



AGE FRIENDLY PINELLAS



Welcome to Age Friendly Pinellas!



Pinellas County has been attracting visitors to its 35 miles of beautiful white sandy beaches for years. In fact, three of the top ten beaches in the nation are located here (Caladesi Island State Park, Clearwater Beach and Fort De Soto Park). Add more than 300 days of year-round sunshine, more than 20,000 acres of parks and preserves and year-round cultural experiences for all ages, it's no wonder Pinellas is home to more than 900,000 residents.

In addition to being a beautiful vacation destination, Pinellas County is a great place to live, work and raise a family. When the work career ends, a whole new retirement career provides unique experiences to welcome a new chapter in living the good life in Pinellas. From recreation including: swimming, golfing, walking, jogging and riding 50 miles of recreational trails; major sporting and cultural events; museums and a vibrant arts scene. Volunteer opportunities are plentiful where a lifetime of experiences is valued and helps to enrich lives. We are proud of what we have already accomplished in Pinellas County and are excited to continue enhancing our quality of life for residents and visitors through the Age Friendly Pinellas initiative.

We appreciate the dedication of our internal staff in this process along with the technical assistance from AARP Florida, community partners who offered their expertise and ongoing support and the residents who provided us with valuable input through community engagement. This plan illustrates our commitment to be a place where people of all ages and abilities can live, work, play and thrive.

Seated from left: Pat Gerard (2019 Vice Chair), Karen Williams Seel (2019 Chair), Janet C. Long
Standing from left: Dave Eggers, Kathleen Peters, Charlie Justice, Kenneth T. Welch

We are proud to be *Age Friendly Pinellas*,

Dave Eggers Signature

Kathleen Peters Signature

Charlie Justice Signature

Kenneth T. Welch Signature

Pat Gerard Signature

Karen Williams Seel Signature

Janet C. Long Signature

Age Friendly Pinellas

Intergenerational

Evolving

Engaging Collaborative
Live Innovative
Work Partners
Supportive Play Champions
Dedicated Thrive
Visionary Opportunities
Setting the Standard

Table of Contents

<i>Welcome to Age Friendly Pinellas!</i>	1
Citizen Values Survey	5
Age Friendly Pinellas Action Plan Process	6
Community Partners.....	7
Pinellas County Department Champions	8
Community Participation.....	9
Stop Light Exercise	10
Intergenerational Participation	11
Domains of Livability	12
Pinellas County adopts 10 Domains.....	13
Department Plans.....	14
Airport - St. Pete-Clearwater International Airport.....	15
Animal Services	21
Building Services.....	27

Consumer Protection.....	29
Emergency Management	39
Human Services	47
Planning & Development Review Services	64
Public Works	70
Real Estate Management.....	76
Safety and Emergency Services.....	79
Solid Waste	81
Utilities	91
Veterans Services	93
Pinellas County Age Friendly Department Websites	99
Addendum.....	100
Take Our Kids to Work – with Age Friendly Pinellas.....	101
Age Friendly Plan - Research Links	103

2018 Citizen Values Survey Results

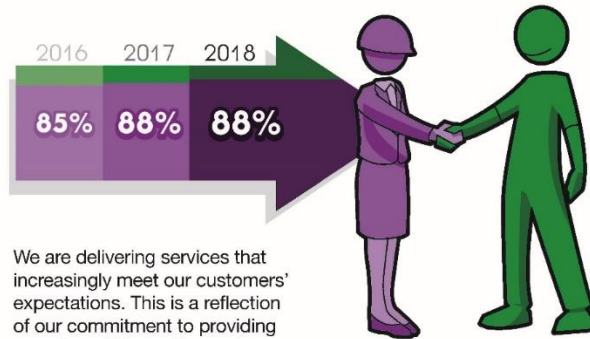


Quality of Life in Pinellas

74% of our Citizens think our quality of life is better or just as good as five years ago.

88% of our Citizens think our quality of life will be better or just as good five years from now.

Doing Things to Meet Our Customers' Expectations



We are delivering services that increasingly meet our customers' expectations. This is a reflection of our commitment to providing superior public service and courteous public contact, as well as maximizing public engagement.

County Recommendation

9 in 10 resident respondents indicated that they would recommend Pinellas County as a place to live and retire. Approximately 8 in 10 would recommend Pinellas County as a place to work and raise children.



Trust & Confidence

Pinellas County Citizen trust and confidence ratings outperformed the national average as captured by Gallup polling.

- 93% indicate trust in Pinellas County government versus 70% of Gallup Poll respondents rating their local governments



Telephone Study of Citizen Values • 2018 Survey Results

Age Friendly Pinellas Action Plan Process

“As the U.S. population ages and people stay healthy and active longer, communities must adapt. Well-designed, livable communities promote health and sustain economic growth, and they make for happier, healthier residents — of all ages.” AARP

Preface

Pinellas County strives to be a champion of aging awareness and to further the mission of AARP and the World Health Organization (WHO) Global Network. Pinellas County recognizes the importance of aging, diversity and inclusion by engaging the community and identifying the resources that will enhance the quality of life for its residents and to facilitate aging in community for those who desire.

Process

You are invited to be our partner

Yes, I would like to be a partner!
My interest is in the following areas (check all that apply):

- Civic Participation & Employment
- Communication & Information
- Community Health Services
- Emergency Management
- Housing
- Outdoor Spaces & Buildings
- Public Safety & Security
- Respect & Social Inclusion
- Social Participation
- Transportation

Name: _____

Organization: _____

E-mail: _____

Phone: _____



The Age Friendly Pinellas Action Plan was developed with a great deal of thought and strategic planning. Internal and external community partners helped identify strategies that embody an age friendly community where individuals can live, work, play and thrive at all ages and abilities. Staff met with residents throughout Pinellas County at community events, focus groups and listening sessions to gather input.

Pinellas County’s approach to the Action Plan began with a focus group with internal county departments including: Emergency Management, Consumer Protection, Emergency Medical Services, Marketing and Communications, Building Services, Planning, Animal Services, Extension Office and Utilities to identify existing programs and services available to the senior population.

A kick-off was held at the Human Services Coalition of Pinellas County Fall Networking Meeting with a focus on “Aging Friendly in Pinellas County” on September 21, 2016. The audience included more than 90 civic-minded individuals, city/county representatives and

community organizations and agencies that provide a variety of social services throughout the community. A panel of subject matter experts discussed existing resources and initiatives including: USF Sarasota-Manatee and consultant for the Age-Friendly Sarasota initiative, Clearwater Office on Aging, Neighborly Senior Services, University of South Florida, Area Agency on Aging of Pasco-Pinellas and Department of Children and Families. Immediately following the meeting 30+ community partners indicated support by signing a partner card and identifying domain(s) of interest.

Community Partners

2-1-1 Tampa Bay Cares	Empath Health	National Foundation for Debt Management
AARP Florida	Empath Health – Suncoast Hospice	National Senior Games Association
Alzheimer’s Association	Feeding Tampa Bay	Office of the Public Defender – Jail Diversion Program
Area Agency on Aging of Pasco-Pinellas, Inc.	Florida Dept. of Education – Division of Vocational Rehabilitation	Operation PAR
Bay Pines Veterans Administration – Employment Services	Foundation for a Healthy St. Petersburg	Personal Enrichment Mental Health Services
Bon Secours Health System of St. Petersburg	Friends of Ridgecrest	Pinellas Community Foundation
Career Source Pinellas	FYI Community Partnership	Pinellas County Sheriff’s Office
Community Action Stops Abuse	Gulfcoast Legal Services	Pinellas County Urban League
City of Pinellas Park Senior Center	Habitat for Humanity of Pinellas County	Pinellas Refugee Education Program
City of St. Petersburg Sunshine Senior Center	Health Services Advisory Group	Pinellas Suncoast Transit Authority
Community Foundation of Tampa Bay	Heritage Presbyterian Apartments	Religious Community Services Pinellas
Community Law Program	Home Care Now/SAGES	Saint Leo University
Creative Pinellas	Home Share Pinellas	St. Giles Manor II
Daystar Life Center	Homeless Leadership Board	Tampa Bay Healthcare Collaborative
Department of Children and Families	Kinship Networking Services (The Children’s Home)	The City of Gulfport Senior Center
Directions for Living	Largo Police Department	Trinity House – Catholic Charities
Disability Achievement Center	Lighthouse of Pinellas	WestCare
Dunedin Committee on Aging Advisory Board	Memory Disorders Center @ St. Anthony’s Hospital	

Community partners are integral stakeholders because of their unique relationships with a wide spectrum of the community. Many are direct service providers with keen insights on issues, existing resources, emerging needs, new opportunities and more. These community partners will be consulted as the plan is implemented to provide feedback at various stages.

