Welcome and Orientation

Roles for Today's Workshop

Board of County Commissioners

- **Set the organization's policy, aims, and overall direction**
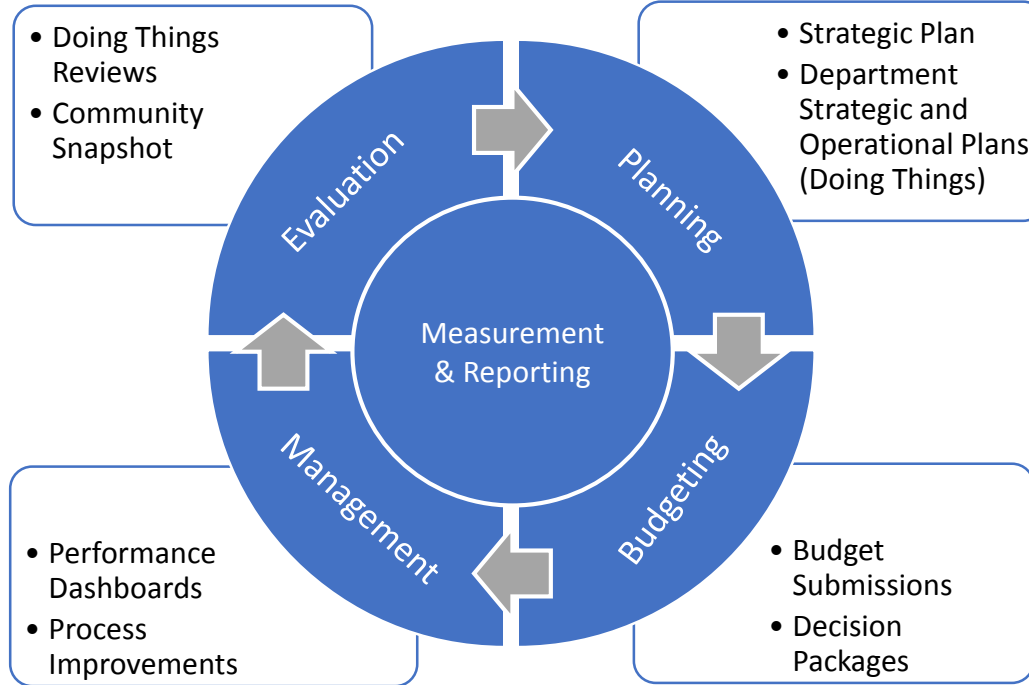
County Administration

- **To translate the goals set by the Board into action.**

Strategic Performance Management Team

- **Facilitate the discussion to keep the workshop on task**

Strategic Planning Process

- Doing Things Reviews
- Community Snapshot

- Strategic Plan
- Department Strategic and Operational Plans (Doing Things)

- Performance Dashboards
- Process Improvements

- Budget Submissions
- Decision Packages

Evaluation

Planning

Management

Budgeting

Measurement & Reporting

Workshop Expectations

What do we need to accomplish today?

- Review internal and external factors affecting our goals;
- Validate that we're still going in the right direction;
- Ensure you're engaged and confident on where we are; and
- Consider discussion topics and questions to inform Strategic and Operational Plans

Our Mission and Vision

Our Mission

Pinellas County Government is committed to progressive public policy, superior public service, courteous public contact, judicious exercise of authority and responsible management of public resources, to meet the needs and concerns of our citizens today and tomorrow.

Our Vision

To Be the Standard for Public Service in America.

To achieve our vision, we place the highest importance on:

- **Quality Service**
- **Respectful Engagement**
- **Responsible Resource Management**

Our Values

- We will be respectful of the needs of individuals while recognizing our responsibility to the community as a whole.

- We will be community-centric, embracing the individuality of partners working together as one, toward the community's vitality.

- We believe it is our responsibility to improve the overall quality of life through the management and preservation of the natural and built environment.

- We will provide open and accountable governance.

- We will foster a diverse work culture, a safe workplace, and opportunity for professional and personal growth.

These, our values, will guide the development and implementation of Pinellas County policy for a better community.

Current State Overview

Citizen Values Survey Overview & Methodology

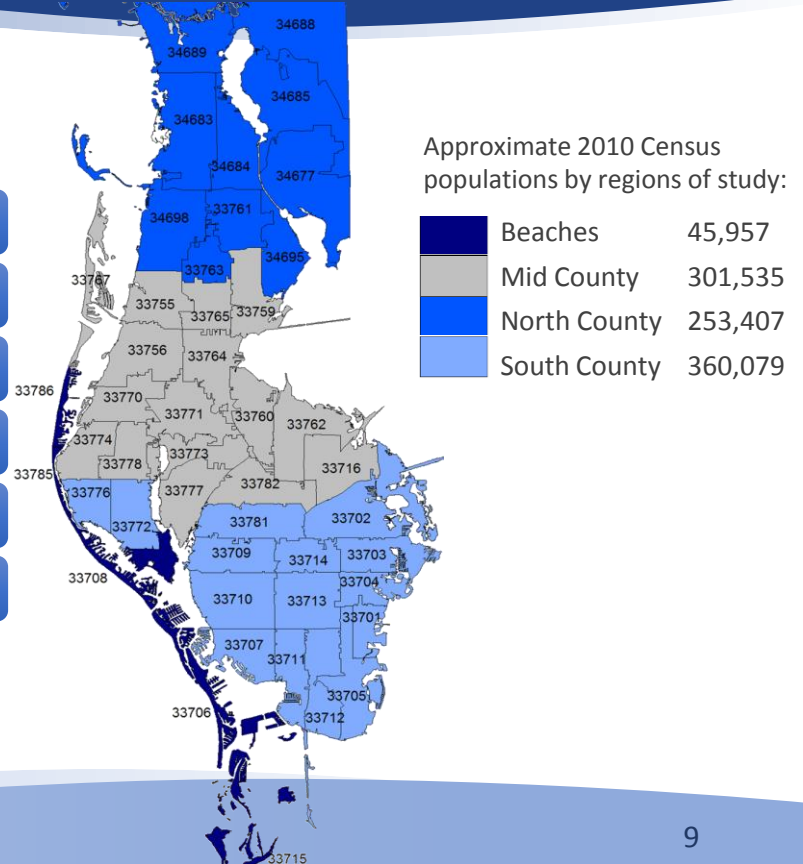Pinellas County

- Pinellas County Citizen Survey

- Telephonic Methodology

- RDD- Random Digit Dial

- Calls Completed November 9, 2018 – November 27, 2018

- 800 Completes– 200 in North, Mid, South, and Beaches Regions

- ±3.5% Margin of Error at 95% Confidence Level

Approximate 2010 Census populations by regions of study:

Beaches	45,957
Mid County	301,535
North County	253,407
South County	360,079

Source: 2019 Pinellas County Citizen Survey

County Recommendation

9 in 10 resident respondents indicated that they would recommend Pinellas County as a place to _live, retire, work,_ and _raise children._

Would you recommend Pinellas County as a place to live, work, raise children, or retire?

Category	Percentage
Retire	92%
Raise Children	90%
Work	90%
Live	92%

Source: 2019 Pinellas County Citizen Survey

Quality of Life in Pinellas

Current Quality of Life

Better or Just as Good as Five Years Ago

69%

Future Quality of Life

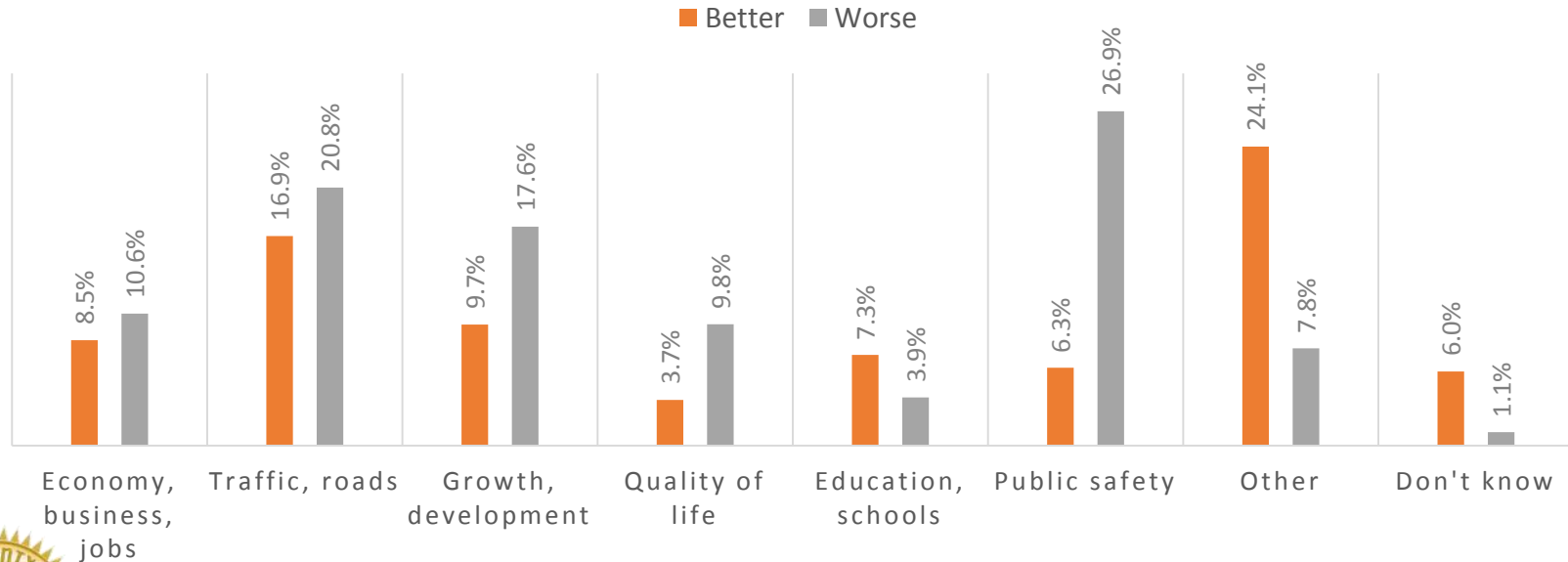Better or Just as Good Five Years From Now

79%

Source: 2019 Pinellas County Citizen Survey

Quality of Life Comments

The following rationales were provided by respondents regarding their perception of their current quality of life as compared to five years ago:

Legend: ■ Better ■ Worse

Category	Better	Worse
Economy, business, jobs	8.5%	10.6%
Traffic, roads	16.9%	20.8%
Growth, development	9.7%	17.6%
Quality of life	3.7%	9.8%
Education, schools	7.3%	3.9%
Public safety	6.3%	26.9%
Other	24.1%	7.8%
Don't know	6.0%	1.1%

Source: 2019 Pinellas County Citizen Survey

Pinellas County

How important is it to you personally, that your community possesses the following characteristics?

In your personal experience, are these characteristics true of Pinellas County?

Average Community Ratings (10-point scale): Expectation vs. Experience

— Expectation
— Experience
— Gap

Presence of parks and public spaces
Sense of community
Availability of mental and…
Cleanliness of public spaces
Support services for the homeless
Availability of jobs for my skillset
Supportive services for an aging…
Access to government services and…
Environmental stewardship efforts
Sense of personal safety
Safe pedestrian travel
Opportunities for quality education
Presence of communities where…
Quality of public infrastructure
Safe travel by bicycle
Availability of career opportunities…
Availability of public transit
Health care and human services for…
Cultural events, social activities,…
Traffic flow on major roads
Housing affordability

10
9
8
7
6
5
4
3
2
1
0

Source: 2019 Pinellas County Citizen Survey

BOARD OF COUNTY COMMISSIONERS

Aggregate Highlights

Top Ranked Expectations	Top Ranked Experiences	Largest Gaps of 2019
Sense of personal safety	*Presence of parks and public spaces*	*Traffic flow on major roads*
Safe pedestrian travel	*Presence of communities where you can live, work and play*	*Health care and human services for disadvantaged residents*
Availability of mental and behavioral health resources	*Cultural events, social activities, and recreation opportunities*	*Support services for the homeless*
Support services for the homeless	Sense of community	*Housing affordability*
Supportive services for an aging population	Sense of personal safety	*Availability of mental and behavioral health resources*

Source: 2019 Pinellas County Citizen Survey

Overall Experience and Expectation

Average Experience and Expectation Ratings across All Community Characteristics
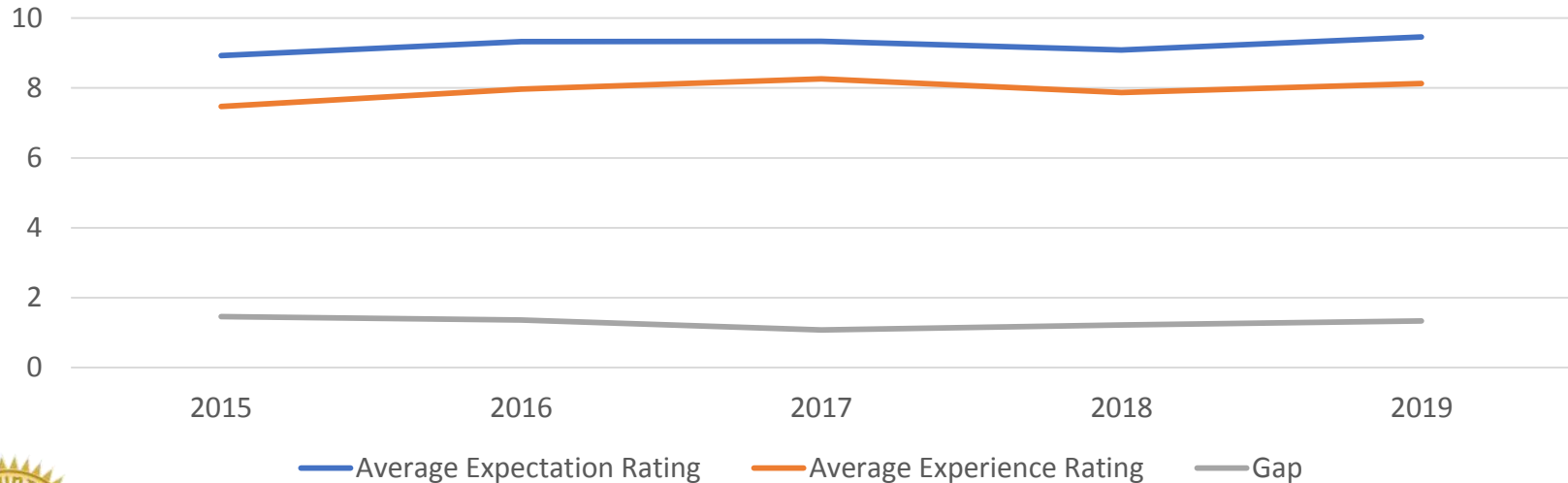
Source: 2019 Pinellas County Citizen Survey

National Trust & Confidence Comparison

Pinellas County trust and confidence ratings outperform the national average based on polling conducted by Gallup.

