:

- Provide technology training for staff (1.2), license resellers, and community partners

- Leverage technology for efficiencies, transparency, and data-driven decisions (geographic information system [GIS]; business intelligence; PetPoint) (5.3)

Opportunities

- Increase availability of spay/neuter services through reduced wait times

Doing Things:

- Provide internships for St. Petersburg College Veterinary Technology Program students and externships for Veterinary Science students (1.1)

Opportunities

- Develop/implement proactive community outreach and training program

Doing Things:

- Leverage outreach opportunities, speaking engagements, and events to educate about responsible pet ownership (5.1)

- Continue to strengthen the volunteer program (5.2)

- Provide community engagement services (5.3)

2.1 Key Measures

- Compliance rate for rabies vaccinations
- Compliance rate for animal licenses

2.3 Key Measures

- Number of companion animals placed with veterans and their families (vetsadoptpets.org)
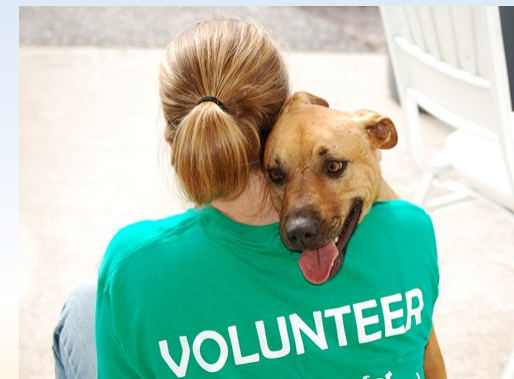
5.1 Key Measures

- Reduced recorded animal bites
- Reduced calls regarding urban wildlife
- Increased live release rates
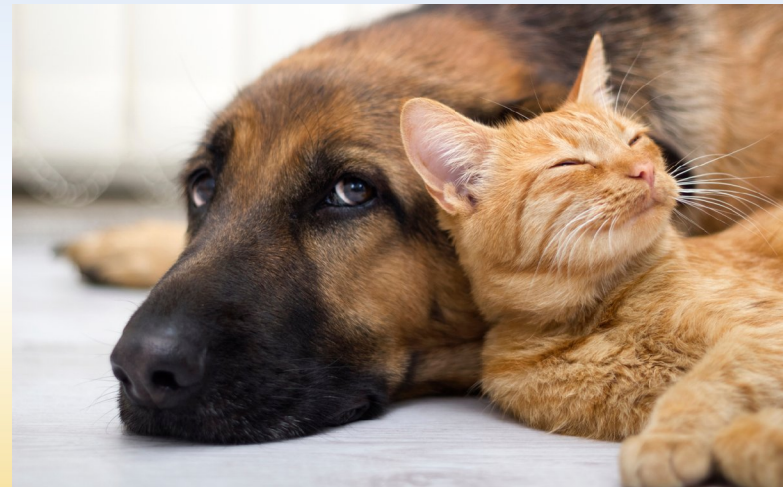
5.2 Key Measures

- Volunteer hours and monetary equivalents

- Increased donations and outreach activities

5.3 Key Measures

- Lost pet-owner reunification statistics
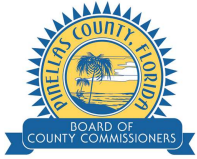- Number of community speaking engagement requests

2015 Calendar Year Data

	Dogs	Cats
Adoptions	1359	3597
Transfers	1290	214
Reclaims	647	290

Thank you

Pinellas County

Staff Report

File #: 16-074A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Safety and Emergency Services

Who We Are

- 161 FTE (8%) in 4 divisions

  - Ambulance Billing and Financial Services

  - EMS and Fire Administration

  - Radio and Technology

  - Regional 9-1-1

What We Do

- ## Ambulance Billing and Financial Services

  - ### Ambulance Services $50M+ Revenue
    - 160,000+ Claims Processed in FY 15
    - Medicare/Medicaid 63%
    - Other Payers include Hospitals, Skilled Nursing Facilities, Workers Compensation, Auto Insurance