Additional partners will continue to be invited to join the Age Friendly Pinellas initiative to increase awareness and participation throughout the community.

Rev. Feb 2019

Pinellas County Department Champions

As the Age Friendly Pinellas work began, a senior level manager or designee from each department was identified as a “Champion” to represent their organization. The Human Services department was the lead department to facilitate the process.

Each department prepared an Age Friendly plan which includes strategies that will be developed with internal and external partners for implementation.

Departments

St. Pete-Clearwater International Airport	Parks & Conservation Resources
Animal Services	Planning & Development Review Services
Building Services	Public Works
Consumer Protection	Real Estate Management
Economic Development	Safety & Emergency Services
Emergency Management	Solid Waste
Human Services	Utilities
Marketing & Communications	Veterans Services



Pinellas Champions meeting

Community Participation

Several methods for community engagement were used to gather input including focus groups, listening sessions and “Stop Light” exercises. Sessions were held in senior centers across Pinellas County and at a Human Services Coalition meeting which featured the Age Friendly Pinellas initiative. Approximately 90 participants provided feedback and additional Listening Sessions are in development.

Stop Light Exercise



An idea generator, *Stop Light Exercise*, was developed using the concept of a traffic light.

Red = **Long-term** idea; requires research and funding

Yellow = **Not as quick** to implement as green; may be funding issues; needs research

Green = **Quick and easy**; resources exist; low-hanging fruit

Many of the *Stop Light* ideas became the basis for the objectives and strategies used in the Age Friendly Pinellas plan in addition to the information gathered at the focus groups, listening sessions and outreach activities. Staff also participated in Age Friendly St. Petersburg Listening Sessions to gather input relevant to the Pinellas County effort.

Stop Light Exercise



Red=Long-term idea; needs **research**; requires **funding**
Yellow=Not as quick to implement as green; may be funding issues; needs some research
Green=Quick and easy; resources exist; low-hanging fruit

1. Share your idea, comment, concern under the domain area.
2. Then identify as **Red**, **Yellow** or **Green**

<u>Domain 1: Outdoor Spaces & Buildings</u>	<u>Domain 2: Transportation</u>	<u>Domain 3: Housing</u>	<u>Domain 4: Social Participation</u>	<u>Domain 5: Respect & Social Inclusion</u>
<u>Domain 6: Civic Participation & Employment</u>	<u>Domain 7: Communication & Information</u>	<u>Domain 8: Community & Health Services</u>	<u>Domain 9: Safety & Security</u>	<u>Domain 10: Emergency Management</u>

Date: _____

Event: _____

Intergenerational Participation

Conversations among the generations has been achieved by participating in events such as **Great American Teach-in** and **Take Our Kids to Work**. The ideas presented by kids in the various domains were insightful and poignant.

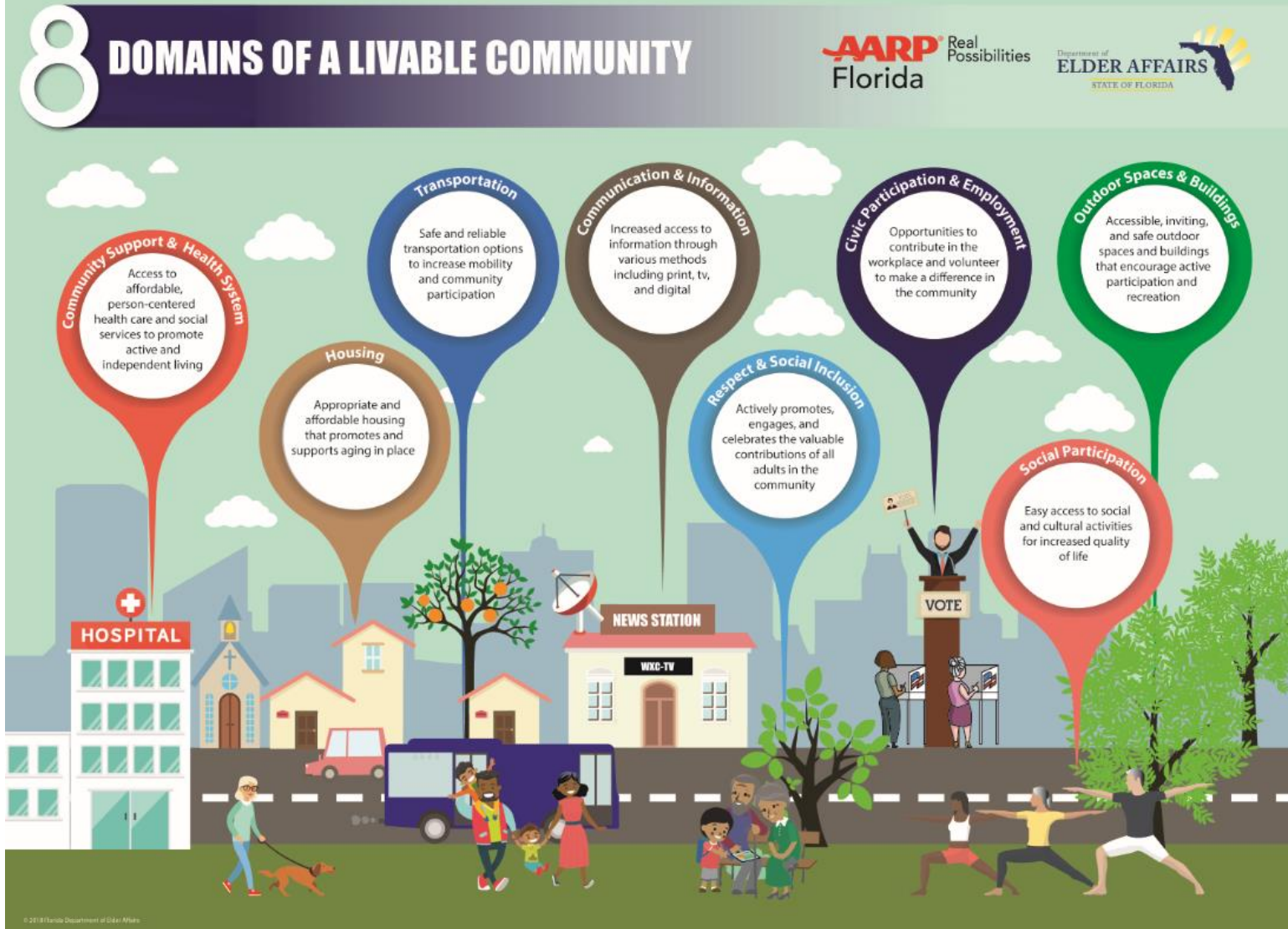
Great American Teach-in: Students in grades 8 to 12 participated in a conversation about *how old is old?* The discussion started after watching AARP's *Millennials Show us What 'Old' Looks Like*. Students identified ages from 18 to 100 as being "old." The class also participated in the Red Yellow Green exercise.



Take Our Kids to Work highlighted parents' work in the Human Services Department and featured hands on activities such as helping stock a food pantry, decorating comfort bags for the homeless, and an Age Friendly meeting. Ages ranged from 4 to 17. The discussion started by asking "How old is old?" Answers ranged from 65 to 100. Participants then watched AARP's *Disrupt Aging* Flash Mob video and were asked afterward, "Now how hold is old?" The minimum age jumped to 70 and maximum ages included 95 and 100.

Kids were asked to comment about Outdoor Spaces/Buildings, Housing, Social Participation, Respect, Transportation and Employment. Under the Social Participation domain, answers included being nice to others and "*Share books with friends.*"

Domains of Livability



Pinellas County adopts 10 Domains

In addition to the World Health Organization's Eight Domains of Livability, Pinellas County has incorporated two additional domains: **Emergency Management** and **Public Safety & Security**. These additional domains have been added to highlight significance as key domains and ensure they remain high priorities.

Domain 9: Public Safety & Security

The health, safety and well-being of county residents and visitors is of significant importance. Whether it's feeling safe at home or in community interactions, Pinellas County strives to educate residents on how they can recognize threats and enhance their safety.



Domain 10: Emergency Management



Providing support and response during emergencies requires the support and participation of its residents, government and many organizations, agencies and community partners.

Emergency Management provides a variety of tools, checklists and information to help residents and businesses develop emergency plans to prepare their families and homes, employees and businesses.