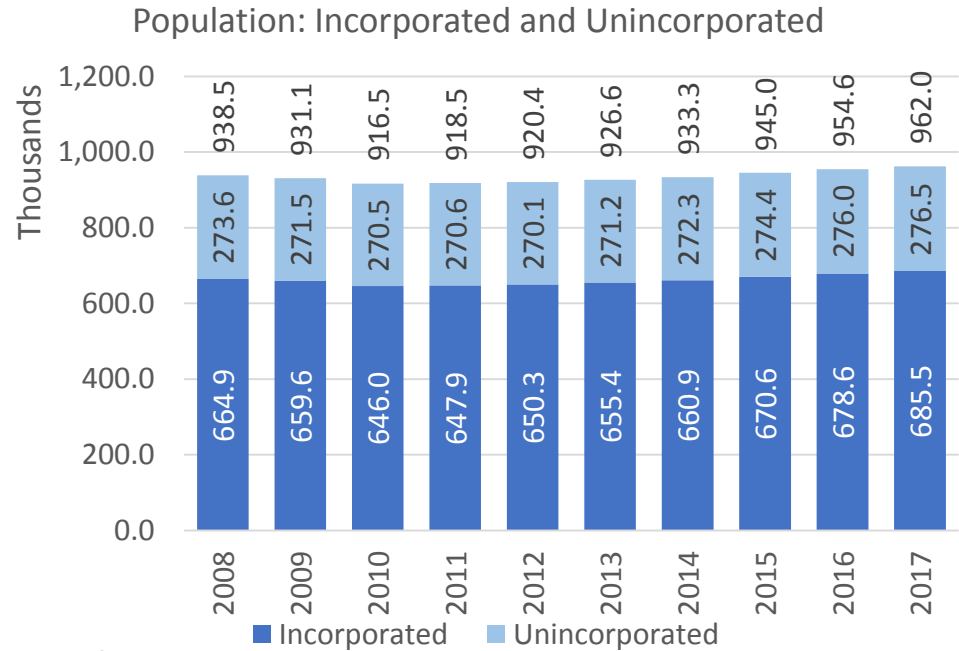### 2019 Trust & Confidence in Local Government

	Not very much to none at all	A great deal to a fair amount
Pinellas 2019	3%	97%
Gallup Q4 2018	28%	72%

■ Not very much to none at all ■ A great deal to a fair amount
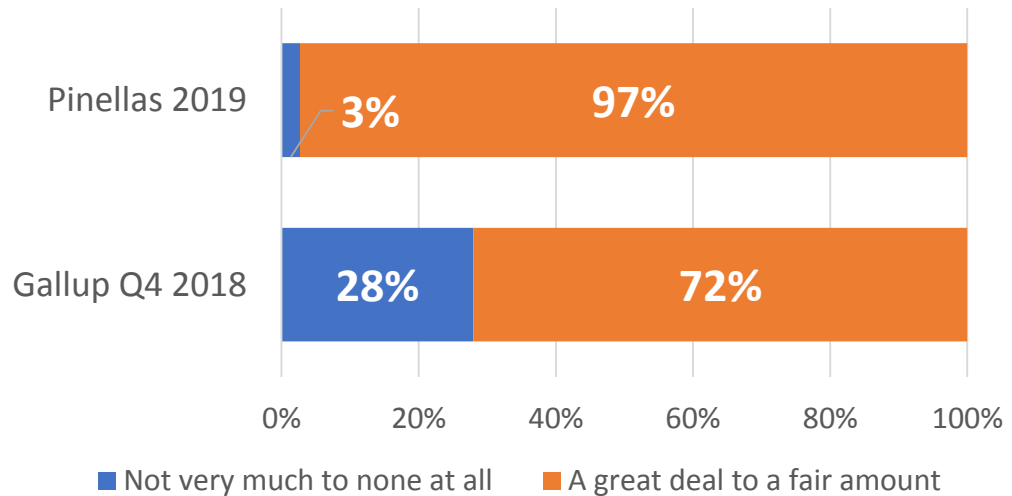
Source: 2019 Pinellas County Citizen Survey

Population

Pinellas County Government serves a growing countywide population.

Population: Incorporated and Unincorporated

Year	Incorporated	Unincorporated	Total
2008	664.9	273.6	938.5
2009	659.6	271.5	931.1
2010	646.0	270.5	916.5
2011	647.9	270.6	918.5
2012	650.3	270.1	920.4
2013	655.4	271.2	926.6
2014	660.9	272.3	933.3
2015	670.6	274.4	945.0
2016	678.6	276.0	954.6
2017	685.5	276.5	962.0

■ Incorporated ■ Unincorporated

Sources: Bureau of Economic & Business Research, University of Florida
Note: 2010 Figure based on the 2010 Census.

17

Countywide Property Tax Collections

Following the Great Recession, countywide taxable values have slowly recovered from a low of $54.4B in 2013 to $79.4B for 2019.

2019 property tax collections are projected to be 6.9% greater than the 2018 estimates, likely the "high" of the decade.

Countywide Property Tax Collections

Year	Millions
2010	$322.9
2011	$292.9
2012	$293.6
2013	$302.8
2014	$334.6
2015	$348.1
2016	$371.8
2017	$399.2
2018*	$439.2
2019*	$469.4
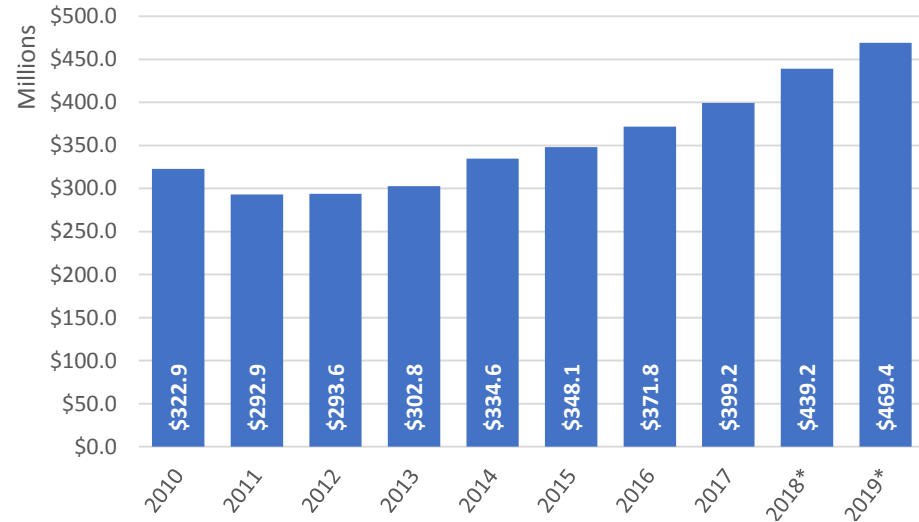
Note: Includes all property taxes collected by the Board of County Commissioners on a countywide basis, excluding the Pinellas Planning Council. Collections shown for 2018* (Estimate) and for 2019* (Projection at 95%) are based on data provided by Pinellas County Property Appraiser (Final 2017 and 2018 dated June 28, 2018).

Ensure Public Health, Safety, and Welfare

Current State

Citizen Perspective

Ranked gaps between citizens' expectations and experiences:

Largest gap

Smallest gap

1. **Health care and human services for disadvantaged residents**
2. **Support services for the homeless**
3. **Housing Affordability**
4. **Availability of mental and behavioral health resources**
5. **Supportive services for an aging population**
6. **Safe pedestrian travel**
7. **Safe travel by bicycle**
8. **Sense of personal safety**

Source: 2019 Pinellas County Citizen Survey

Poverty rates are highest among:

- **African Americans (28.3%)**
- **Children under 18 (20.2%)**
- **Individuals of Hispanic or Latino origin (19.3%)**

Percent of Residents Living Below the Poverty Level by Age Group, 2013-2017

Legend: Under 18 (blue), 18-64 (orange), 65 and Older (gray)
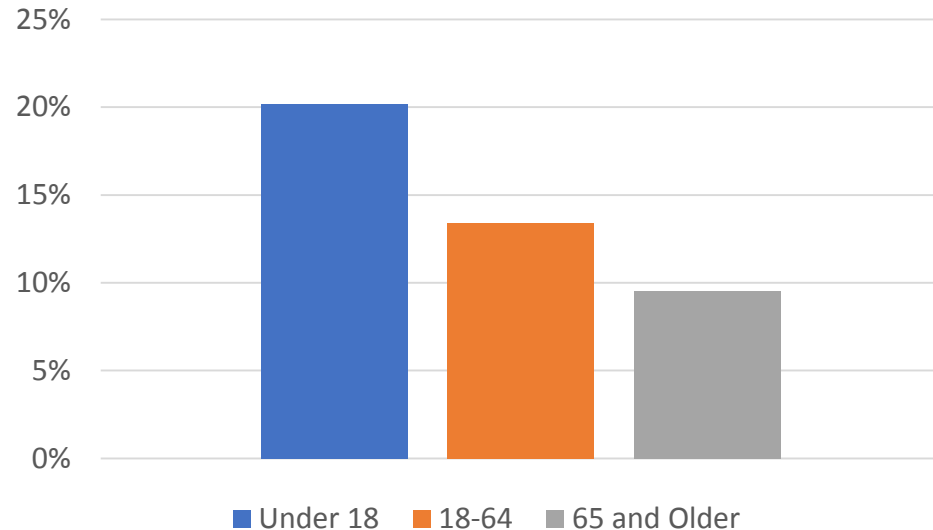
Source: 2013-2017 American Community Survey 5-Year Estimates

Homeless rates in Pinellas County declined 19% since 2014 but continues to exceed rates of peer counties and the State of Florida.