  - ### SES Budget Coordination and Financial Oversight

What We Do

- EMS and Fire Administration
  - Countywide Emergency Medical Services
    - ALS First Responder (7.1% call increase FY15)
    - Ambulance (8.5% transport increase FY15)
    - EMS Medical Director
    - Continuing Medical Education
  - Fire Protection Services in 12 Unincorporated Fire Districts
  - Special Operations (Hazardous Materials and Technical Rescue Response Teams)

What We Do

- ## Radio and Technology

  - Countywide Intergovernmental Radio System with over 10,500 Users from 80+ Agencies

  - Secure Computer Network - 72 Sites Linked to 911

  - Computer Aided Dispatch (CAD) for Regional 911

  - Wireless Dispatch Software - over 285 Mobile Data Computers in EMS/Fire and Command Staff Vehicles

  - ESRI Geographic Mapping - Multiple Interfaces

What We Do

- ## Regional 911

  ## Emergency Communications Call Center

  - Over 925,000 Calls Processed Annually

  - Single Primary Public Safety Answering Point (PSAP)

  - Dispatch EMS and Fire Units

  - Process Sheriff's Office Calls

  - 911 Equipment and Network Management for Primary, Backup and 5 Secondary PSAPs

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community

  - Implement Text-to-911

  - Countywide (County owned) radio site enhancements

  - Support Countywide Water Rescue Improvements

Deliver First Class Services to the Public and Our Customers

- 5.1 Maximize partner relationships and public outreach

  - Support the fire service in achieving the best possible ISO score

  - Provide back-up emergency communications for St. Petersburg Police at Regional 911

  - Enhanced Ambulance Membership Program marketing to reach broader population

Deliver First Class Services to the Public and Our Customers

- 5.2 Be responsible stewards of the public's resources

  - Quality assurance and process improvement programs

  - Fiscal and operational audit processes to ensure compliance with all applicable laws and regulations

Deliver First Class Services to the Public and Our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Single Primary PSAP and CAD to process 911 calls and dispatch EMS/Fire units

  - Radio system interoperability and collaboration with Hillsborough County to expand the public safety radio system

Opportunities

- Maintain 911 answer time compliance during peak and non-peak times

Doing Things:

- Develop internal strategic plan for employee retention (1.1)

Opportunities

- Sustain our EMS level of service standards Countywide

Doing Things:

- Collaborate with Partners on staffing, equipment, and training to support increased demand for services (5.1)

Opportunities

- Continue to offset reliance on tax base while maintaining 1st Class EMS Delivery System

Doing Things:

- Obtain AHCA Essential Provider designation to address payment issues with Medicaid managed care plans (5.2)

Opportunities

- Improve Radio Tower Sites

Doing Things:

- Radio Tower DHS Site Security Analysis and Equipment Shelters (5.2)

5.1 Key Measures

- Fire Departments ISO rating improvements (71% improved rates FY15)

- ALS first responses within 7:30 minutes > 95%
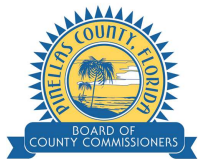
- Ambulance responses within 10 minutes > 93%

5.2 Key Measures

- Ambulance Billing Collection – 68%

- Ambulance Billing Costs – 7.74%

- 911 calls answered within 10 seconds > 92%

- Radio system up-time – 99.99999%

Thank you

Pinellas County

Staff Report

File #: 16-075A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Emergency Management
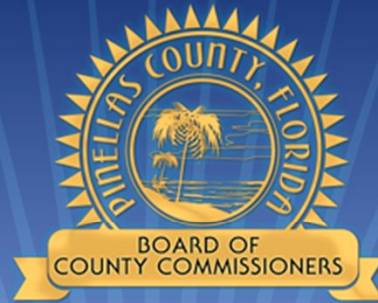
Who We Are

- 13 FTE (Less than 1% of workforce)

What We Do

Comprehensive Emergency Planning For All Hazards

County Emergency Operations Center for Disaster Response & Recovery

Ensure Public Health, Safety, and Welfare

- 2.1 Provide planning, coordination, prevention, and protective services to ensure a safe and secure community