A yearly All Hazards Guide is printed and widely distributed throughout the County and via social media and online platforms. A new *Ready Pinellas* App is the latest tool that individuals can add to their personal emergency preparedness plans. The *Alert Pinellas* App provides users with timely notifications about emergencies.

Age Friendly Pinellas Department Plans

Airport - St. Pete-Clearwater International Airport



St. Pete-Clearwater International Airport (PIE) is a Tampa Bay commercial service small-hub international airport operating as a self-sustaining enterprise department of Pinellas County (County), providing safe, customer-friendly services and facilities supporting economic growth. The airport partners with the Federal Aviation Administration (FAA), Department of Homeland Security Transportation Security Administration (TSA), Florida Department of Transportation (FDOT), airlines, and many private businesses. The airport serves over 60 non-stop destinations in the US and Canada with passenger traffic exceeding 1.8 million in CY16, setting our all-time passenger record.

The Airport Age Friendly Action Plan was developed to identify programs, services, and infrastructure that are currently in service or that may be developed in the future.

St. Pete-Clearwater International Airport website: www.fly2pie.com

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success
1.	Provide clean, accessible, and attractive public facilities.	a.	Employ adequate services, facilities and contract staff to maintain high standard of cleanliness; Continue daily and weekly terminal inspections.	●Number of customer complaints concerning terminal conditions.
2.	Maintain visible, easy to read navigational signage in terminal, parking, and roadways.	a.	Monitor signage in terminal, parking lots, and airport roadways for clarity and visibility.	
3.	Enhance passenger hold room capacity and amenities.	a.	Increase seating and amenities to meet passenger demand with Terminal Renovation project, including added seating, charging stations, family restrooms.	●Number of seats added in 2018; ●Number of family restrooms added in terminal in 2018.
4.	Provide accessible access to aircraft.	a.	Maintain/add accessible aircraft loading ramps and bridges.	
5.	Provide safe pedestrian pathways.	a.	Maintain pedestrian crosswalks with caution lights.	●Number of pedestrian accidents.

6.	Provide facilities for special needs customers (frail, sick, nursing moms, etc.)	a.	Explore options for “privacy rooms” to provide options for travelers needing private rest area, nursing/pumping areas.	●Privacy rooms built in Gates 2-6 (completed 2018) and 7-10 (expected 2019).
7.	Provide child friendly play areas for traveling families.	a.	Create/install children’s play area as part of terminal renovation in Gates 7-11.	●Children’s Play areas in Gates 2-6 (expected 2018) and 7-10 (expected 2019).
8.	Provide designated non-smoking and smoking areas outside of terminal.	a.	Maintain established smoking areas with signage and non-smoking areas, including all entrances to airport.	
9.	Provide safe outdoor areas/parking lots.	a.	Maintain adequate lighting and Pinellas County Sheriff Deputy (PCSO) patrol 24/7 of parking lots (PCSO increased at PIE in 2017).	
10.	Provide accessible parking.	a.	PIE exceeds number of handicapped parking spaces required by law.	●Number of handicapped parking/number required.
11.	Provide accessible facilities.	a.	Maintain accessible facilities, including elevators, stairs with handrails, ADA compliant passenger ramps.	
12.	Provide TSA Screening options for customers to meet special needs.	a.	PIE added TSA Pre [✓] lanes, an optional program with streamlined check-in provisions.	●TSA Pre [✓] lanes added at checkpoints.

Domain 2: Transportation				
Objectives		Strategies		Measures of Success
1.	Provide accessible and convenient transportation to/from airport terminal from parking facilities.	a.	Provide a free continuous shuttle to/from economy/remote parking lots with two convenient drop off/pick-up locations; Provide conveniently located covered shelters at shuttle stops; post signs with Parking Vendor phone number in each shelter and shuttle stop for customer communication.	●Shuttle tracking app for customers available for real-time monitoring added in 2018.
		b.	Explore options for customer assistance with luggage to terminal to/from parking.	

		c.	Plan for parking coverage with covered walkway to terminal.	
2.	Provide for safe internal roadways and waiting areas for passenger pick-up.	a.	Provide cell phone waiting lot for passenger pick-up staging and prohibits curbside waiting.	
		b.	Traffic assistants and security personnel monitor and enforce the roadway during all flight operation times.	
3.	Provide a variety of ground transportation options conveniently located.	a.	PIE contracts with taxi and shuttle services, provides a ride sharing staging area, and has information available in its Visitor Info Booth on private wheelchair transport services.	●Number of ground transportation providers contracted.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Provide age friendly activities for social participation.	a.	PIE provides free educational tours at the airport and presentations in the community for all age groups and abilities.	●Number of tours and presentations given.
2.	Provide special events at airport accessible to all.	a.	PIE hosts Veteran Honor Flight Welcome Home Receptions with accommodations for veterans on the flights and for the reception attendees, including free parking and extra seating for elderly/disabled; media releases and social media posted to inform about events, in addition to the Honor Flight organization's outreach.	●Number of Honor Flights hosted.

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Measures of Success
1.	Provide excellent customer service at PIE.	a.	PIE provides free educational tours at the airport and presentations in the community for all age groups and abilities. www.fly2pie.com/about-pie/airport-tours	●Number of tours and presentations given.
		b.	STAR Customer Service video is included in badging process for employees, volunteers, and tenants working in terminal (launched 7/17).	●Number of Employees trained annually.
2.	Promote and request feedback from customers.	a.	PIE responds to all suggestions/complaints via phone, email, in person, or social media in a timely manner; all comments are reviewed and considered.	●Respond to customers within 48 business hours to improve customer experience.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Provide opportunities for individuals of all ages to volunteer at airport.	a.	PIE maintains a Volunteer Ambassador program with ongoing training and community education programs; many volunteers are retirees; others have succeeded in gaining employment through their volunteer opportunity at the airport.	●Number of Volunteers and hours annually.
2.	Provide employees opportunities to participate in programs and events that incorporate socialization and intergenerational opportunities.	a.	PIE provides internship opportunities for both high school and college students in a variety of fields.	●Number of interns.
		b.	PIE successfully partnered with Big Brothers Big Sisters and Clearwater High School on Workplace Mentor Program, a 2 year program with Juniors through their Senior year (initiated 8/16).	●Number of Mentors/Student pairs.

		c.	PIE employees may participate in mentor programs in school, such as lunch pals.	
--	--	----	---	--

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Increase public awareness of airport and its businesses.	a.	Use a wide range of communications to disseminate information: <ul style="list-style-type: none"> ●Website ●Social Media ●Mainstream Media ●Multi-media advertising ●Airport Reception phone line ●Collateral – brochures, signage ●Chambers of commerce, visitor information ●Special Events Sponsorship promotions ●Speakers Bureau -Tours & Presentations ●Employee/Tenant communication ●Visitor Info Booth & Volunteer Ambassadors 	
2.	Provide access to hearing impaired and select non- English speaking customers.	a.	Airport paging system provides option for visual paging and payphones have TTY.	
		b.	Developing translation of Airport Customer Q & A in Spanish and French (2017/18).	●Project completed.
		c.	Acquire foreign language translation system for in airport assistance or on Airport Reception Customer Service phone line.	●Project completed – located at Airport Reception, Operations, and Visitor Booth.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Provide opportunity to collect donations for Human Services Pinellas Care Fund (assisting low income individuals/families). www.pinellascounty.org/donate	a.	PIE maintains two Pinellas Care Fund donation boxes at the entry to our Security Check-points to collect loose change before going through security.	●Donations boxes at airport.
2.	Provide opportunity for employee and volunteer participation in food drives.	a.	PIE hosts an annual food drive during an annual employee luncheon.	
3.	Promote tenant initiatives for charitable causes.	a.	PIE provides opportunity at Tenant Manager meetings to notify of initiatives, such as Back to School supply donations.	

Animal Services



The Animal Services Department is responsible for the provision of public service to the community through programs which ensure compliance with the Animal Control Ordinance. The Department maintains a high degree of public awareness of animal welfare and overpopulation issues and encourages responsible pet ownership through a vaccination program and proactive adoption programs. Our Services include the licensing of animals, spaying/neutering, impounding strays, providing adoption services for dogs and cats, and investigating animal bites and dangerous dogs. The shelter serves the entire Pinellas County pet population and their owners. The Pinellas County Animal Services Age Friendly Action Plan was developed to identify programs, services, and infrastructure that are currently in service or that may be developed in the future.