Homeless Rate (per 1,000 Population)

	2014	2015	2016	2017
Hillsborough	1.47	1.43	1.32	1.1
Orange	1.79	1.63	1.26	1.54
Palm Beach	1.14	0.99	0.92	1.09
Pinellas	3.62	3.57	2.89	2.92
State of Florida	2.09	1.77	1.62	1.53
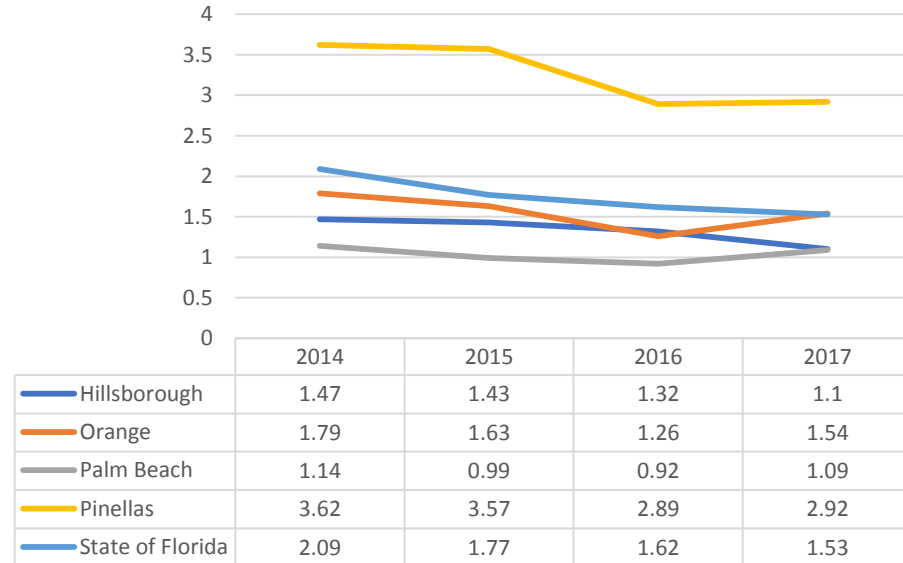
Sources: U.S. Department of Housing and Urban Development Continuum of Care (CoC) Homeless Assistance Programs Homeless Populations and Subpopulations Reports

Supporting Data: Homelessness

Median Household Income

Legend: Pinellas County — Hillsborough County — Florida
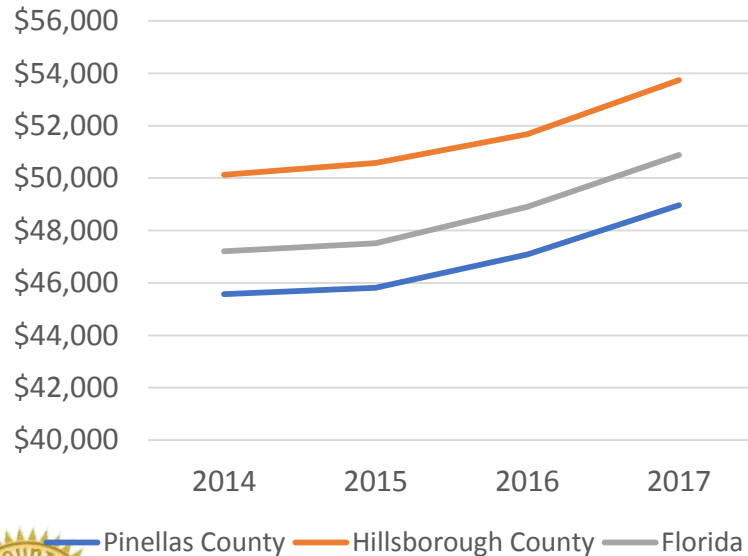
Median Sale Price for Single Family Homes

Legend: Pinellas 2017 — Hillsborough 2017 — State of Florida 2017
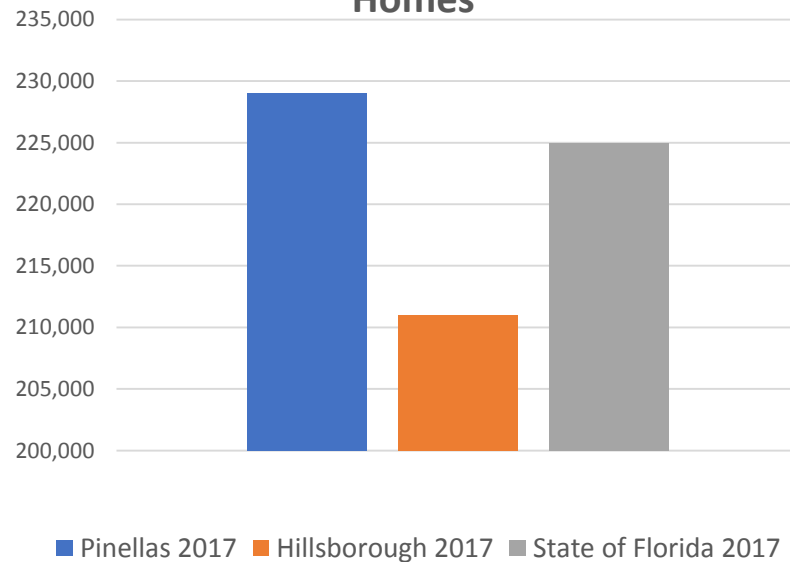
Sources: 2013-2017 American Community Survey 5-Year Estimates and UF's Housing Data Clearinghouse

Supporting Data: Support Services

Age Group	Projected Change 2017 - 2045
0-17	-0.4%
18-24	-0.4%
25-54	-3.2%
55-64	-3.7%
65+	7.6%

Projected Population by Age Group

Legend: 0-17, 18-24, 25-54, 55-64, 65+
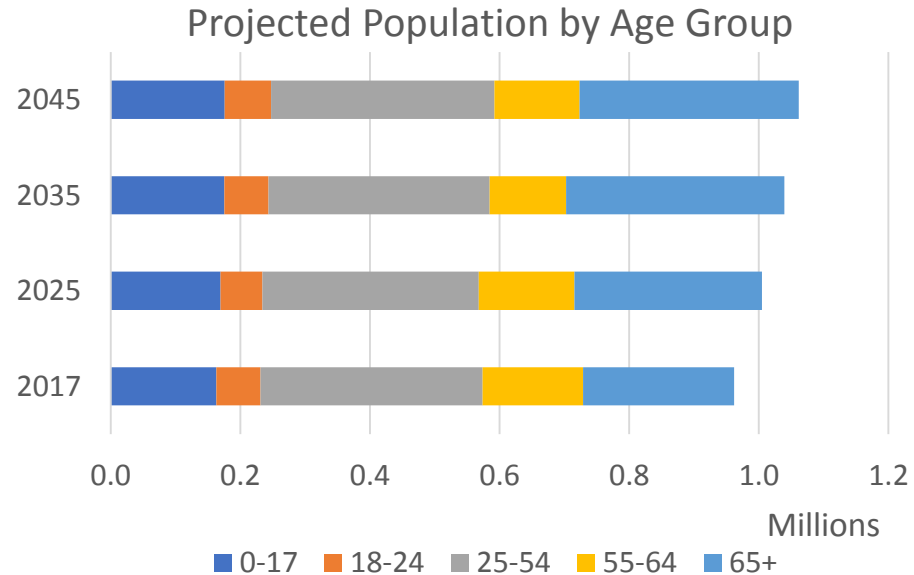
Sources: BEBR, Population Projections by Age, Sex, Race, and Hispanic Origin for Florida and Its Counties, 2020–2045, With Estimates for 2017

Pedestrian and Bicycle Crashes

Hillsborough — Pinellas
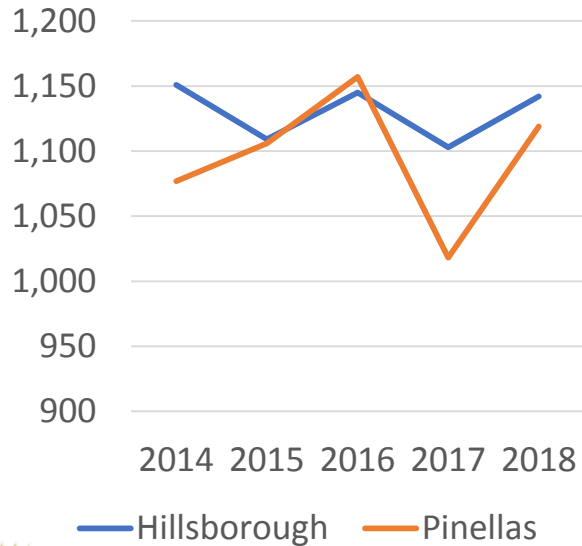
Rate of Pedestrian and Bicycle Crashes

Hillsborough — Pinellas — State of Florida
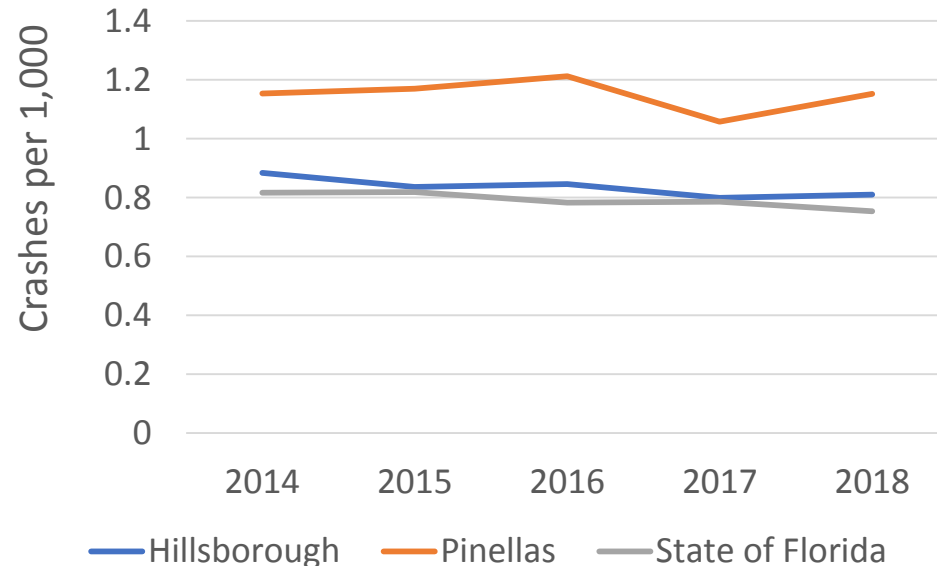
Sources: Florida Department of Highway Safety and Motor Vehicles Traffic Crash Reports; US Census Bureau Population Estimates

The crime rate in Pinellas County fell by nearly 14% between 2015 and 2017.

For 2017, the crime rate in Pinellas was lower than Orange County but higher than other peer counties (Hillsborough, Palm Beach) and the State of Florida.

Crime Rate (per 100,000 Population)
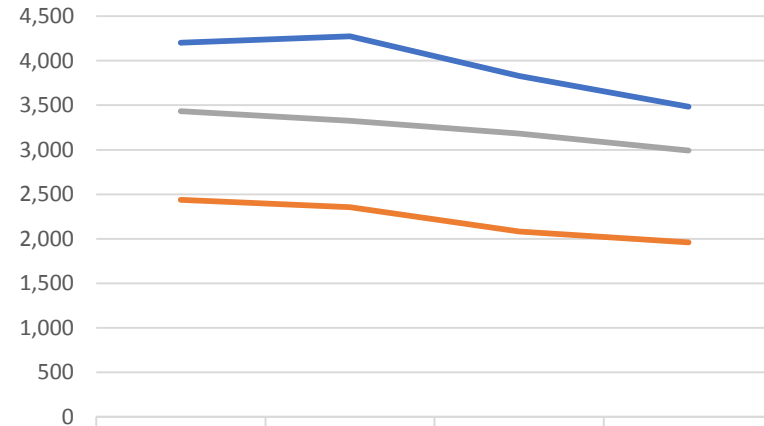
	2014	2015	2016	2017
Hillsborough	2,438	2,354	2,081	1,958
Pinellas	4,201	4,274	3,828	3,485
State of Florida	3,435	3,326	3,181	2,990

Sources: Florida Department of Law Enforcement, Crime in Florida Annual Report and Florida Uniform Crime Report

Ensure Public Health, Safety, and Welfare

Strategy Discussion

Behavioral Health and Homelessness

Behavioral Health

Doing Things to Improve the Availability of Behavioral Health Services:

- **Pinellas Community Empowerment Team**

- **Pinellas Integrated Care Alliance**

- **Healthcare for the Homeless (HCH) Intervention Team Grant**

  - Provides Substance Abuse & Mental Health Intervention for High Need HCH Clients.

Behavioral Health

Doing Things to Improve the Availability of Behavioral Health Services:

- **Explore Secure Marchman**

  - Data – Determine Needs / Gaps (DCF, Jails, Hospitals)

  - Best Practices – Tours (Orange, Sarasota, Hillsborough & Miami-Dade)

- **High Need Client Information Exchange**

  - Human Services & Safety Emergency Services - Better Data Connection & Coordination

Homelessness

Doing Things to Reduce Homelessness:

- **HLB Youth Navigator**

- **Rapid Rehousing**

- **Permanent Supportive Housing – Boley 95 Units & Catholic Charities**

- **Increased Emergency Sheltering, Bridge Housing & Prevention Services**

  - Saint Vincent DePaul – Emergency Shelter & Bridge

  - HLB 3 Diversion Specialist On Call & After Hours (2 funded by BCC, 1 Foundation Healthy St. Pete)

Housing and Economic Development

Environmental Stewardship

Current State

Citizen Perspective

Ranked gaps between citizens' expectations and experiences:

Largest gap

Smallest gap
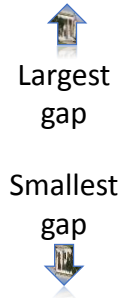
1. **Environmental stewardship efforts**

2. **Cleanliness of public spaces**

3. **Presence of parks and public spaces**

Source: 2019 Pinellas County Citizen Survey

Difference between Experience and Expectation

Legend: Cleanliness of Public Spaces, Presence of Parks and Public Spaces, Environmental Stewardship Efforts
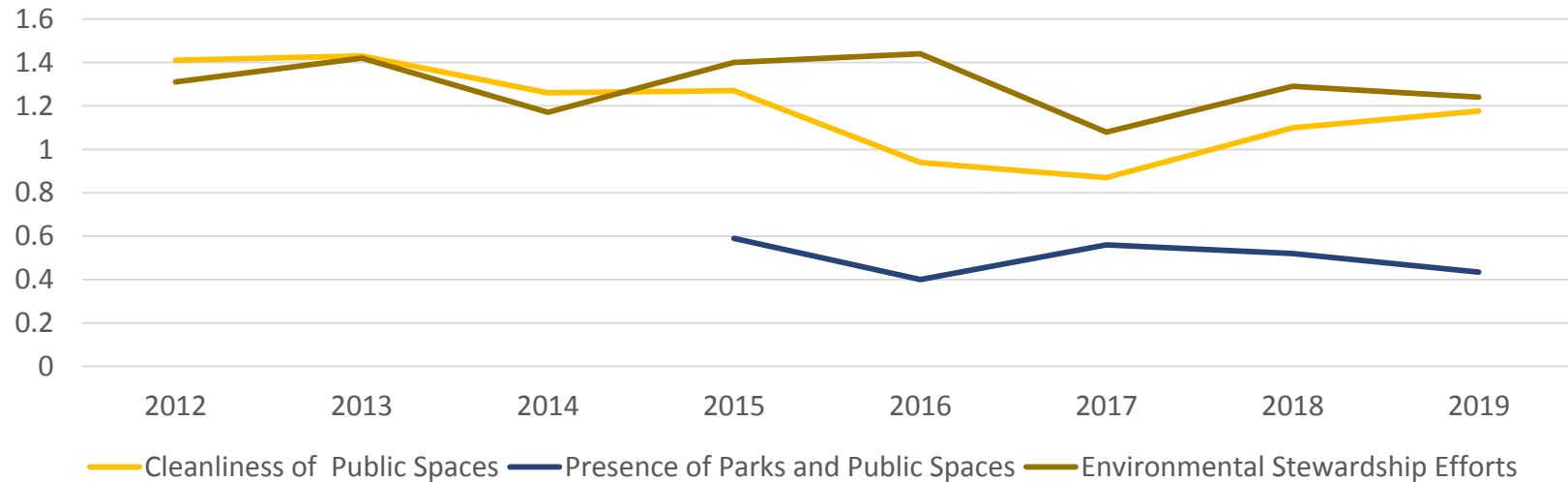
Source: 2019 Pinellas County Citizen Survey

Sea-Level Rise Impact on Quality of Life

Pinellas County

Nearly 7 in 10 respondents identified sea-level rise as a factor weighing on their quality of life.