  - Alleviate emergency shelter space deficit

  - Year round emergency planning

  - Emergency response when needed

Deliver First Class Services to the Public and our Customers

- 5.1 Maximize partner relationships and public outreach

  - Educational outreach events and materials, electronic applications

  - EM Coordinator working groups

  - Innovation Award from Governor's Hurricane Conference

Deliver First Class Services to the Public and Our Customers

- 5.2 Be responsible stewards of the public's resources

    - Ensure successful implementation of the internal Phase Reassignment of Employees in Pinellas (PREP) program

    - Produced Section 610 of Community Rating System (CRS) recertification section; received highest score in the State

Opportunities

- Establish additional emergency shelter space

- Improve preparedness of our most at-risk communities

Doing Things:

- Leverage community partnerships to alleviate emergency shelter space deficit (2.1)
- Examine natural opportunities with partners to increase preparedness (5.1)

Opportunities

- Operational readiness and planning continuity

Doing Things:

- Continual coordination and training with partner agencies (5.1)

- Strengthen internal PREP program (5.2)

- Continue countywide education regarding employee survey (5.4)

2.1 Key Measures

- Increased available emergency shelter space for general population and special needs population

  - Current Level A deficit eliminated August 2016 with new school construction (expected 3.5% capacity increase)

5.2 Key Measures

- Increase employee reassignments for emergencies (Phase Reassignment of Employees in Pinellas (PREP))

  - Work to increase/improve employees correctly being identified as Phase 3; eligible for reassignment

  - Improved from 10% to 17% in emergency assignments filled with volunteers (2014 & 2015)

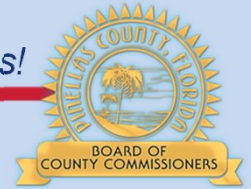 - Expect additional improvement in 2016 survey

Metrics

Activity	2014	2015
Education/Outreach: Events/Attendance	35/1500	46/2399
Website Hits	162M+	210M+
Meetings With Partners & Customers	324	213
PSC Utilized For Meetings/Training	73 -6mo	222
Training/Exercise Classes Organized	13	48
Training/Exercise Classes Hosted	20	70
Attendance Training/Exercise Classes	1,141	1847
Healthcare Plans – Received/Reviewed	340	357
Average Health Care Plan Review Days	36	28
Volunteer Hours	14,899	15,052

Thank you

Pinellas County

Staff Report

File #: 16-076A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Communications
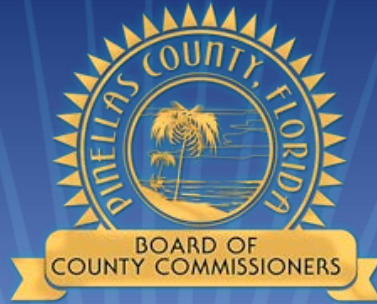
Who We Are

- 25 FTE (1%) in 2 divisions
  - Public Information
  - County Organization Support

What We Do

- Public Outreach

- Media Relations

- PCC-TV

- Graphic Design for Public Education and Promotional Materials

- Meeting/Event Support - Planning, Audio, Video, Graphics, Media

- Website

- Courthouse Information Desk Management

What We Do

- Public Information
  - General and Crisis-oriented Public Information
  - Emergency Communications/Media Relations Lead During Storms and County Emergencies
  - Community Engagement Tools:
    - Social, Traditional, and Online Media Outlets

    - Public Information Networks
    - Online and In-person Forums
    - Web-based Multi-media Platforms