Animal Services website: www.pinellascounty.org/animalservices

Domain 1: Outdoor Spaces and Buildings				
Objectives		Strategies		Measures of Success
1.	Provide an Open Adoption facility to allow citizens of all ages to interact with the animals in a safe outdoor environment.	a.	Monitor signage at shelter, parking lots, play yards and walking paths for citizens and volunteers to interact with animals.	<ul style="list-style-type: none"> ● Kennel Manager Daily Inspections. ● Bite Statistics.
2.	Provide clean, accessible, and attractive public facilities.	a.	Maintain a high standard of cleanliness.	<ul style="list-style-type: none"> ● Customer Survey Cards.
3.	Provide engaging areas for residents and pets to solidify forever homes for the pets in our care.	a.	Daily and weekly inspections of 16 play yards and regular monitoring of signage for clarity and visibility.	<ul style="list-style-type: none"> ● Kennel Manager Inspections. ● State Reporting Statistics.
4.	Enhance customer waiting area and safe animal environment.	a.	Increase seating as needed due to customer growth with pet license increase project, including added seating and charging stations.	<ul style="list-style-type: none"> ● Director Daily Inspection. ● Kennel Manager Daily Inspection.
5.	Provide trails for volunteers of all ages to congregate with the animals.	a.	Create new trails and walking paths for volunteers.	<ul style="list-style-type: none"> ● Director Daily Inspection.
6.	Provide accessible facilities.	a.	Maintain accessible restrooms, adoption and play yard areas, and adequate parking as customer flows increase.	

7.	Provide safe pedestrian pathways to buildings and safe, friendly adoption areas.	a.	Maintain adequate lighting on walk ways.	<ul style="list-style-type: none"> ●Kennel Manager Daily Inspections. ●Customer Survey Cards.
8.	Provide designated non-smoking and smoking areas outside the shelter.	a.	Maintain established smoking areas with signage and non-smoking areas, including all entrances to shelter.	<ul style="list-style-type: none"> ●Kennel Manager Daily Inspections. ●Customer Survey Cards.

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Provide accessible and as needed transportation for animals of special needs residents.	a.	Explore assistance options from volunteers to board the animals of special needs residents.	<ul style="list-style-type: none"> ●Percentage of special needs residents requiring assistance with their pets VS number of special needs residents.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Provide age friendly activities for social participation that are accessible to all.	a.	Provide free educational tours at the shelter and presentations throughout the community for all ages and abilities.	<ul style="list-style-type: none"> ●Strategic Performance Management. ●Dashboard (Speaking Engagements).
2.	Support special needs residents.	a.	Explore options for a buddy program linking special needs residents with volunteers.	<ul style="list-style-type: none"> ●Research Stage.
3.	Provide adoption events in the community.	a.	Provide information through media releases and social media posts about events and special programs.	<ul style="list-style-type: none"> ●Strategic Performance Management. ●Dashboard (Speaking Engagements).
4.	Create a special place for seniors and private groups to interact and create joy for people and animals.	a.	Facilitate group activities such as creating doggy treats and stimulating toys for animals.	<ul style="list-style-type: none"> ●Research Stage.
5.	Highlight benefits of social participation at the shelter.	a.	Produce a video that shows that people of all ages and backgrounds can volunteer at the shelter for different	<ul style="list-style-type: none"> ●Research Stage.

		reasons such as: socialization, exercise, and helping others.	
--	--	---	--

Domain 5: Respect & Social Inclusion				
Objectives		Strategies		Measures of Success
1.	Provide excellent customer service at Pinellas County Animal Services	a.	Promote PETS (Pinellas County Animal Services Exemplifies Tremendous Service) customer service program to all employees and volunteers.	<ul style="list-style-type: none"> ●Program scheduled to launch Oct. 2018.
		b.	Promote and request feedback from customers.	<ul style="list-style-type: none"> ●Strategic Performance Management. ●Dashboard (Speaking Engagements, Phone Calls, Customer Emails). ●Voice of the Customer Survey. ●See Click Fix.
		c.	Respond to all suggestions/complaints in a timely manner with understanding that all comments are seen as concerns – not complaints – and are reviewed with the customer.	

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Provide opportunities for individuals of all ages to volunteer at Pinellas County Animal Services. www.pinellascounty.org/animalservices/volunteer	a.	Maintain Volunteer Ambassador program with ongoing training and community education programs. (Many volunteers are retirees; others have succeeded in gaining employment through their volunteer opportunity at Animal Services.)	<ul style="list-style-type: none"> ●Volunteers in Pinellas Management System. ●Strategic Performance Management. ●Dashboard (Volunteer Hours).
		b.	Provide internship opportunities for high school, college level and Extern Veterinarian Program.	<ul style="list-style-type: none"> ●Volunteers in Pinellas Management System. ●Strategic Performance Management. ●Dashboard (Volunteer Hours).
		c.	Partner with AARP to utilize individuals as greeters and administration support.	<ul style="list-style-type: none"> ●Volunteers in Pinellas Management System. ●Strategic Performance Management. ●Dashboard (Volunteer Hours).

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Increase public awareness of Pinellas County Animal Services and its services.	a.	Use a wide range of communication vehicles to disseminate information such as: <ul style="list-style-type: none"> ●Website ●Social media ●Mainstream media ●Multi-media advertising ●Reception/customer info phone line ●Collaterals: brochures, signage ●Chambers, visitor information ●Special events – sponsorship 	<ul style="list-style-type: none"> ●Facebook Statistics. ●Voice of the Customer. ●Customer Survey Cards. ●Strategic Performance. ●Management Dashboard.

			<ul style="list-style-type: none"> promotions ●Speakers Bureau ●Tours & Presentations ●Employees and volunteers ●Visitor info booth & volunteer ambassadors ●Live educational videos 	
2.	Provide access to hearing impaired and select non-English speaking customers.	a.	Develop translation Q & A and Animal Adoption materials in Spanish.	●Program scheduled to launch FY2019.
3.	Provide communication with seniors and non-social media users in Pinellas County.	a.	Create a group of, "Senior Communicators", that will be responsible for sharing the information that is sent out via social media with seniors via paper (bulletin board and group announcements) - electronic to paper.	●Research Stage.
4.	Provide a means for citizens without transportation or phone an opportunity to look for lost pets and for new companions via computer.	a.	Maintain off-the-shelf software (PetPoint) that allows citizens with transportation challenges instant access to animals turned into the shelter and those who wish to adopt, an opportunity to see current availability.	<ul style="list-style-type: none"> ●Pet Point Statistics. ●Power BI.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Provide opportunity to collect donations for Animal Welfare Trust Fund (AWTF) to assist low income individuals/families who own pets.	a.	Maintain Animal Welfare Trust Fund donation boxes in the customer service lobby and on the Animal Services web page.	<ul style="list-style-type: none"> ●Strategic Performance. ●Management Dashboard.
2.	Provide opportunity for pet stores to provide food for the hungry pets of Pinellas.	a.	Pick up bags of food that are damaged, mislabeled or surplus to be used in the food bank located in the customer service lobby.	<ul style="list-style-type: none"> ●Strategic Performance. ●Management Dashboard.

3.	Care for the animals of Pinellas County residents who need assistance due to lack of local family assistance or incarceration.	a.	Create partnerships to facilitate house pets of hospitalized or incarcerated citizens	<ul style="list-style-type: none"> ●Pinellas County Emergency Management. ●Special Needs Software.
4.	Provide support for animals during emergency evacuations.	a.	Establish pet-friendly shelters	<ul style="list-style-type: none"> ●Pinellas County Emergency Management. ●Special Needs Software.
		b.	Provide shelter for animals of special needs residents.	<ul style="list-style-type: none"> ●Pinellas County Emergency Management. ●Special Needs Software.
5.	Offer community vaccine clinics for residents without transportation.	a.	Host low cost vaccine clinics throughout Pinellas County using recreation centers and health departments.	<ul style="list-style-type: none"> ●Pet Point Statistics. ●Power BI.
6.	Create grant programs for Veterans.	a.	Establish vaccine/surgery programs for Veterans with pets utilizing grants from the AWTF with the assistance of partners including: SPCA, Humane Society, and Operation Snip.	<ul style="list-style-type: none"> ●Strategic Performance. ●Management Dashboard. ●Pet Point Statistics. ●Power BI.

Building Services



The Building Services Department is primarily responsible for administering the Florida Building Code, a collection of minimum standards that regulate the construction, alteration and repair of all types of buildings and structures to ensure the safety of the built environment for people and protection of property. These services are blended into an integrated permitting and plan review process and includes collaboration with a multitude of other departments/agencies including Development Review Services, Utilities and Public Works.