- **21% are greatly concerned**
- **46% are somewhat concerned**
- **3 in 10 haven't given it much thought or are unconcerned by it**

Source: 2019 Pinellas County Citizen Survey

Does sea-level rise factor in to your future Pinellas County quality of life rating?

	2018	2019
Yes, it concerns me a great deal	8%	21%
Yes, it concerns me to a certain extent	34%	46%
No, haven't given it much thought	34%	27%
No, it does not concern me at all	24%	5%
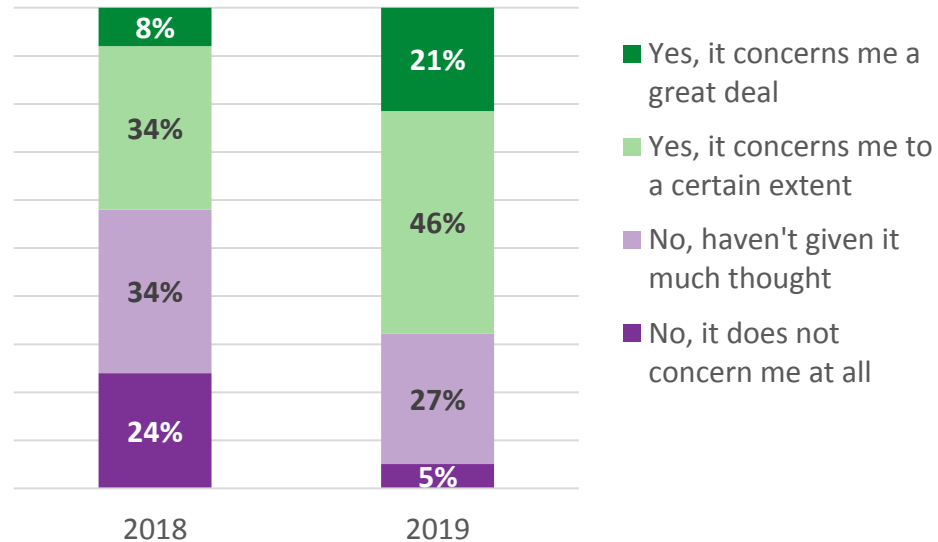
Supporting Data: Presence of Parks

How much of the County is in Conservation?

	2014	2015	2016	2017
20%				
15%				
10%				
5%				
0%				

Pinellas — Hillsborough
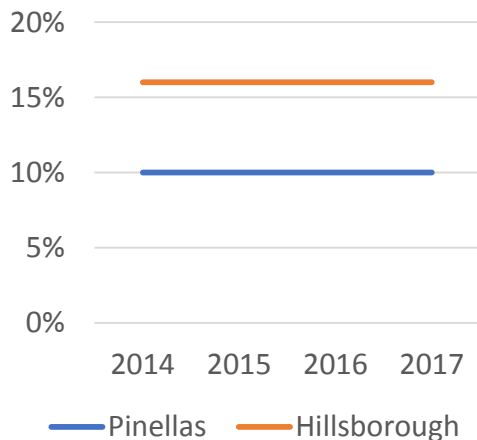
16,223 acres of Environmental Lands

+

4,607 acres of Parks

20,830 Total Park and Environmental Land Acreage

Sources: Florida Natural Areas Inventory and Pinellas County Parks and Conservation Resources

Supporting Data: Environmental Efforts

Daily Per Capita Water Use

Legend: Pinellas, Hillsborough, U.S.
X-axis: 2014, 2015, 2016
Y-axis: 0 to 120

Recycling Rate

Legend: Pinellas, Hillsborough, Florida
X-axis: 2014, 2015, 2016, 2017
Y-axis: 0% to 100%
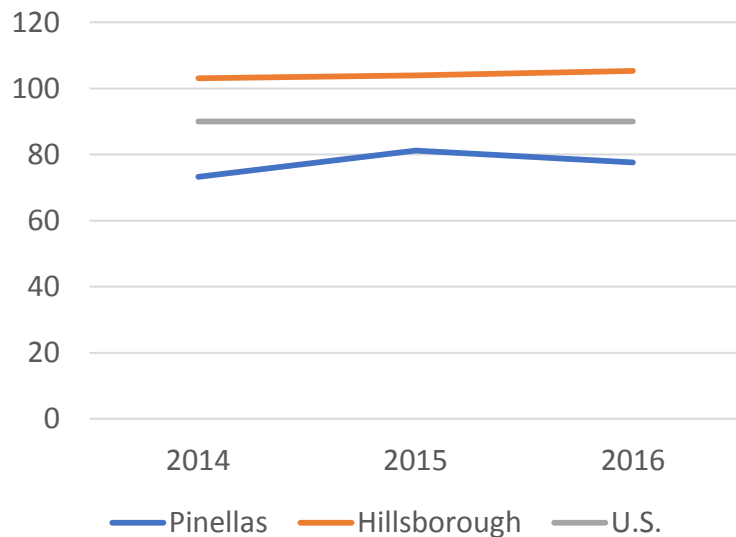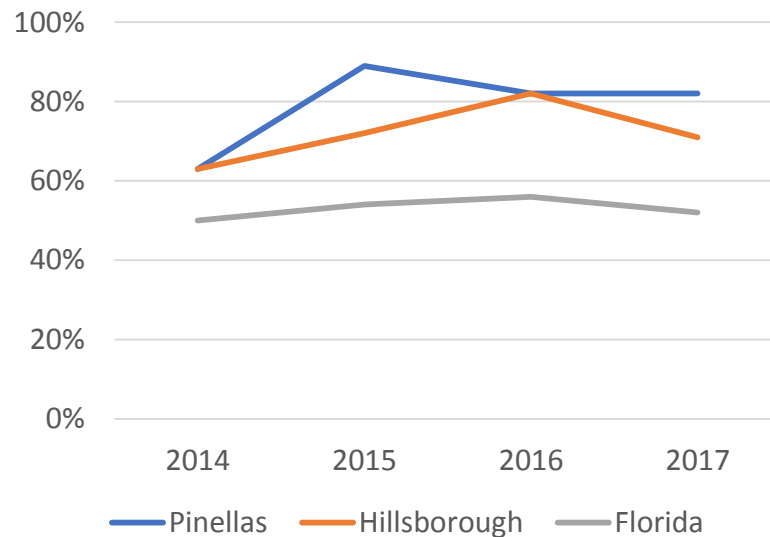
Sources: Southwest Florida Water Management District Public Supply Annual Report (PSAR); Florida Department of Environmental Protection Solid Waste Annual Reports

Supporting Data: Environmental Efforts

Homes & Businesses Powered by Waste-to-Energy
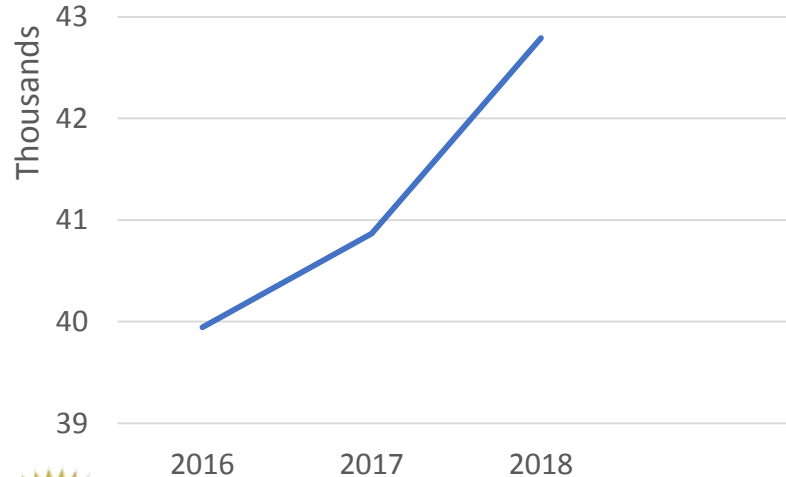
Projected Life of the Landfill
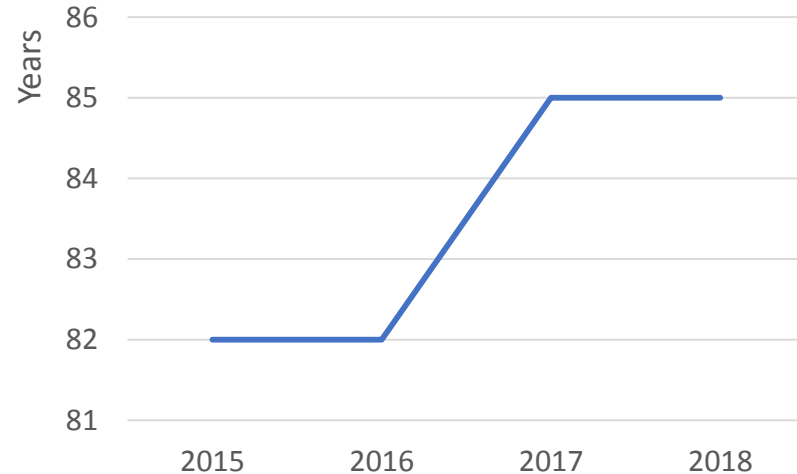
Source: Pinellas County Solid Waste

Environmental Stewardship

Strategy Discussion

Sustainability and Resiliency Coordinator

What is Sustainability and Resiliency?

Sustainability Definition*:

- A set of **economic**, **environmental** and **social** conditions (aka "The Triple Bottom Line") in which all of society has the capacity and opportunity to maintain and improve its quality of life indefinitely without degrading the quantity, quality or the availability of economic, environmental and social resources. Sustainable development is the application of these resources to enhance the safety, welfare, and quality of life for all of society.

Resilience Definition*:

- Resilience refers to the **capability to mitigate** against significant all-hazards risks and incidents and to expeditiously recover and reconstitute critical services with minimum damage to public safety and health, the economy, and national security.

Note – Resiliency is a component of sustainability.

* As defined by the American Society of Civil Engineers.

What is Pinellas County doing?

- Sea level rise analysis on major capital projects – *on going*

- STAR Community Rating System – *3 Star Rating*

- Community Rating System – *5 Rating*

- Sea Level Rise Vulnerability Assessment – *in progress*

- ENVISION Rating System on some projects – *in progress*

- Regulatory: Stormwater Manual, Comprehensive Plan Policies, Land Development Code - *implemented*

- Asset Management Program
    - Energy Manager – *in progress*

- UF IFAS Extension Partnership- *ongoing*

- Waste-to-energy plant - *operational*

- LMS – *ongoing*

- Utilities Tap H2O – *ongoing*

- Ready for 100 plan – *to be developed*

- Pelletizing of biosolids - *operational*

- Community outreach - *ongoing*

- Green Pinellas: http://www.pinellascounty.org/greenpinellas/ - *revisit w/IFAS*

- Admin Directive 6-11: Energy and Water Management – *track initiatives*

- 1 Green Fleet initiative – *in progress*

- Wastewater/Stormwater Task Force – *ongoing*

- Regional Climate Science Advisory Panel - *ongoing*

- HVAC Ice Storage at Downtown Clearwater District Cooling Plant - *operational*

- Cogeneration at the Jail (using reject heat from emergency power generator to provide HVAC using absorption chillers) - *operational*

- Geothermal Cooling at PSC (using groundwater as condenser water in HVAC chilled water operations) - *operational*

- Solar Power installations at Jail (parking lot lighting), Safe Harbor (building lighting), and Downtown Clearwater District Cooling Plant (building power) - *operational*

What would a Sustainability and Resiliency Coordinator do?