What We Do

- County Organization Support

  - Communications and Marketing Plans

  - Media Training

  - Support for Crisis Communications

  - Spokesperson Function

  - Video, Animation, Print Materials, and other Graphic Support

  - County Website in Partnership with BTS
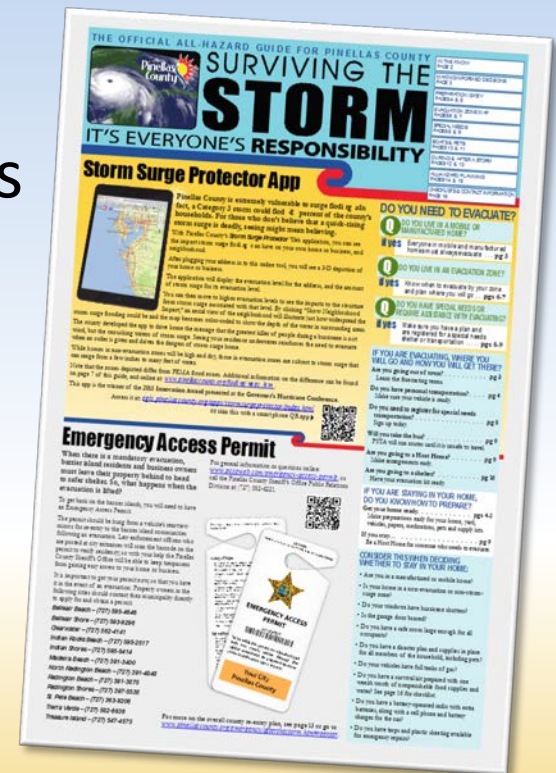
What We Do

- Communications Projects: 186
(FY15 Average Per Month)

- County Home Page Website Hits: 1,675,396 (FY15)

- County Websites Maintained: 101 (FY15)

- Information Desk Walk-ups: 30,456 (FY15)

- Information Desk Phone Calls: 16,152 (FY15)

Deliver First Class Services to the Public and Our Customers

- 5.1 Maximize partner relationships and public outreach

 - Foster *Doing Things* app partnerships with municipalities

Deliver First Class Services to the Public and Our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Increase public engagement through social media, County website, digital media, media relations, publications, and community events

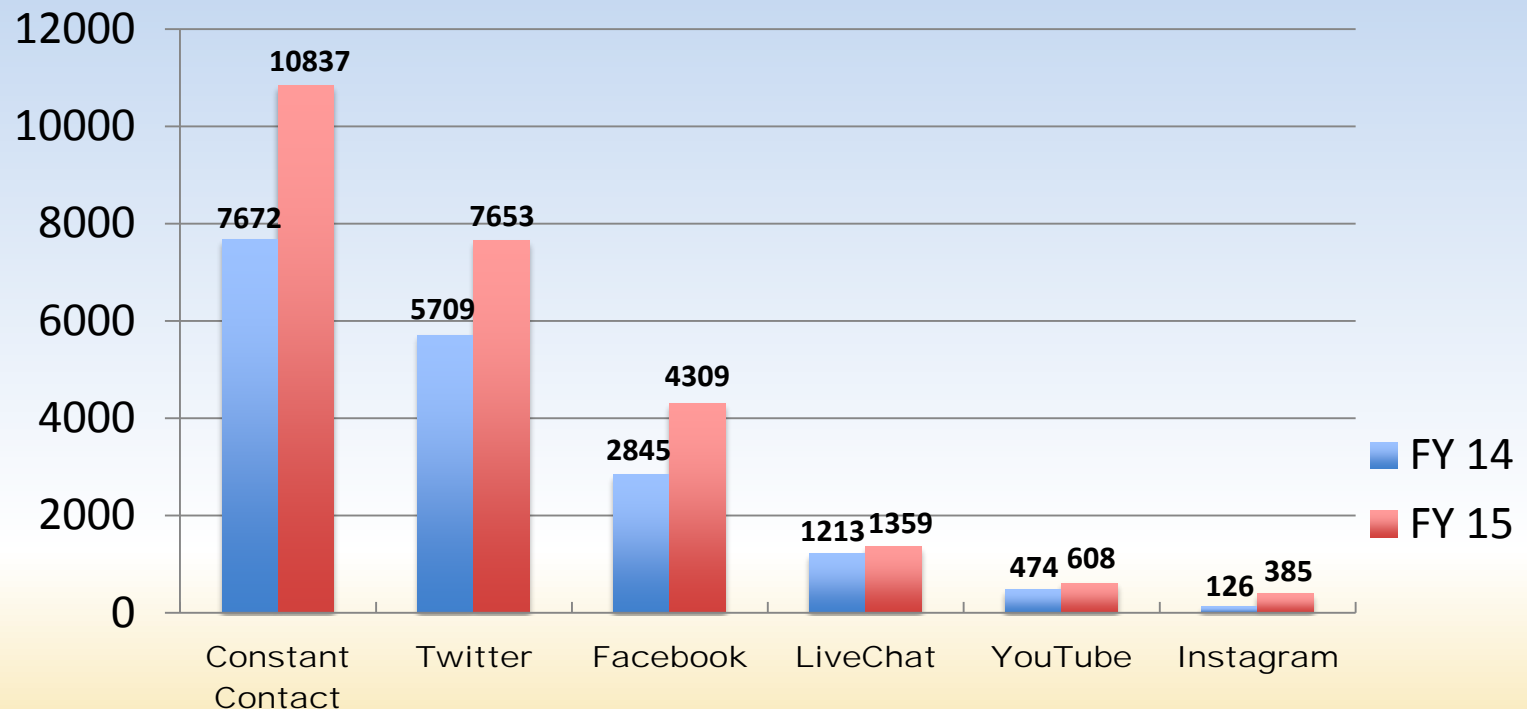 - Analyze top searches and navigation for user friendly website