Building Services helps Pinellas County residents building, improve and remodel their homes in compliance with the Florida Building Code which contains provisions for the continued use of existing homes without having to bring them up to today’s building codes. Additionally, there are codes, standards and dimensional information that describe minimum compliance for disabled access which can have a secondary purpose of use as a standardized and consistent guideline to make buildings easier to use making them age friendly.

The Building Services Age Friendly Action Plan was developed from matching existing services and functions that promote an age friendly built environment for residents throughout Pinellas County.

Building Services website: www.pinellascounty.org/build

Domain 1: Outdoor Spaces and Buildings				
Objectives		Strategies		Measures of Success
1.	Ensure Building Services offices and services are friendly and easily usable for customers.	a.	Review public areas and service deliveries to ensure they are clean, easily accessible, offer adequate seating and provide a welcoming atmosphere for customers.	
		b.	Maintain office information board to post information, resources, etc.	

Domain 3: Housing

Domain 3: Housing		
Objectives	Strategies	Measures of Success
1. Help customers who desire to age in place with resources that can increase their success.	a. Identify resources information, alternatives/assistance to educate homeowners seeking to modify or improve their home to help them age in place.	
	b. Provide information on how to find home modification and permitting process information including online sites, building codes, statutes, and verify contractors for licensure, etc.	

Domain 7: Communication & Information

Domain 7: Communication & Information		
Objectives	Strategies	Measures of Success
1. Improve public awareness of existing resources to facilitate increased access and awareness to services.	a. Use a wide range of communication vehicles to disseminate information such as: <ul style="list-style-type: none"> ●Website ●Informational fliers in customer areas ●Employee Communication 	

Consumer Protection



Pinellas County Consumer Protection provides assistance for the resolution of consumer business disputes; investigates allegations of criminal violations; educates and informs the consumer and business communities of existing consumer protection laws; and is responsible for licensing and enforcement of certain county ordinances that help protect the citizens of Pinellas County.

In Fiscal Year 2018, Consumer Protection investigated more than 1,100 consumer complaints and assisted citizens in obtaining more than \$1,000,000 in refunds, adjustments and court-ordered restitution. Through outreach efforts, more than 3,700 citizens were assisted and over 10,400 educational materials were distributed at 123 outreach events. During the first quarter of Fiscal Year 2019, 266 complaints were investigated and \$188,000 in refunds, adjustments and court-ordered restitution was obtained on behalf of citizens. The department participated in 28 outreach events, assisted over 1,000 citizens and provided 2,000 pieces of educational materials.

Consumer Protection website: www.pinellascounty.org/consumer

Domain 1: Outdoor Spaces and Buildings					
Objectives		Strategies		Measures of Success	
1.	Increase accessibility to consumer resources.	a.	Increase accessibility of consumer resources throughout the county by displaying the information in locations frequently visited, such as senior centers, neighborhood family centers, police stations, etc.	<ul style="list-style-type: none"> ● Record number distribution sites and resources provided. 	

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Inform consumers of the resources available through Pinellas County.	a.	Direct consumer to one location for housing resources available in Pinellas County.	●Number of visits to website.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Increase access to social participation and intergenerational activities.	a.	Provide employees opportunities to participate in programs and events that incorporate socialization and intergenerational opportunities such as mentoring in schools, teaching senior survival classes, Great American Teach-In, etc.	●Record of participation.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Engage in civic activities to increase consumer education and employment opportunities.	a.	Continue an internship program with local colleges and universities to educate and promote careers in the field of consumer protection.	●Record of participants and hours.
		b.	Continue participation in Pinellas Citizens University to promote of our department's services and the benefits of consumer protection to the community.	●Record of participation. As a result of Pinellas Citizen University, we often receive requests from participants wanting presentations for their civic groups or our participation in community events. We track the number of outreach presentations/events each fiscal year.

		c.	Continue to participate in the Great American Teach-In to educate students from elementary to high school about being a consumer, managing money and how to protect their personal information.	●Record number of requests and number of participants.
--	--	----	---	--

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Improve public awareness of existing resources through internal and external community partners.	a.	Promote public awareness of consumer resources through community partnerships. Have an understanding of the different resources and services available to properly refer consumers seeking assistance.	●Number of community events that Consumer Protection collaborates with community partners.
		b.	Use a wide range of communication vehicles to disseminate information such as: <ul style="list-style-type: none"> ●Social Media ●Website ●Informational fliers/posters in community gathering places (distribution sites) 	●Track number of followers, viewers and literature distributed.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Improve awareness of available health and wellness resources.	a.	Promote the use of 2-1-1 Tampa Bay Cares as a resource for community programs and services.	●Record of printed materials provided at outreach events.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Provide planning, coordination, prevention, and protective services to ensure a safe and secure community.	a.	Continue to work with our community partners (State Attorney’s Office, Law Enforcement, Department of Financial Services, etc.) to identify and prosecute businesses and individuals victimizing consumers.	●Case management records – number of resolved cases.
		b.	Continue consumer education to proactively combat consumer fraud.	●Record of requests and attendees.
		c.	Continue <i>Financial Literacy for Kids</i> training.	●Record of requests and attendees.

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Increase consumer awareness of potential fraud and scams that may occur as a result of an emergency or natural disaster, such as a hurricane.	a.	Develop a consumer education plan as part of Hazard Preparedness to bring consumer awareness regarding possible fraud, such as unlicensed contractors, price gouging and fraudulent charities; that may occur before, during or after a severe storm.	●Record of participation.

		b. Continue to participate in the Unlicensed Contractor Strike Force to identify, and assess areas impacted by storm damage. Post warning signs to alert residents of the consequences of using of using an unlicensed contractor, make contact with the affected residents and businesses and provide post disaster information.	●Departmental records - number of neighborhoods visited post natural disaster to provide educational information.
--	--	---	---

Economic Development



Pinellas County Economic Development (PCED) works with existing businesses to encourage expansion and seeks to attract new companies with high-wage careers to Central Florida's Gulf Coast. Through investment tools, professional courses and business counseling sessions, trade missions to open new markets, as well as local, regional and statewide partnerships, PCED fosters a pro-business climate in Pinellas County, Florida.

The Pinellas County Economic Development Age Friendly focus utilizes department services and outreach and associations with partner organizations to provide age-friendly services to the business community of Pinellas County.

Economic Development website: www.pced.org

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success
1.	Create an age-friendly office space for visitors and volunteers of all ages.	a.	Provide adequate lobby and conference room seating, non-slip flooring, ADA-compliant facilities.	
		b.	Post visible signage for workshops, meetings.	

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Access for all ages to attend meetings, workshops at Pinellas County Economic Development (PCED).	a.	Provide ample parking, including HA space and ramps.	
		b.	Small Business Development Center (SBDC) "circuit rides" take small	

		business services into communities. http://www.pced.org/?page=Consulting	
--	--	--	--

Domain 3: Housing				
Objectives		Strategies		Measures of Success
1.	Advocate for workforce housing options for workers of all ages.	a.	Stress to Board of County Commissioners/State/local business community the importance of workforce housing for business retention and attraction.	
		b.	Work with Planning to create redevelopment strategies that include walkable communities that offer housing, jobs and services.	

Domain 4: Social Participation				
Objectives		Strategies		Measures of Success
1.	Provide affordable activities to promote business opportunities in Pinellas to all ages.	a.	Partner with the Florida Small Business Development Center (FSBDC) to provide business workshops at convenient times. Keep registration costs low enough for all ages to participate. www.pced.org/workshops	
		b.	Participate in FSBDC outreach activities to bring services to local communities. www.pced.org/sbdc	
2.	Create opportunities for intergenerational learning and assistance.	a.	Partner with organizations to provide and promote activities that bring together people of all ages, such as	

			the Lunch Pals school mentoring program , and Encore Tampa Bay .	
--	--	--	--	--

Domain 5: Respect & Social Inclusion				
Objectives		Strategies		Measures of Success
1.	Promote an image of age-friendly business in Pinellas.	a.	Represent a variety of ages in visual marketing materials.	

Domain 6: Civic Participation & Employment				
Objectives		Strategies		Measures of Success
1.	Provide opportunities for volunteers of all ages to be involved in economic development activities.	a.	Encourage Pinellas business leaders to apply for positions on the Pinellas County Economic Development Council.	
		b.	Host workshops and seminars led by local experts on business topics.	
2.	Encourage new employment opportunities for residents of all ages.	a.	Engage in business retention and attraction activities to encourage job growth in target industries.	
3.	Stimulate local entrepreneurship and self-employment.	a.	Provide small business assistance and guidance through the FSBDC at PCED. www.pced.org/sbdc	
		b.	Offer workshops and one-on-one consulting to help entrepreneurs of all ages.	