- Develop a <u>County-specific framework</u> for sustainable and resiliency initiatives
  - Develop a Pinellas County Sustainability Plan with Departments' support
- Track and measure the true impact of these initiatives along all pillars of the Triple Bottom Line (economic, environmental and social) – *<u>Departments' lead; Coordinator coordinates</u>*
- Assist Departments to improve sustainability and resiliency on new and existing projects and programs
- Lead projects and initiatives that require coordination amongst multiple Departments (Example: Ready for 100, etc.) – *rely on Departments for their expertise*
- Coordinate with external agencies to ensure alignment with the region (Example: Tampa Bay Regional Resiliency Coalition, other municipalities, etc.)
- Community Outreach – *build on existing work*
- Track progress on implementation of items identified in Vulnerability Assessment – *assessment underway*
- Determine the County's overall carbon footprint; identify areas for reduction

Operating Framework
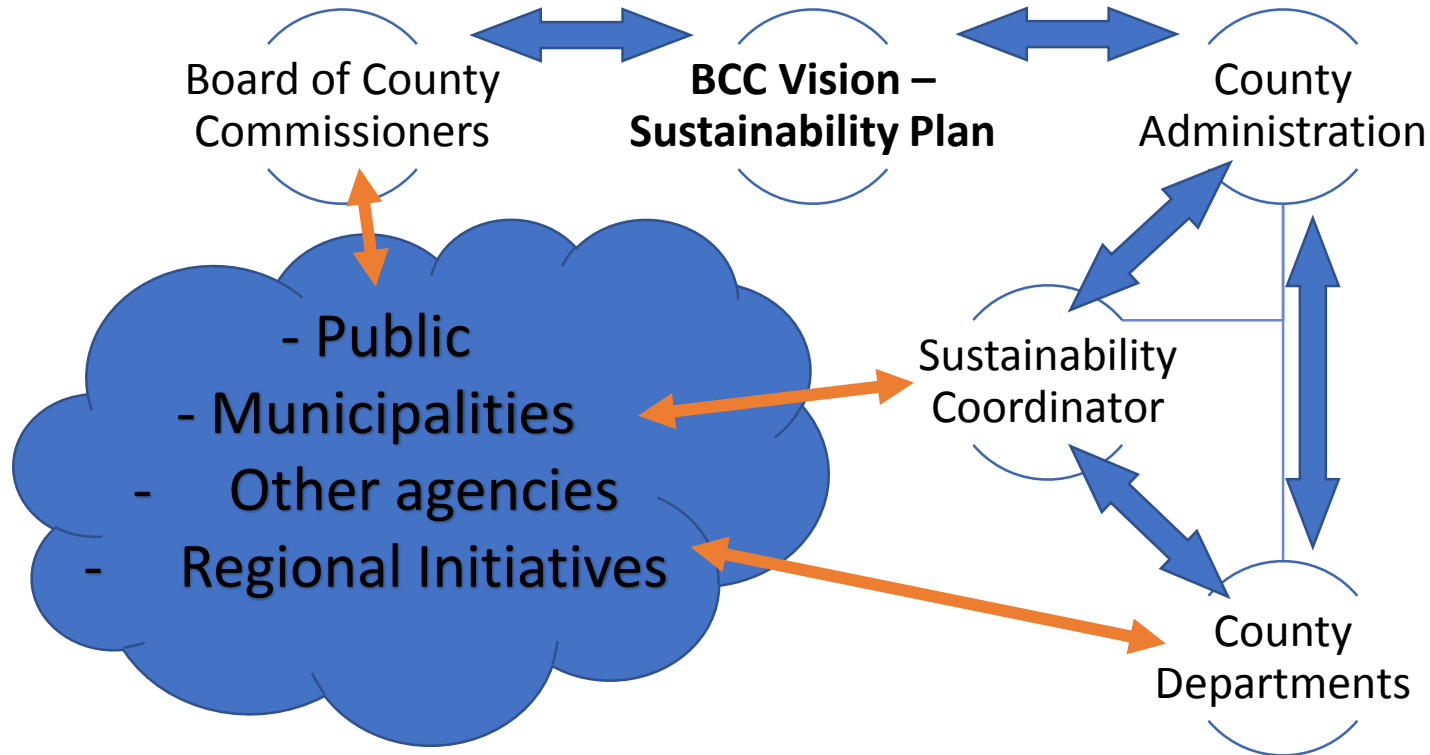
Draft Framework for Environmental and Park Land Acquisition

Environmental and Park Lands Acquisition

- **Current "list" – several initiatives; no prioritization**

- **Revisiting process to prioritize purchase of environmental lands**
  - **Internal working group: PCR, PW, Utilities, REM, Planning, Economic Development**
  - **Current Status: Finalizing acquisition criteria and scoring**
    - <u>**Example criteria:**</u> protection of **environmentally sensitive lands**, infill or expansion, access to water, **recreation (passive and active)**, **target communities**, resiliency, multi-use opportunities, etc.
  - **Evaluate parcels based on revised criteria**
  - **Develop prioritized acquisition list**

- **Consideration of Operations and Maintenance Impacts**

- **Future BCC workshop item**

Lunch and Hike

Foster Continual Economic Growth and Vitality

Current State

Citizen Perspective

Ranked gaps between citizens' expectations and experiences

1. **Traffic flow on major roads**
2. **Career opportunities for children**
3. **Public infrastructure quality**
4. **Opportunities for quality education**
5. **Public transit availability**
6. **Availability of jobs for skillset**
7. **Sense of community**
8. **Communities to live, work, play**
9. **Cultural events, social activities, recreation opportunities**

Largest gap

Smallest gap

Source: 2019 Pinellas County Citizen Survey

Supporting Data: Licenses/Registrations

Pinellas County Number of Licensed Drivers
(As of January 1)

- 2016: 746.2K
- 2017: 760.9K
- 2018: 775.5K
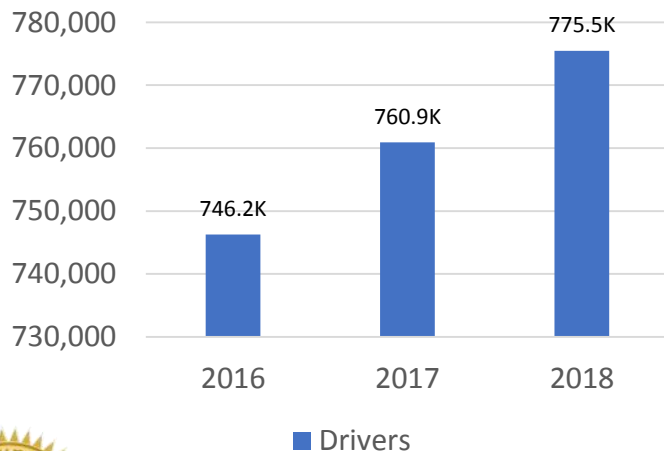
■ Drivers

Source: FLHSMV Licensed Drivers reports

Pinellas County Current Registered Vehicles
(As of December)

- 2014: 732.7K
- 2015: 750.4K
- 2016: 768.5K
- 2017: 776.5K
- 2018: 788.3K
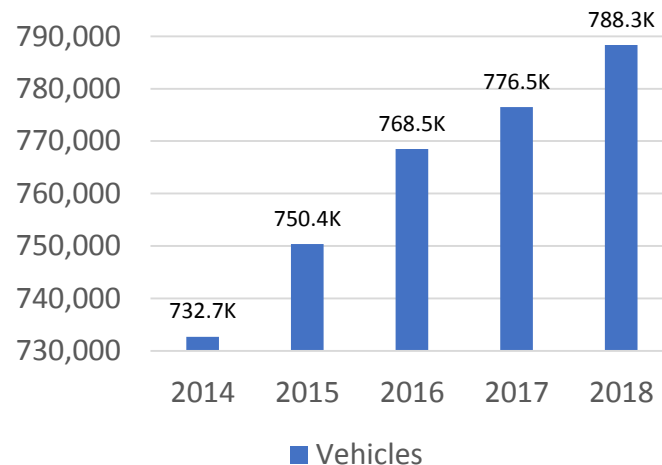
■ Vehicles

Source: FLHSMV Count of Vehicles Registered monthly reports

Supporting Data: Traffic Volumes

Average Annual Daily Traffic Count
(Ulmerton and Belcher)

- CY15: 50.5K
- CY16: 51.5K
- CY17: 52.5K
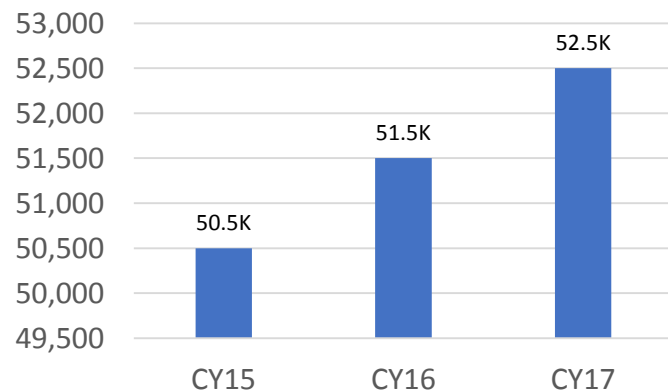
Volume

Source: Forward Pinellas

Average Annual Daily Traffic Count
(Hwy 275 and 38th Ave N)

- CY15: 166.K
- CY16: 172.5K
- Cy17: 179.K
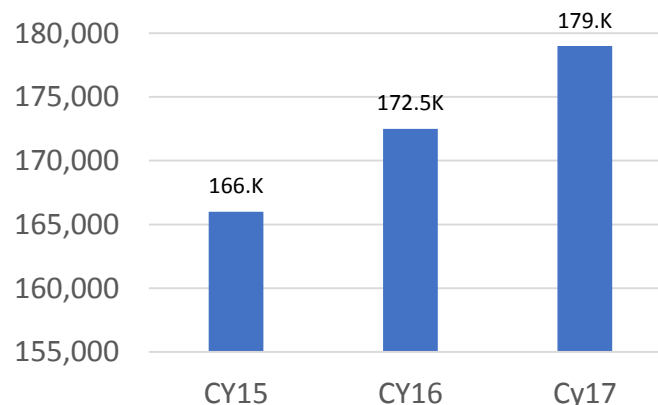
Volume

Source: Forward Pinellas

Supporting Data: Traffic and Transit

PSTA Fixed Route Passenger Trips

Bar chart showing:
- FY16: 13.1M
- FY17: 12.1M
- FY18: 11.6M

Legend: Trips
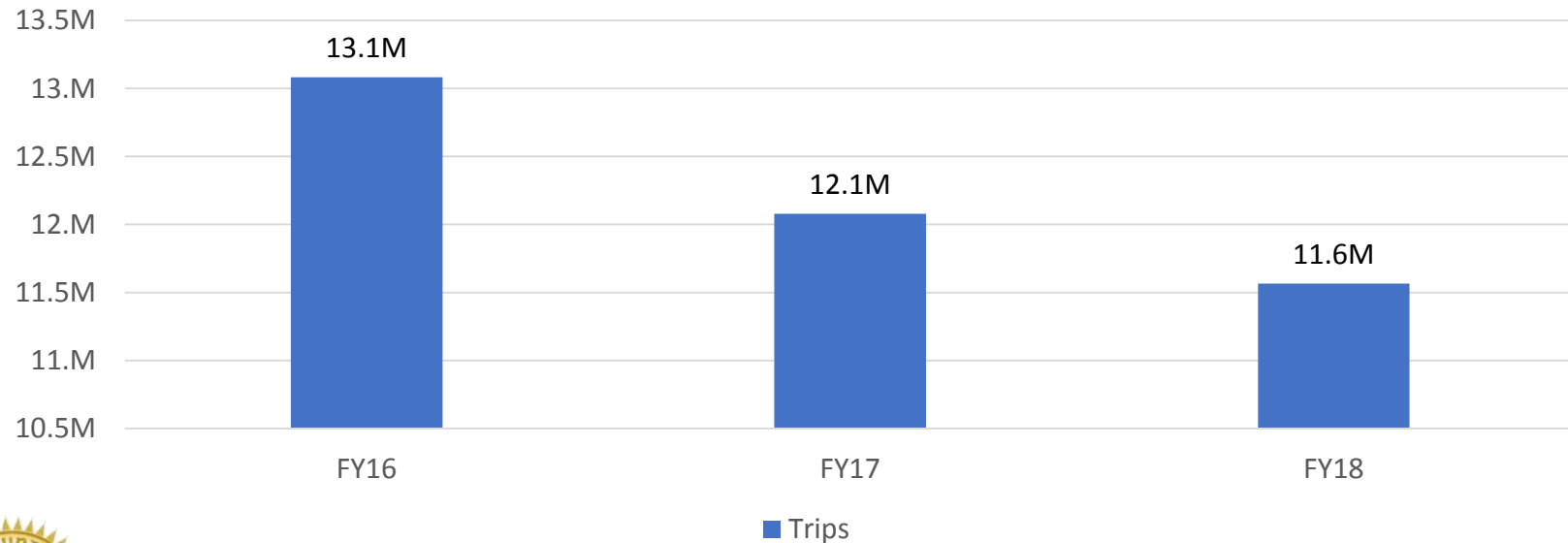
Source: psta.net

Supporting Data: Transportation Funding

Transportation Trust Fund Revenues

	FY16	FY17	FY18
Other Revenues	$2.2M	$2.4M	$3.0M
Ninth Cent Fuel Tax	$4.1M	$4.2M	$4.2M
State Shared Fuel Taxes	$10.5M	$10.7M	$10.7M
Local Option Fuel Tax	$13.7M	$13.9M	$13.9M