5.1 Key Measures

■ Percent of applicable municipalities utilizing *Doing Things* app
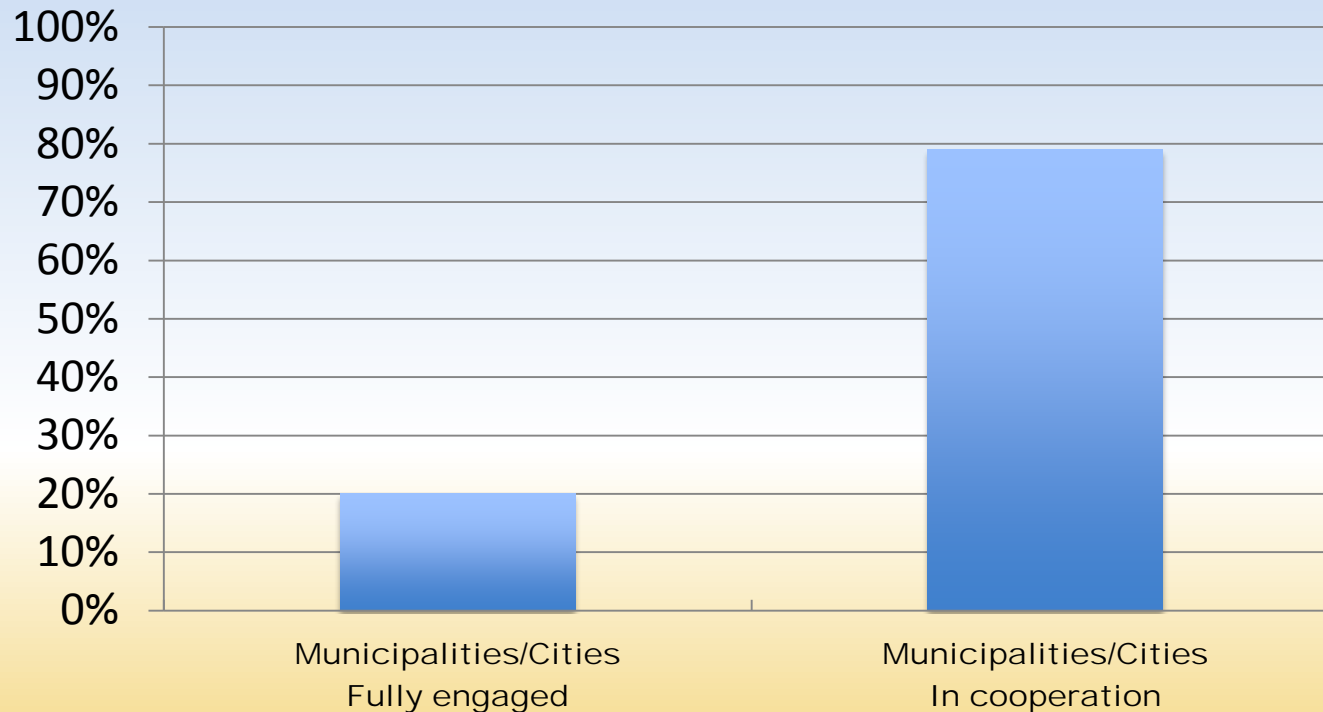
5.3 Key Measures