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Ensure widespread distribution of PCED information.	a.	Utilize multiple platforms that will reach interested parties of all ages: website , email , social media (www.facebook.com/PinellasBiz , www.twitter.com/PinellasBiz , https://www.linkedin.com/company/pinellas-county-economic-development), print flyers, partner organizations, and radio.	
2.	Provide relevant and timely information about PCED news and activities.	a.	Distribute weekly and monthly email updates. Update social media daily.	
		b.	Keep website up-to-date.	
3.	Conduct communication and information activities in age-friendly formats.	a.	Avoid small fonts in printed and electronic communications.	
		b.	Maintain a clean, easy-to-navigate website.	
		c.	Provide clear instructions for incoming calls.	

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Assist business community with emergency management and planning.	a.	Provide up-to-date information at www.pced.org/disaster .	
		b.	Share local and state emergency information on social media.	
		c.	Partner with Pinellas area chambers of commerce to offer business disaster planning workshops and guidance.	

Performance Outcomes

Target		Measurement	
1.	20% of visitors to www.pced.org are age 55 or older.	a.	Quarterly Google Analytics reports.
2.	Achieve one percentage point greater than the national average of 55+ age workers in the Pinellas labor force.	a.	Annual reporting from American Community Survey.
3.	Provide entrepreneurship training targeting the 55+ community of Pinellas.	a.	Make FSBDC Pinellas training space available to Encore Tampa Bay for at least one workshop per year.

Emergency Management

Emergency Management provides comprehensive emergency planning for all hazards and manages operations for disaster response and recovery.

Emergency Management's motto: ***Semper Paramus Ut Servemus ... Always Preparing to Protect.***



A great deal of planning goes into preparing a community for all hazards and there are many aspects that go into this effort, from assessments of fuel resiliency to the inventory of structural soundness. Partners throughout the community are an essential part of this planning process, with emergency managers from municipalities and agencies working together to ensure the safety of our citizens. But this is not enough. To have a truly resilient county, the entire community must be involved. Organizations and individuals must be willing to help shelter, feed, administer care and provide the type of services that their neighbors need, as we plan to survive before, during and after a disaster. As part of the Whole Community initiative defined by FEMA, community organizations and faith communities are key to the success of this endeavor. EM's focus is on setting up the communications networks that are necessary to provide alert and warning to the entire community through connections and relationships formed with appropriate community agencies, working with

those agencies to ensure public education material is adequate for their constituents and available through them and our department. Once communication networks are formed we will work to support community groups who wish to plan for active roles in evacuation and/or recovery to take care of the most vulnerable individuals in the county. Among them are our elderly, who can be better served through this initiative. Furthermore, they can help serve. EM's programs seek to both empower the isolated community through education, and to serve their needs with the help of others in the community, especially the faith communities who are most willing to become involved. As citizens become senior citizens, they are in an ideal position to join in this endeavor, thus becoming a part of an age-friendly community.

Emergency Management website: www.pinellascounty.org/emergency

Domain 1: Outdoor Spaces and Buildings				
Objectives		Strategies		Measures of Success
1.	Make disaster preparedness information and urgent alerts assessable to seniors in facilities that are easily accessible.	a.	Attend events targeted to isolated populations to distribute information.	<ul style="list-style-type: none"> ● Track number of events and number of participants.

		b.	Participate in the annual Home Show in St. Petersburg to provide education to an audience with a high percentage of older residents.	<ul style="list-style-type: none"> ● Successful participation in the Home Show June 1-3 2018.
--	--	----	--	--

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Increase the utilization of PSTA free service to shelters during declared State of Emergencies.	a.	Work with PSTA to promote the program through signs at bus stops, messaging in buses, distribution of informational brochures, and inclusion of information in All-Hazard Preparedness Guide, presentations and media interviews.	<ul style="list-style-type: none"> ● Number of posters and signs. ● Begin messaging on busses June 1, 2018. Public edited rack card. Include information on material developed for vulnerable populations.
		b.	Improve process used to offer free transportation to seniors during evacuations through the continued partnership with the fire departments.	<ul style="list-style-type: none"> ● Better understanding of transportation assistance during evacuations; more efficient process and improved registration functionality.
		c.	Develop communication materials to explain process for evacuating with pets.	<ul style="list-style-type: none"> ● Evacuees more likely to evacuate knowing their pets will be cared for at evacuation shelter.

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Help elderly individuals prepare for a disaster so that they can shelter in their own home if safe to do so.	a.	Reach out to seniors with public information so they can feel comfortable staying in their home through education.	<ul style="list-style-type: none"> ● Increase number of presentations to groups 55+ who live in non-evacuation zones.
		b.	Speak to senior housing residents about options and proper planning.	<ul style="list-style-type: none"> ● Increase number of presentations at senior housing.

		c.	Investigate ways to support sheltering in place for lower-income seniors through grants or participation with other community groups.	●Successful grant funding or establishment of partners throughout the community.
		d.	Provide support for storm mitigation to make more homes storm-ready, including the investigation of grants and aide from community groups.	
2.	Increase the use of the host home program to decrease the number of people dependent on special needs shelters and increasing the number of seniors sheltering in a home.	a.	Promote the host home program through the various communication tools.	●Increase in promotions through guide, brochures, rack card, presentations.
		b.	Appeal to organizations and faith communities to set up host home programs as part of their commitment to disaster preparedness.	●Increase number of presentations at churches to promote host home program coordination.
		c.	Target the families of the individuals who are vulnerable or alone and encourage them to shelter and care for their loved ones during evacuations and until it is safe for them to return home.	●Increase public education. Include messaging in PowerPoint presentations for Ambassadors.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Increase the number of seniors sheltering with family and friends of different ages during evacuations or disasters.	a.	Provide information to seniors and families emphasizing concepts of Whole Community: neighbors helping neighbors.	●Increase in presentations, events and collateral put in the hands of seniors.
2.	Provide opportunities for all ages to plan events that helps neighborhoods and homeowner associations prepare for disasters.	a.	Encourage participation in community preparedness events and include promotion of Speaker's Bureau.	●Increase number of presentations in neighborhoods and at associations.

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Measures of Success
1.	Include seniors in disaster planning.	a.	Involve seniors in organizing preparedness events and planning for organizations and faith communities.	<ul style="list-style-type: none"> ● Maintain diversity as faith communities agree to host events and investigate ways they can help. Include messaging in presentations and brochures targeted to the senior population.
		b.	Give seniors the tools to prepare themselves for a disaster and help others in their neighborhoods, families and organizations, such as NextDoor, Ready Pinellas and Alert Pinellas.	<ul style="list-style-type: none"> ● Increase number of volunteers/interns by 3. ● Include at least 2 older volunteers by December 2018.
		c.	Continue to utilize volunteers in the office, EOC and in the community as Ambassadors for EM at outreach events.	<ul style="list-style-type: none"> ● Increase Ambassadors by 5 by December 2018. ● Increase radio operators by 5 by December 2018.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Expand the volunteer program in EM.	a.	Develop more positions that can be filled by long-term volunteers.	<ul style="list-style-type: none"> ● Increase number of volunteers/interns by 3. ● Include at least 2 older volunteers by December 2018.
		b.	Recruit experienced speakers to become Ambassadors to do presentations and staff outreach events in the community.	<ul style="list-style-type: none"> ● Increase Ambassadors by 5 by December 2018.
		c.	Continue to make opportunities available to those interested in serving the county as amateur radio operators.	<ul style="list-style-type: none"> ● Increase radio operators by 5 by December 2018.