■ Local Option Fuel Tax ■ State Shared Fuel Taxes ■ Ninth Cent Fuel Tax ■ Other Revenues ■ Interest
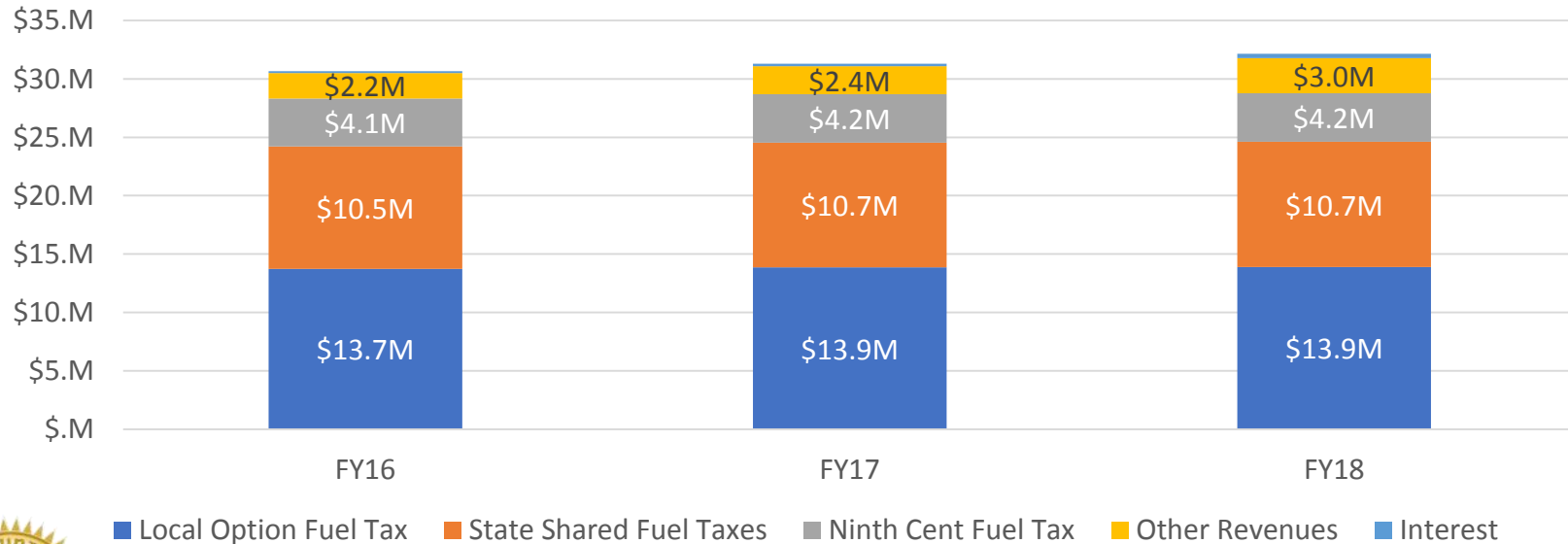
Source: Pinellas County OPUS Financial Reports

Supporting Data: Economic Vitality

Commercial Vacancy Rate

- FY14: 9.3%
- FY15: 8.5%
- FY16: 7.4%
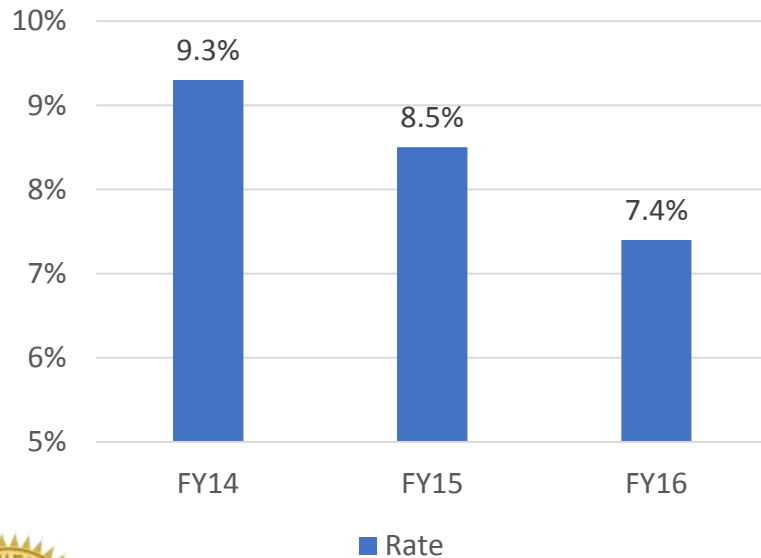
Rate

Source: CoStar

Housing Units Permitted

- CY16: 2,132
- CY17: 1,921
- CY18: 2,288

Units
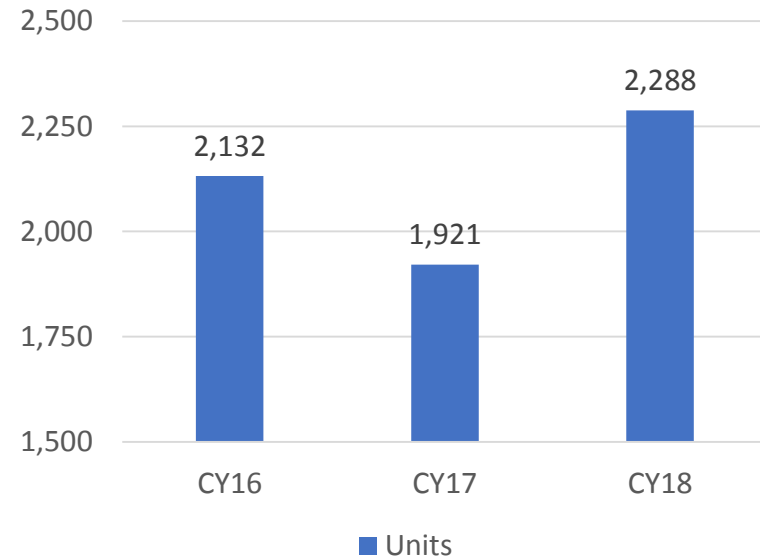
Source: HUD SOCDS Building Permit Database

Supporting Data: Career Opportunities

Total Labor Force
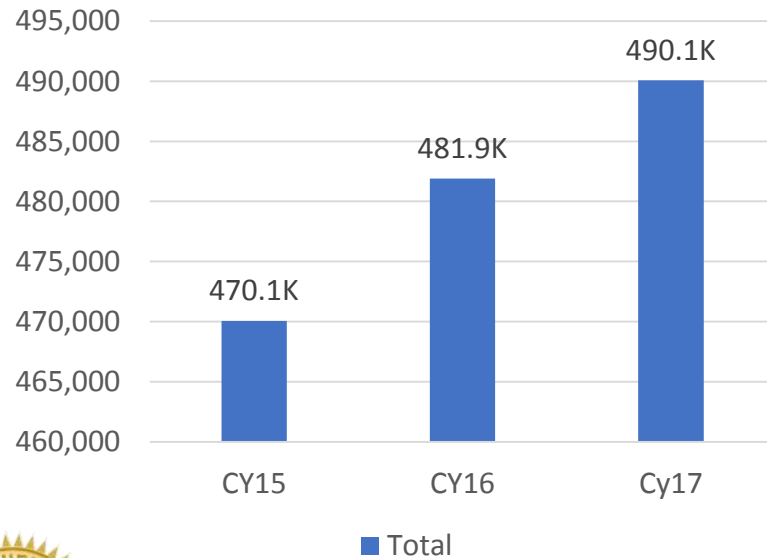
Source: Bureau of Labor Statistics

Unemployment Rate
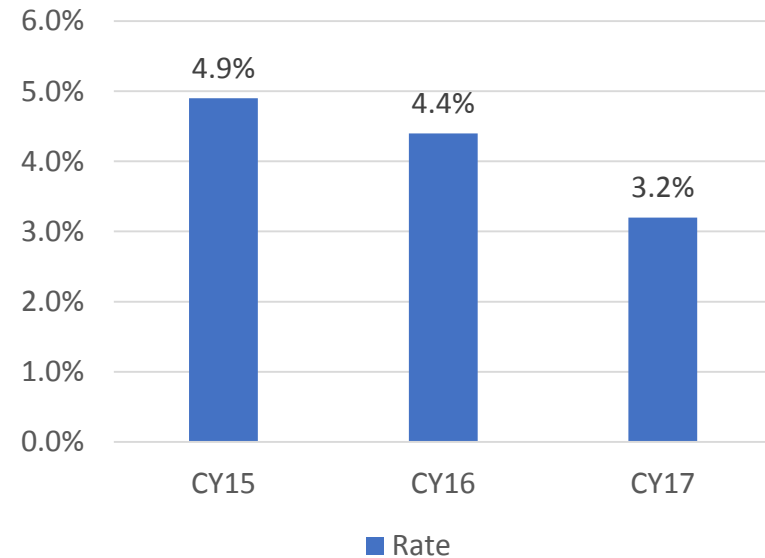
Source: Bureau of Labor Statistics

Supporting Data: Career Opportunities

Median Household Income
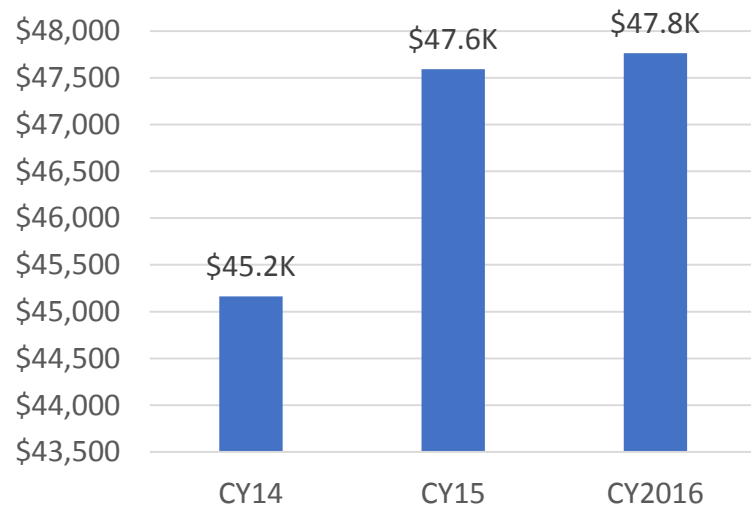
Bar chart showing:
- CY14: $45.2K
- CY15: $47.6K
- CY2016: $47.8K

Legend: Income

Poverty Rate

Bar chart showing:
- CY15: 13.5%
- CY16: 13.3%
- CY17: 12.2%

Legend: Rate
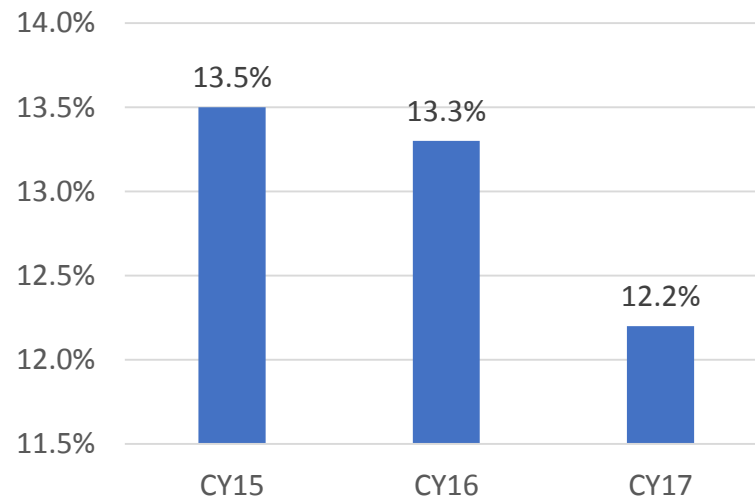
Supporting Data: Tourism

Tourist Development Tax Collection

Millions

- $60
- $55
- $50
- $45
- $40

FY16 | FY17 | FY18

■ Gross Tax

Source: FL Department of Revenue
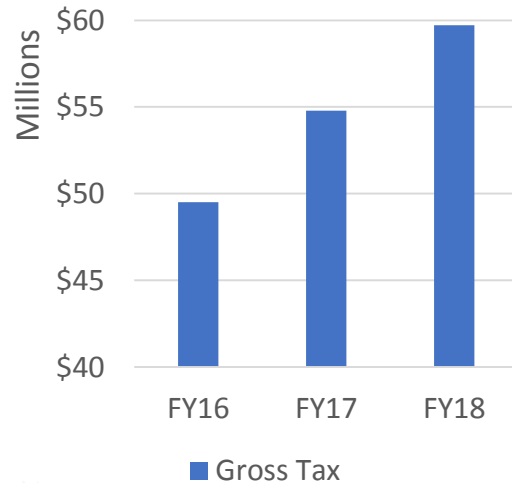
Average Nightly Room Rental Rate