- Percent increase in social media participants

Opportunities

- Upgrade technology and equipment
- Increase knowledge base of staff to continue focus on new technologies for effective engagement

Doing Things:

- Leverage technology for efficiencies, transparency and data-driven decisions (5.3)

- Participate in learning and development courses through industry relevant web-based training - Lynda.com (1.2)

Opportunities

- Optimize call center capabilities to improve customer service

- Expedite urgent response 24/7

Doing Things:

- Streamline county call centers through collaboration and cooperation (5.3)

- Establish after-hours protocol to direct citizens to urgent services (5.3)
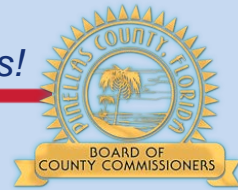
Thank you

Pinellas County

Staff Report

File #: 16-077A, **Version:** 1

Agenda Date: 1/21/2016

Subject:
Office of Management and Budget

Who We Are

- 37 FTE (2% of workforce)
  - Countywide Budget
  - Capital Improvement Program
  - Operating Accounts Payable
  - Strategic Performance Management

What We Do

- Annual budget preparation

- Ensure proper management of County financial resources

- Budget and financial management
  - Selected operating departments
  - Capital Improvement Program (CIP)

What We Do

- Technical assistance to County departments via Grants Center of Excellence

- Operating accounts payable for selected departments

- Strategic performance management

- Technology expertise

Foster Continual Economic Growth & Vitality

- 4.1 Proactively attract and retain businesses with targeted jobs to the county and the region
  - Evaluate rates and fees

Foster Continual Economic Growth & Vitality

- 4.4 Invest in infrastructure to meet current and future needs
  - Penny renewal planning and education campaign

Deliver First Class Services to the Public and Our Customers

- 5.1 Maximize partner relationships and public outreach

  - Interactive budget document - <u>OpenGov</u>
  - Annual citizen satisfaction survey
  - Departmental customer satisfaction surveys

Deliver First Class Services to the Public and Our Customers

- 5.2 Be responsible stewards of the public's resources

  - Balanced budget based on a 6-year financial forecast

  - Maintain reserves

  - Establish Grants Center of Excellence

  - Integrate Strategic Performance Management into budget and decision-making processes

Deliver First Class Services to the Public and Our Customers

- 5.3 Ensure effective and efficient delivery of County services and support
  - Centers of Excellence for budget and financial support services
    - Greater efficiencies and effectiveness
    - Additional opportunities for workforce

Deliver First Class Services to the Public and Our Customers

- 5.3 Ensure effective and efficient delivery of County services and support

  - Leverage technology

  - Ensure timely and accurate financial transactions

Deliver First Class Services to the Public and Our Customers

- 5.4 Strive to exceed customer expectations
  - Internal customer satisfaction survey

Opportunities

- Develop effective succession planning
- New duties/responsibilities within OMB = Learning curve

Doing Things:

- Utilize Lominger Competencies (1.1)
- Update job specifications (1.1)
- Mentor, coach, and develop internal staff (1.2)
- Improve workload balance (1.4)
- Establish and/or expand centers of excellence (5.3)
- Leverage technology (5.3)

5.2 Key Measures

- % of fund reserve targets met

- Variance of projection vs actual revenues, expenditures, and fund balance for major funds

General Fund – Variance in Projection vs. Actuals by Fiscal Year

	2011	2012	2013	2014	2015
Actual Revenues	$468.0M	$445.7M	$438.8M	$473.1M	$503.6M
Variance	-$3.7M	$6.4M	-$3.2M	$1.3M	$3.8M
% Variance (actual vs projection)	-0.8%	1.5%	-0.7%	0.3%	0.8%