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	To improve emergency preparedness and resiliency within our aging population through communications that use a multi-faceted approach: printed pieces, media, virtual and face-to-face interaction.	a.	Distribute All-Hazards Preparedness Guides to mobile home parks and senior complexes and communities with the help of CERT and other citizen groups.	<ul style="list-style-type: none"> ●Track distribution and collect outreach metrics from partners in the community.
		b.	Develop rack card to address specific needs of elderly for quick reference.	<ul style="list-style-type: none"> ●Rack card developed. ●Collect distribution metrics.
		c.	Distribute FEMA's brochures that are also offered in large print.	<ul style="list-style-type: none"> ●Increase inventory. ●Collect metrics from all community outreach partners.
		d.	Provide education through "Aging on the Suncoast" senior preparedness segment, aired on cable TV.	<ul style="list-style-type: none"> ●One show aired per season.
		e.	Use opportunities to educate all populations through traditional media: print, radio and TV.	<ul style="list-style-type: none"> ●Number of media interview and stories by Emergency Management and Marketing and Communications.
		f.	Promote use of all communication tools, including NextDoor, Ready Pinellas and Alert Pinellas for tech-savvy seniors.	<ul style="list-style-type: none"> ●Number of promotions and metrics for social media. Grow Alert Pinellas subscriptions by 10 percent by December 2018.
		g.	Work with Fire District Public Information Educators, CERT, community groups and faith communities to host awareness events, distribute All Hazard Preparedness Guides and provide in-person information.	<ul style="list-style-type: none"> ●Establishment of SharePoint. Increase in documented events and outreach efforts.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	For those with certain health conditions who are electric-dependent, to provide public special needs shelters, transportation to the shelters and care for the clients' pets.	a.	Promote pre-registration for special needs shelters to facilitate a smooth evacuation.	<ul style="list-style-type: none"> ●Flyer developed for distribution to Emergency Management partners, outreach partners, including Health Department.
		b.	Bring program information and registration forms to senior community centers.	<ul style="list-style-type: none"> ●Include special needs registration (online) at community events.
		c.	Manage expectations by clearly communicating the supplies necessary to bring to public shelters.	<ul style="list-style-type: none"> ●Include instructional information in guide and brochures.
		d.	Work with Animal Services and fire departments to plan for care for pets of special needs individuals during activations.	<ul style="list-style-type: none"> ●Work on establishment of pet-friendly shelters by May 2018.
		e.	Improve the care of individuals at special needs shelters by educating caregivers to accompany loved ones, provide an option to public sheltering in their own homes.	<ul style="list-style-type: none"> ●Include messages in guide, brochures and public presentations.
2.	Provide services after a hurricane	a.	Work with Human Services and other community partners to proactively provide care after a disaster. There are residual effects that can become life-threatening, such as extensive power outages as seen in Hurricane Irma that created the need for cooling stations. Work with faith communities and Volunteer Services to organize resources willing and able to support these efforts (Whole Community).	<ul style="list-style-type: none"> ●Increase network of faith communities by June 1 to better communicate needs. ●Get at least 3 churches to participate in Billboard Emergency Alert System, 10 to host presentations. ●Create list of faith communities that are willing to help with the resources they can offer. Provide training, with at least one session with Salvation Army by mid- summer.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Continue to build on the mission of the department to help the county prepare for a disaster and continue focus on special needs sheltering and the needs of the elderly as a vulnerable population.	a.	Develop strategies and implement improvements to emergency public shelters, including those for special needs and pet.	<ul style="list-style-type: none"> ● Completed plans to reconfigure sheltering options in partnership with Animal Services.
		b.	Address gaps identified in the Hurricane Irma After Action Report to improve the effectiveness of emergency response in serving the elderly population, including issues that result as a result of loss of power and isolation.	<ul style="list-style-type: none"> ● Address issues in the After Action Report. These issues include those relevant to elderly population. ● Establish at least 3 relationship with churches to address gaps.

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Manage Emergency Operations	a.	Manage all aspects of emergency planning, response and recovery. Such as: <ul style="list-style-type: none"> ● Implementation of emergency plans and coordination of countywide response ● Activation of the EOC, providing leadership and operational support, recommend actions, work with local, regional, state and federal partners, etc. ● Support of evacuation of healthcare facilities, public evacuation, sheltering operations, etc. ● Direction and support for documentation of 	<ul style="list-style-type: none"> ● Metrics dependent on emergency activity. Employee training and facilitation of planning captured in metrics. ● Continue year-round collection of metrics to measure success of partnerships, planning, training, and outreach.

			<p>damage assessments and public assistance.</p> <ul style="list-style-type: none"> ●Oversight of emergency functions and actions as needed. 	
2.	Direct and approve public messaging related to preparedness, and response to emergencies before, during and after the event.	b.	Work with the Public Information Officers to ensure accurate and consistent communications to the general public, healthcare facilities and emergency management partners, county departments and independent agencies, and others as appropriate – before, during and after an event.	<ul style="list-style-type: none"> ●Metrics collected include public messaging by Marketing & Communications, private and partners through Emergency Management tools and internal communications via Human Resources.

Human Services



Pinellas County Human Services has been creating solutions for a stronger community by serving those most in need since 1955. With a network of partner agencies, Human Services helps Pinellas County residents obtain access to medical care, emergency financial assistance, and help for those who are experiencing homelessness. The department also provides services for veterans, consumer protection, and justice coordination.

The Human Services Age Friendly Action Plan was developed with internal and external community partners to identify strategies that embody an age friendly community after meeting with residents throughout Pinellas County at focus groups and listening sessions to gather their input. An online survey was also created to facilitate increased public participation.

Human Services website: www.pinellascounty.org/humanservices

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Performance Measures
1.	Ensure Human Services offices are a welcoming and inviting space that incorporates dementia friendly qualities.	a.	Conduct an assessment of Human Services public areas to ensure they are easily accessible, offer adequate seating and lighting and provide a welcoming atmosphere for clients.	● Checklist created and used in office areas.
		b.	Provide a community information board to post events, resources, etc.	● Community space on lobby bulletin boards offered.

Domain 2: Transportation

Objectives		Strategies		Performance Measures
1.	Increase awareness of transportation options.	a.	Have bus information and schedules in Human Services offices.	●Increased awareness of program and transportation options.
		b.	Information on Transportation for Disadvantaged Program.	●Information available in offices and online.
2.	Identify opportunities to expand Neighborly Care Senior Transportation system to facilitate increased capacity for transportation to older adults to enjoy socialization, recreation and dining opportunities.	a.	Engage community partners to identify potential funding resources and promote volunteer opportunities to increase capacity.	●Meet with partners annually and discuss funding opportunities.

Domain 3: Housing

Objectives		Strategies		Performance Measures
1.	Help clients who desire to age in place with resources that can increase their success.	a.	Identify resources that provide maintenance assistance for seniors and disabled individuals.	●Resources identified and reviewed quarterly.
		b.	Identify resources to educate homeowners seeking to age in place.	●Resources identified and reviewed quarterly.
		c.	Provide information on how to find housing including home share programs, online housing search sites, community land trusts, Habitat for Humanity, etc.	●Resources identified and reviewed quarterly.
		d.	Share resources with staff.	●Resources shared with staff during all department staff meetings held two times per year.
2.	Identify programs, financial assistance and programs to address housing needs for families.	a.	Work with community partners to improve access to housing options.	●Number of families assisted annually.

Domain 4: Social Participation

Objectives		Strategies		Performance Measures
1.	Increase access to social participation and intergenerational activities.	a.	Provide information to clients about low cost/no cost activities that increase socialization such as community events, movies in the park, free concerts and street festivals, volunteer opportunities, etc.	●Information gathered and shared at six community events annually.
		b.	Provide employees opportunities to participate in programs and events that incorporate socialization and intergenerational opportunities such as mentoring in schools, adopt-a-grandparent, etc.	●Number of employees that participated in Age Friendly intergenerational events.

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Performance Measures
1.	Reduce social isolation in older populations.	a.	Collaborate with community partners to promote the services and opportunities for social engagement, congregate dining, etc., at senior centers.	●Increased information available in Human Services offices and online.
2.	Increase respect among the generations.	a.	Recognize the contributions of older residents and their value to the community. Share intergenerational opportunities for generations to come together in the spirit of understanding each other and learning from each other.	●Active participation in senior advisory committees to identify emerging needs, provide input and help share information with others.
		c.	Provide intergenerational training opportunities annually for Human Services staff.	●Training opportunities delivered during staff meetings.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Performance Measures
1.	Increase awareness of civic engagement and employment opportunities.	a.	Provide resources for job leads, education and training on public community information boards.	●Materials available in offices and on information boards.
		b.	Promote awareness of volunteer opportunities and intergenerational experiences.	●Information posted on Human Services community boards and distributed at community events.