- $155
- $150
- $145
- $140
- $135
- $130

CY15 | CY16 | CY17

■ Rental Rate

PIE Passengers

Millions

- 2.2
- 2.0
- 1.8
- 1.6
- 1.4
- 1.2
- 1.0

CY15 | CY16 | CY2017

■ Passengers

Source: PIE

Foster Continual Economic Growth and Vitality

Strategy Discussion

CRA Policies and Plan Review

CRA Policies and Plan Review

- **2017 BCC updated CRA approval policies/guidelines**
  - **Established three local CRA types, based upon data analysis**
  - **Focus future County investment of TIF to areas of greatest need**
- **2019 establishing CRA oversight/reporting requirements**
  - **Exceed requirements of Florida Statutes**
  - **SharePoint site under development for CRA administrators to report on County TIF expenditures**
  - **Developing a CRA working group (first meeting spring 2019)**
  - **Next area of focus will be on establishing/measuring outcomes**

Creative, Solution Driven Leadership in Unincorporated Areas

Penny IV Updates

Penny Program Development

Penny IV Priority Projects Identified

May, 2017

Penny IV Referendum Approved

November, 2017

Advance Proposed Penny IV Critical Projects

June, 2018

Overall Penny IV Program Development

Jan-Mar, 2019

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

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CIP Budget Process Timeline

Capital Improvement Plan (CIP) Budget Process Timeline

Dec-Mar
Departments and Agencies Review, Prioritize and Submit CIP Requests

Oct
New Fiscal Year Begins

Apr
OMB Compiles Requests into Proposed Six-Year CIP

Sept
Public Hearings to Adopt Budget including Six-Year CIP

May
County Administration Reviews Proposed Six-Year CIP

July
Proposed Budget including Six-Year CIP

June
BCC Budget Work Session to Review Proposed Six-Year CIP

Deliver First Class Services to the Public and Our Customers

Current State
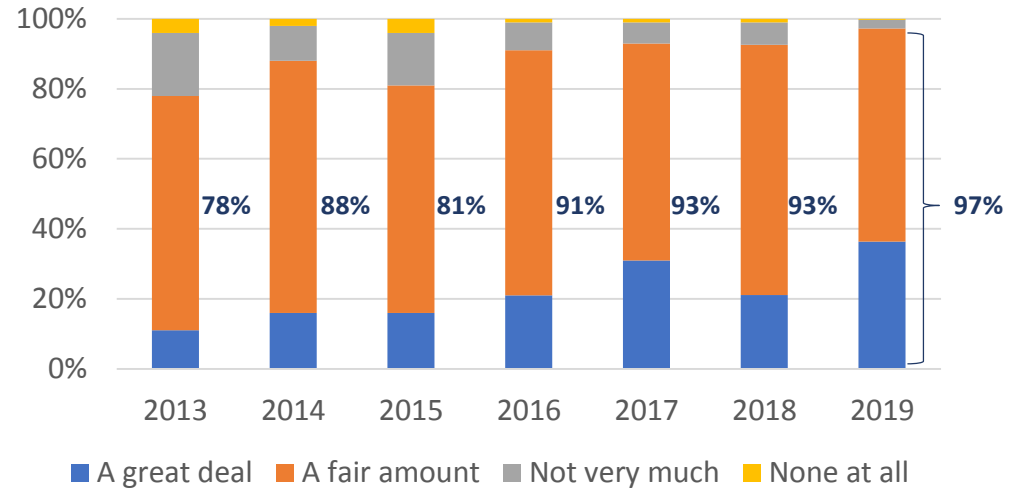
Supporting Data: Access to Government

Between 2018 and 2019, the gap between expectation and experience increased 0.72 to 1.16.

Citizens who had low experience ratings in 2018 cited confusing telephone numbers (33%)
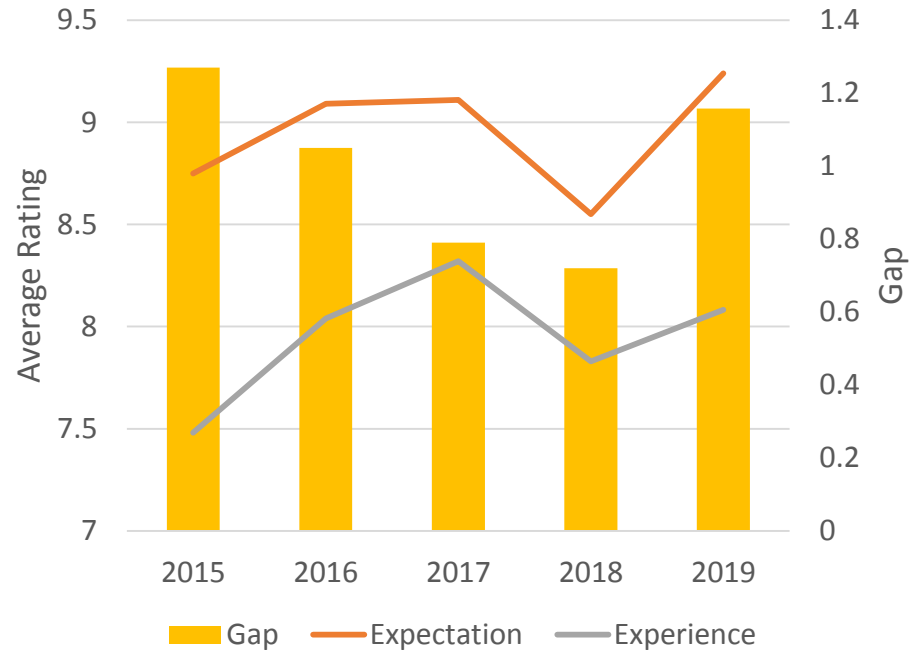
Source: 2019 Pinellas County Citizen Survey

Supporting Data: Call Center Data

While overall calls received to County call centers increased 10% in 2018, wait time and abandoned call rate decreased 48% and 8% respectively

Average Call Wait time
(In Seconds)

Legend: Total Calls Received | Total Abandoned Calls | Abandoned Call Rate
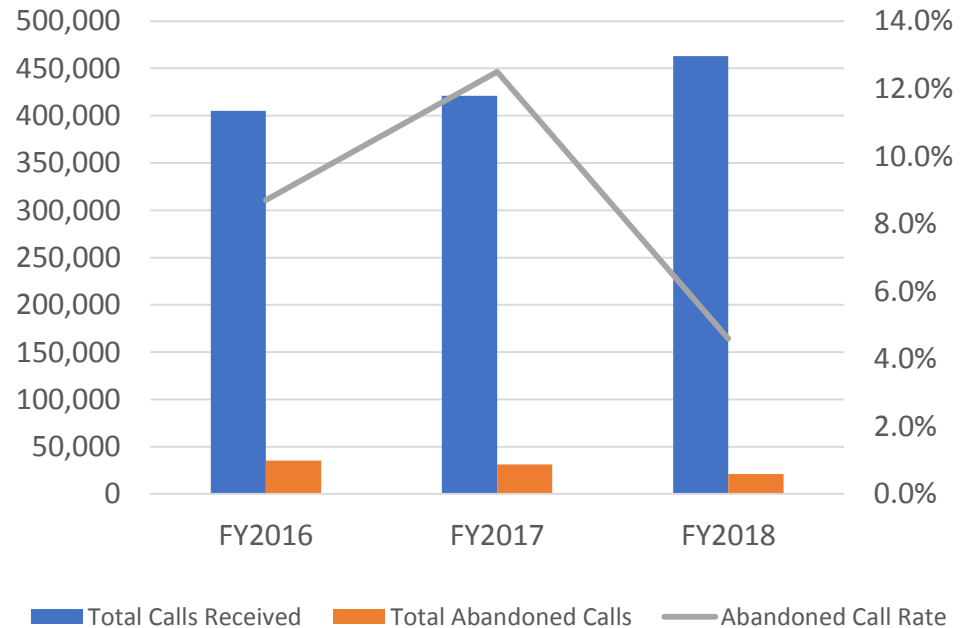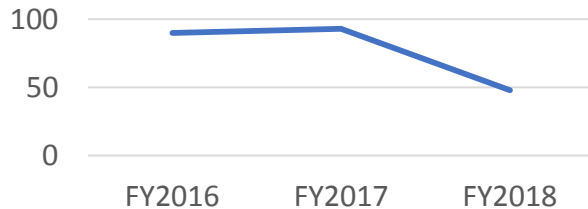
Source: Pinellas County Automated Call Distribution (ACD) system reports

Supporting Data: See Click Fix

As the number of tickets has remained consistent year over year, timely acknowledgement (within one business day) has improved 17.9% from 2017

See Click Fix Data

Legend:
- **Number of Tickets** (bar)
- **% of Tickets acknowledged timely** (line)
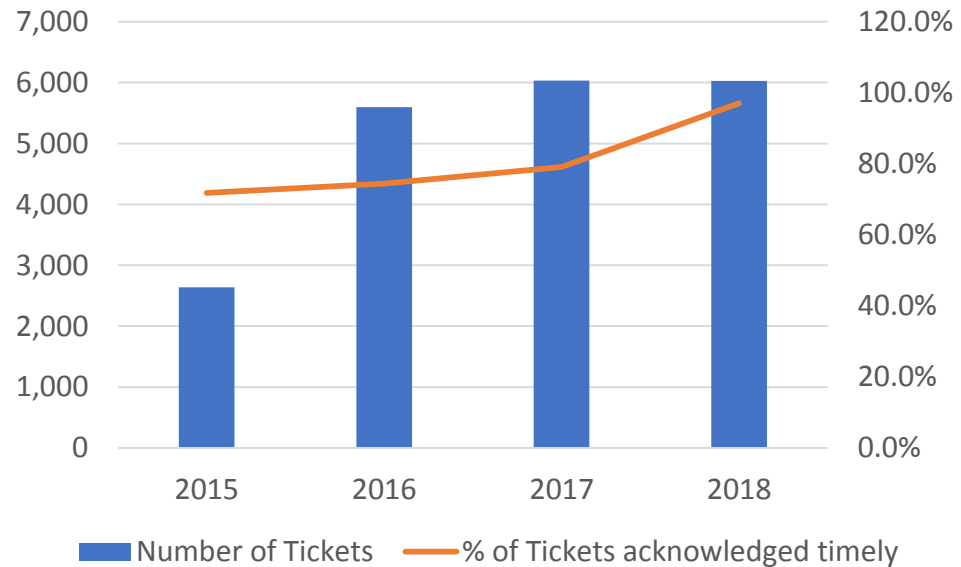
Source: Pinellas County See Click Fix Data

Budgeted Operating Expenditures per Capita increased 14% between FY15 and FY18.

Operating Budget per Capita
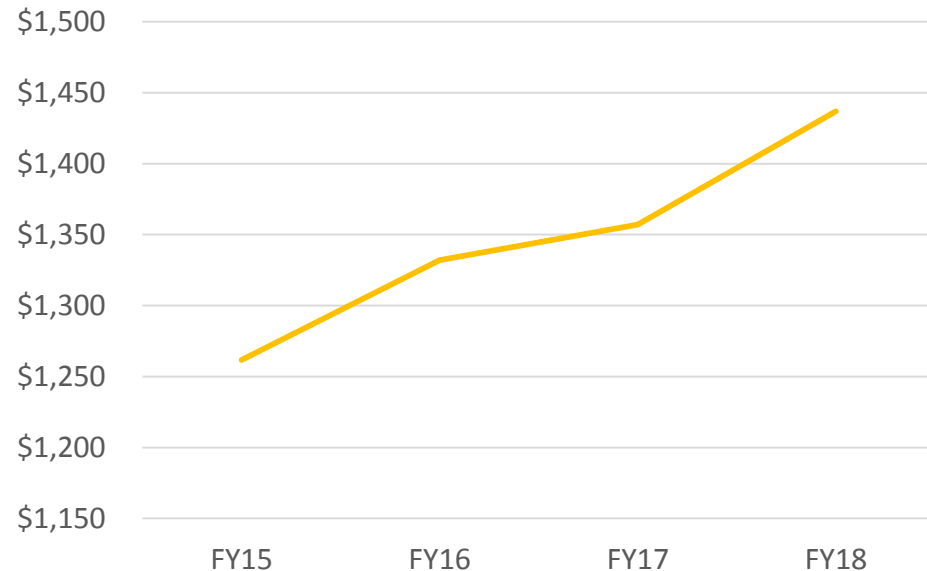
Sources: Pinellas County Adopted Budget and BEBR

Deliver First Class Services to the Public and Our Customers

Strategy Discussion

Create a Quality Workforce in a Positive, Supportive Organization

Current State

Employee Perspective

Employees' highest and lowest ranked job characteristics

Lowest Rank

1. Connection between compensation and performance
2. Dealing with low-performing employees
3. Compensation (salary and benefits) compared with similar opportunities
4. Opportunities to develop a career path
5. Overall Staff Morale

Highest Rank

6. Employees feel positive working for Pinellas County
7. Level of recommend working for the County
8. Competitive benefits overall (vacation, sick leave, retirement, etc.)
9. Employees know what's expected of them at work