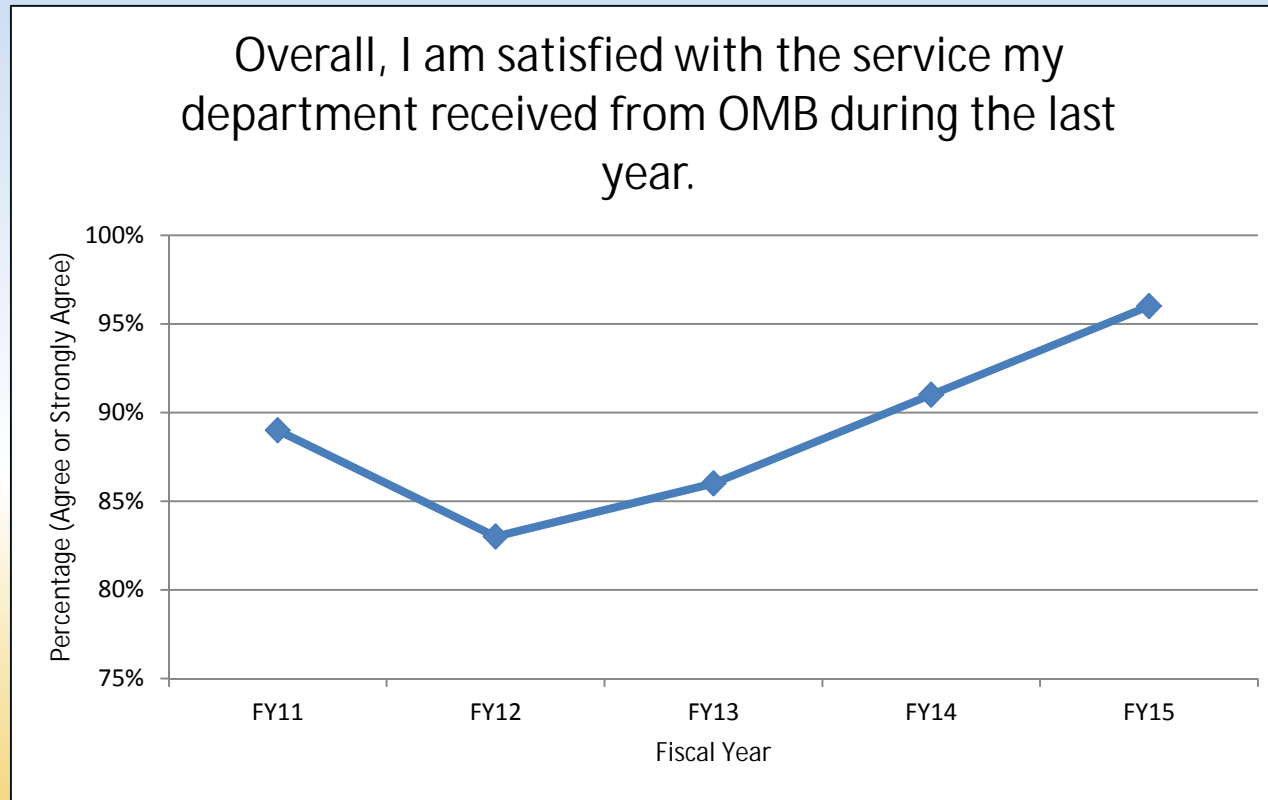*Our Vision:* **To Be the Standard for Public Service in America**

5.3 Key Measures

- Efficiencies gained through centralization of services and use of technology (e.g. time savings, cost-avoidance, ROI)

- % of process improvement projects yielding a positive outcome

- Accuracy and timeliness of budget amendments and resolutions

- Accuracy and timeliness for payment of invoices

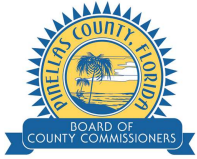- % of departments progressing through Strategic Performance Management cycle

5.4 Key Measures

- Customer satisfaction rating

- Timely response to customer inquiries

Overall, I am satisfied with the service my department received from OMB during the last year.