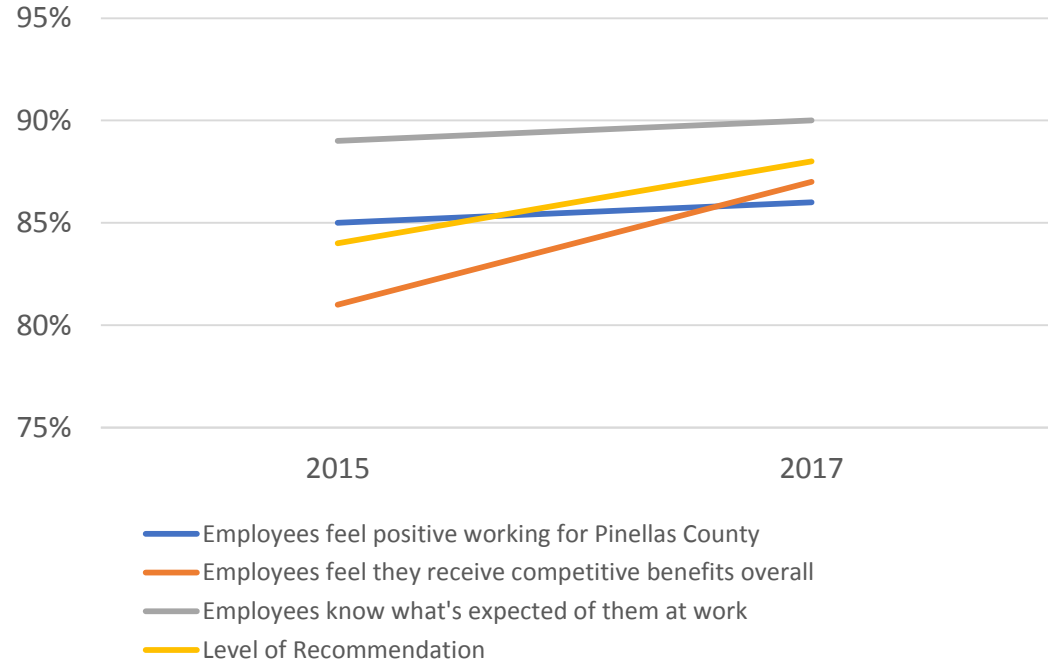Source: Pinellas County 2017 Employee Voice Survey

Employee Perspective

Highest rated Metrics

- **Employees feel positive working for Pinellas County (86%) and recommend working for the County (88%)**
- **87% of employees feel they receive competitive benefits overall (vacation, sick leave, retirement, etc.)**
- **Employees know what's expected of them at work (90%)**

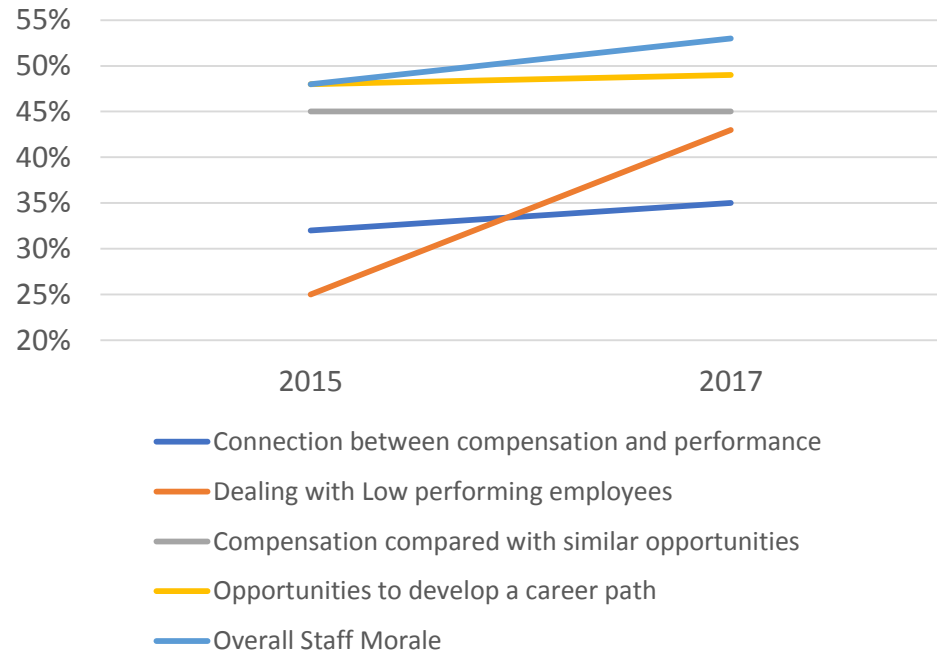Source: Pinellas County 2017 Employee Voice Survey

Legend:
- Employees feel positive working for Pinellas County
- Employees feel they receive competitive benefits overall
- Employees know what's expected of them at work
- Level of Recommendation

Employee Perspective

Opportunities for Improvement

- **There is a connection between compensation and performance (35%)**
- **Dealing with low-performing employees (43%)**
- **Compensation (salary and benefits) compared with similar opportunities (45%)**
- **Opportunities to develop a career path (49%)**
- **Overall Staff Morale (53%)**
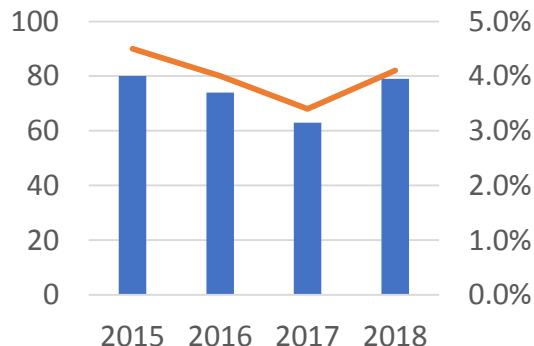
Source: Pinellas County 2017 Employee Voice Survey

Legend:
- Connection between compensation and performance
- Dealing with Low performing employees
- Compensation compared with similar opportunities
- Opportunities to develop a career path
- Overall Staff Morale

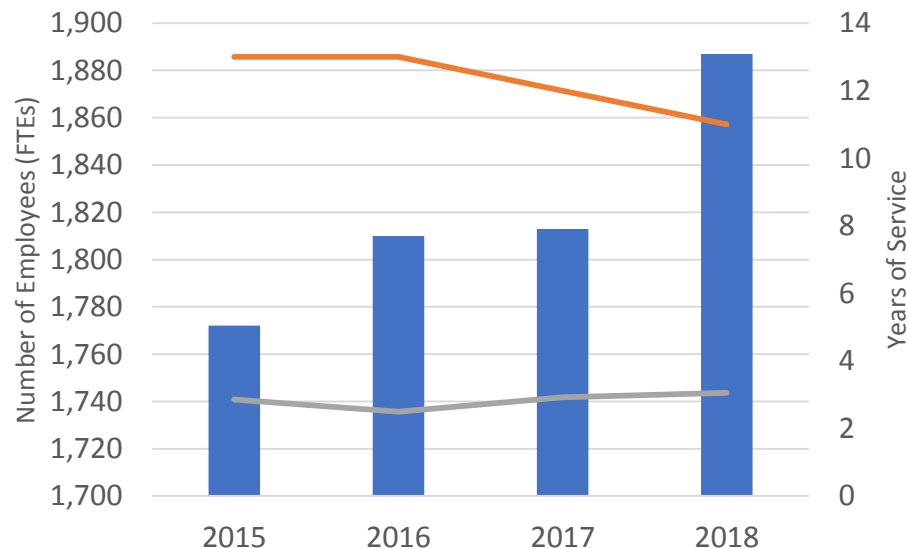# Supporting Data: Workforce Retention

Average length of service has decreased 8% while employee numbers and retirements have increased 4% and 0.7% respectively.

Turnover rate within 1 year of employment has increased YoY 0.13%

Source: Pinellas County Human Resources Data
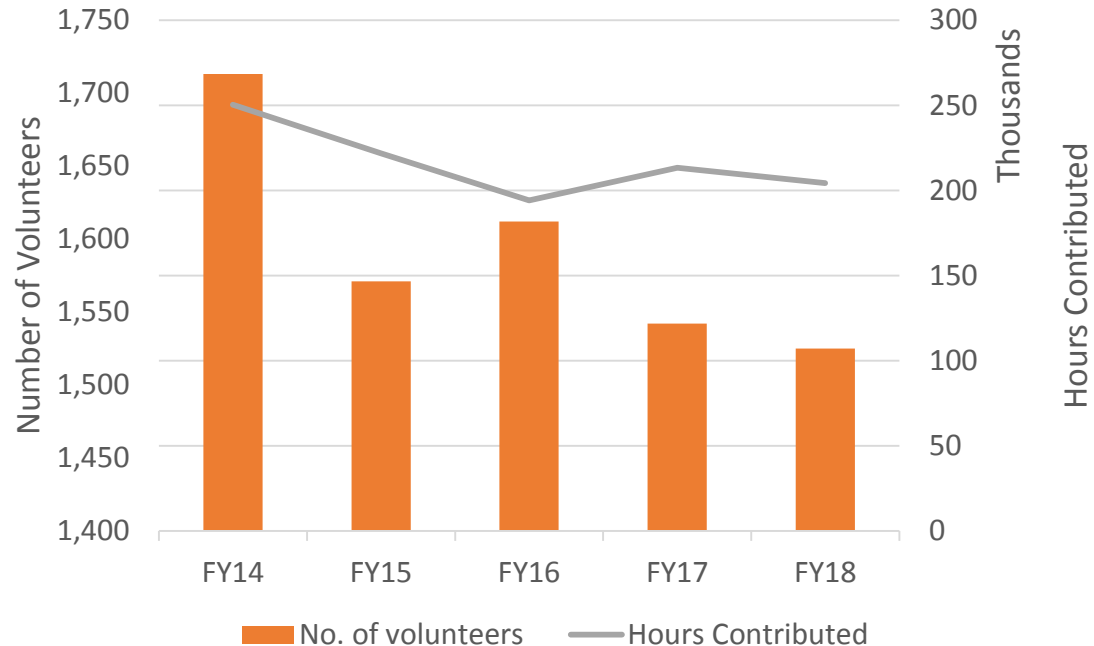
Supporting Data: Employee Mentoring

Employee Mentoring Volunteer Hours

Supporting Data: Volunteer Service

Both the number of volunteers and the hours contributed by volunteers declined between FY14 and FY17 but appear to be stabilizing somewhat in FY18.
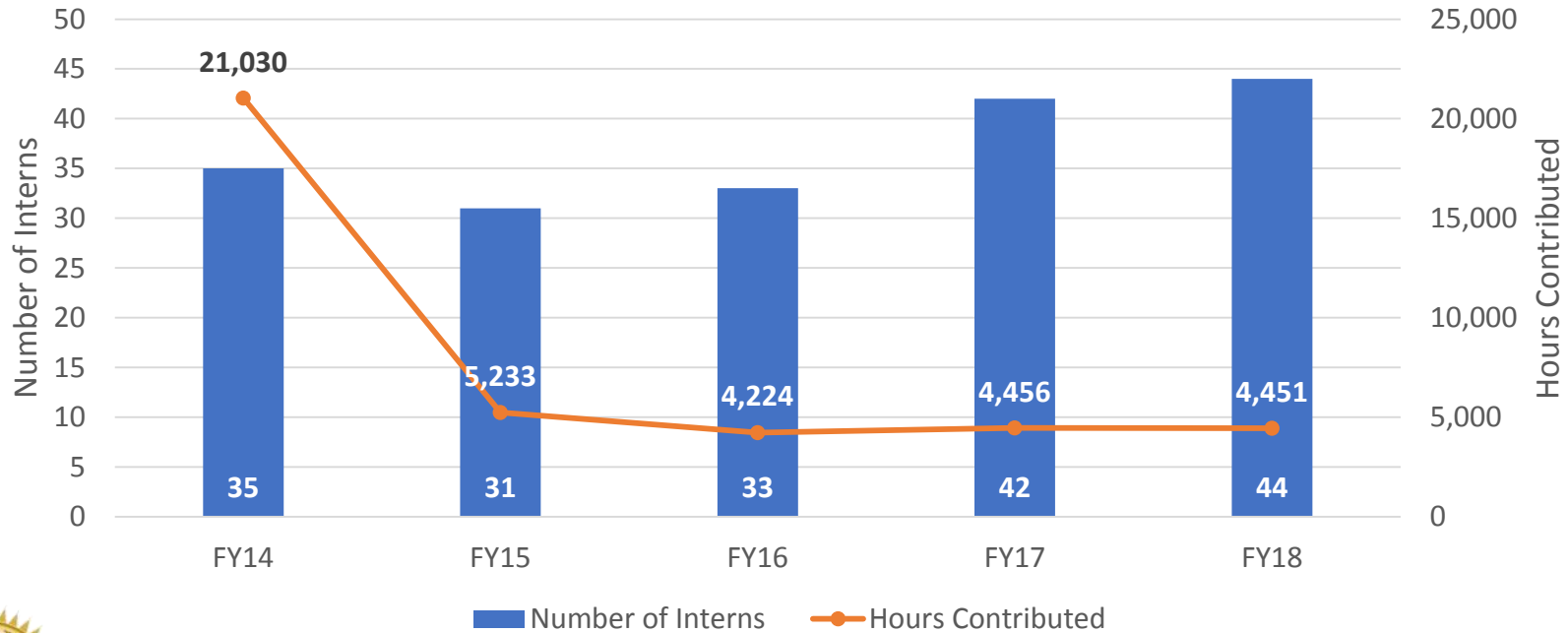
Source: Pinellas County Human Resources Data

Internship Trends

Debrief and Adjourn