Thank You

Pinellas County

Staff Report
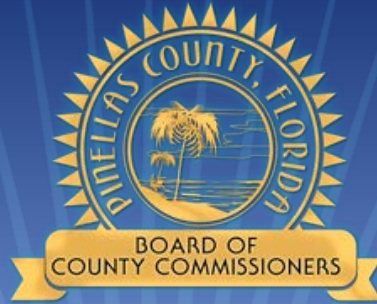
File #: 16-078A, **Version:** 1

Agenda Date: 1/21/2016

Subject:

Workforce Development

Doing Things!

Workforce Development

Work Session Presentation

Presented by: Jack Loring, Workforce Development Manager

January 21, 2016

What We Do

- Conferring with leaders regarding personnel administration issues

- Developing appointing authority centric directives and procedures

- Liaison to Human Resources, the Office of Human Rights, Affirmative Action Committee, and the Diversity Inclusion Workgroup

Create a Quality Workforce in a Positive, Supportive Organization

- 1.1 Recruit, select, and retain the most diverse and talented workforce

  - Coordinating senior management level recruitment and selection

  - Developing opportunities to introduce students to careers in public service

  - Ensuring pay levels are competitive with the labor market

Create a Quality Workforce in a Positive, Supportive Organization

- 1.2 Leverage, promote, and expand opportunities for workforce growth and development
  - Developing opportunities for employees to grow and advance in their careers
  - Developing a succession management plan
  - Providing opportunities for job enrichment

Create a Quality Workforce in a Positive, Supportive Organization

- 1.3 Make workforce safety and wellness a priority

  - Exploring opportunities to integrate wellness and safety programs

  - Examine the impact of wellness initiatives on productivity and employee wellbeing

  - Measure and monitor employee participation in wellness activities

Create a Quality Workforce in a Positive, Supportive Organization

- 1.4 Maintain a fair and competitive compensation package

    - Continuously monitoring labor market trends

    - Conducting ad hoc compensation studies

    - Ensuring equity in the application of pay practices

Opportunities

- Preparing for the Workforce of Tomorrow

Doing Things:

- Partnering with local schools, community groups, and colleges to introduce students to careers in public service (1.1)
- Developing internship, externship, and co-op opportunities (1.1)
- Collaborating with departments to develop career ladders and growth tracks (1.2)
- Engaging employees as mentors and ambassadors of public service. (1.1)

Opportunities

- Diversity

Doing Things:

- Identify our diversity gaps as opportunities to enhance the makeup of our workforce (1.1)

  - Examine our diversity compared to the available workforce

  - Commitment to Diversity and Inclusion as a performance measure

  - Enhance recruitment efforts

Opportunities

- Performance Evaluation and Pay

Doing Things:

- Explore a pay for performance program for exempt staff (1.4) & (1.1)
  - Recognize and reward employees based on performance
  - Simplify the performance evaluation process
  - Beyond measure and reward - Fuel performance improvement going forward

Opportunities

- Employee Engagement

Doing Things:

- Foster a positive, supportive work environment through employee engagement (1.2) & (1.1)
  - Doing things that make a difference
  - Doing things that are challenging
  - Doing things that enable them to use their strengths
  - Know the expectations and priorities
  - Have the tools and resources they need

1.1 Key Measures

- Employee diversity compared with available workforce

- Turnover rate

- Employee tenure

- Employee engagement index

1.2 Key Measures

- Number of employees placed into developmental "Trainee" roles

- Number of positions included in Career ladders

- Ratio of internal promotions to external hires
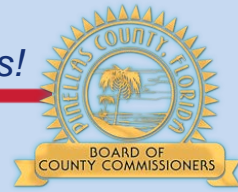
- Employee eligibility for retirement

1.3 Key Measures

- Employee participation in wellness activities

- Total wellness incentive dollars earned by employees and their spouses

- Monitor injury and accident data provided by Risk Management and compare with national benchmarks

1.4 Key Measures

- Salary budget survey data

- Employment Cost Index (ECI)

- Salary/Market survey data

- Pay structure adjustment data

Thank You