Domain 7: Communication & Information

Objectives		Strategies		Performance Measures
1.	Improve public awareness of existing resources to facilitate increased access and awareness of services.	a.	Use a wide range of communication vehicles to disseminate information such as: <ul style="list-style-type: none"> ●Website, Social Media ●Informational fliers/posters in community gathering places ●Faith Based Communities ●Neighborhood Associations ●Special Events ●Speakers Bureau ●Employee Communication ●Lunch and Learns 	●Track where information is posted, the number of materials distributed and event attendance on a monthly basis.
		b.	Provide copy of community resources at computer stations for clients while waiting for their appointments.	●Resource book created and available in Human Services offices and online.
		c.	Work with community partners to develop a glossary of common insurance and health terms.	●Glossary developed and made available in Human Services offices and online.
2.	Provide continued customer satisfaction and successful health outcomes.	a.	Ask for client feedback on the services they receive through customer satisfaction surveys.	●Surveys made available to clients in Human Services offices and online.

		b.	Clients serve on community advisory boards such as the Health Care for the Homeless Co-applicant Board.	●Increased number of clients serving on board.
		c.	Develop dash boards and review with employees.	●Results provided to all employees via email each month.

Domain 8: Community Health Services

Objectives		Strategies		Performance Measures
1.	Improve health, wellness and preventative care for low income and homeless individuals and create healthy behaviors throughout the community for continuous health improvement for physical and mental health wellbeing.	a.	Hold focus groups to identify gaps and access issues.	●Hold three focus group sessions every two years.
		b.	Identify Pinellas County Health Program clients not accessing services to ascertain why services are not being used.	●Six month interim contact with clients.
		c.	Review best innovative practices in other communities that may be appropriate to incorporate in Pinellas County.	●Updates presented at monthly manager's meetings.
		d.	Foster awareness of existing resources such as community assistance centers, food pantries, health fairs, farmers markets, public libraries, etc.	●Information made available in Human Services offices, online and at outreach events.
		e.	Assess funding opportunities that increase access to healthcare, medication and dental services.	●Meet with partners annually and discuss funding opportunities.
		f.	Promote awareness of local parks to encourage use of outdoor recreation as a method to help improve health and wellbeing.	●Department collaterals available at outreach events.
		g.	Work with partners to identify funding opportunities that increase placement of	●Collaboration established and funding identified for future implementation.

			intergenerational, all abilities fitness equipment in parks.	
		h.	Provide tip sheets from national organizations such as AARP, National Institute on Aging, etc. on simple actions to improve health including diet and simple to make recipes, no cost exercise strategies, etc.	●Information made available in Human Services offices, online and at outreach events.
		i.	Promote use and access to community gardens.	●Identify partners to increase in the number of community gardens to reduce food insecurity and to reduce isolation.
		j.	Participation in Florida Department of Health in Pinellas County's <i>Health in all Policies</i> initiative.	●Representation on committee.
2.	Connect clients aging out of Pinellas County Health Program with available resources to continue their access to health care.	a.	Use six month Medicare enrollment period to determine needs for other services.	●Improved linkage to programs and resources.
3.	Improve awareness of available health and wellness resources.	a.	Promote 2-1-1 Tampa Bay Cares.	●Increased community awareness of resources.
4.	Reduce preventable injuries due to falls and increase the sense of safety for residents in their homes and throughout the community.	a.	Working with community partners, promote awareness and educational resources during nationally recognized Fall Prevention Awareness Day and throughout the year using various communications tools.	●Track promotional materials distributed in lobbies, social media platforms, and educational forums.
5.	Increase dementia awareness.	a.	Provide opportunities for employees to participate in Virtual Dementia Tours and other educational programs.	●Increased employee awareness.
		b.	Distribute informational brochures in office areas and social media platforms.	●Information made available in Human Services offices, online and at outreach events.
6.	Reduce food insecurity in elderly and at risk populations	a.	Work with Food Insecurity partners and the Area Agency on Aging to identify resources and additional partners to facilitate access.	●Improved health outcomes and better nutrition in elderly and at risk populations.

Domain 9: Public Safety & Security

Objectives		Strategies		Performance Measures
1.	Increase the safety of individuals with dementia at risk of wandering away from their home.	a.	Provide Safety Net information, a GPS tracking device coordinated by the Pinellas County Sheriff's Office.	●Information made available in Human Services offices, online and at outreach events.
2.	Protect client confidentiality.	a.	Provide annual mandatory HIPAA Training.	●Maintain employee training attendance record.
3.	Increase awareness of cyber security threats and associated risks to individuals.	a.	Work with partners to facilitate opportunities for training that helps individuals understand threats and protective safety measures to reduce risks.	●Maintain record of presentations offered.

Domain 10: Emergency Management

Objectives		Strategies		Performance Measures
1.	Support Pinellas County response to emergencies in coordination with shelters and mass care agencies.	a.	Work with community partners and agencies to support emergency shelters.	●Track contacts with partners and agencies.
		b.	Annual mandatory employee training	●Maintain employee attendance at training.
		c.	Maintain regular meetings of Human Services Emergency Management Planning team.	●Attend and track required training, review and updates to Human Services Disaster Response Plan and maintain meeting minutes.
2.	Increase emergency preparedness of the area's most at-risk, vulnerable residents.	a.	Encourage clients to enroll in Alert Pinellas emergency notification system.	●Increased awareness of available App.
		b.	Work with Emergency Management to provide <i>All Hazards Preparedness Guides</i> to clients and distribute to community partners providing	●Emergency preparedness information for vulnerable populations distributed.

			services to low income and homeless individuals.	
		c.	Distribute information on Special Needs Registration.	●Information shared in offices, at special events and staff meetings.
2.	Maintain client access to services during times of emergency.	d.	Develop Continuity of Operations plan for continued operations off-site as required due to emergencies.	●Plan completed.
		e.	Provide information on accessing prescription refills during times of emergency.	●Emergency refill information provided to clients via automated messaging.

Marketing and Communications



Marketing and Communications relays information about the Doing Things! of County departments, as well as vital services and public safety information to citizens through a variety of avenues.

The department markets the initiatives of the County and its partners to maximize public outreach and partner relationships, highlighting the Delivery of First Class Services to the Public and our Customers.

Marketing and Communications supports an Age Friendly community by coordinating accessibility to and broadcasting of Board of County Commissioners meetings and presentations, partnering with departments and other agencies to deliver age-friendly messaging, and tailoring delivery of information to ensure ease of consumption by all audiences.

Marketing and Communications website: www.pinellascounty.org/communications

Domain 7: Communication & Information				
Objectives		Strategies		Performance Measures
1.	Increase awareness of and access to senior services in Pinellas County.	a.	The County has a partnership with the Area Agency on Aging of Pasco-Pinellas (AAA), providing audiovisual and broadcast services to the AAA to produce a monthly public affairs television show covering topics of interest to local senior citizens. www.agingcarefl.org/aaap-aging-suncoast	<ul style="list-style-type: none"> ●By Dec. 31, 2018, implement AAA in-kind agreement with a minimum of 12 shows produced.
2.	Identify and increase outreach to community partners.	a.	Marketing and Communications has created and filled a Community Outreach Coordinator position, tasked with identifying new community partners – particularly in underserved communities – and fostering new lines of communication in multiple languages. This outreach will include all age groups, including 55 and older community organizations.	<ul style="list-style-type: none"> ●By Dec. 31, 2018, establish a communications outreach plan for underserved communities.

3.	Ensure age-friendly design of new County website	a.	Collaborate with vendor, Office of Technology and Innovation and other county departments to ensure redesigned web content is accessible by all audiences.	●By March 2019, implement a new county website with age friendly features.
4.	Partner with Human Services to coordinate improved public awareness of existing resources that, in turn, facilitates increased access to services.	a.	Use a wide range of communication vehicles to disseminate information, such as: <ul style="list-style-type: none"> ●Website ●Social Media ●Television/Print Media ●Informational fliers/posters in community gathering places ●Faith-based Communities ●Neighborhood Associations ●Special Events ●Speakers Bureau ●Employee Communication <p>Include a desk copy of community resources at computer stations for clients to use them while waiting for their appointments.</p>	
5.	Ease access to information for all audiences.	a.	Research font sizes to maximize readability on web and print materials.	
		b.	Ensure ADA compliance of informational materials.	●By Dec. 31, 2018, implement updated branding and creative design guidelines that incorporate ADA criteria.

Domain 8: Community Health Services

Objectives		Strategies		Performance Measures
1.	Work with Human Services and partners to provide messaging related to creating	a.	Promote awareness of local parks to encourage use of outdoor recreation as a method to help improve health and wellbeing.	●In 2018, provide at least 1 age friendly post/tip weekly via social

	healthy behaviors throughout the community for continuous health improvement for physical and mental health wellbeing.			media outlets.
		b.	Provide tips on simple actions to improve health including diet and simple to make recipes, no cost exercise strategies, etc.	
		c.	Promote use and access to community gardens with community partners.	
2.	Work with Human Services and partners to improve awareness of available health and wellness resources.	a.	Promote the use of 2-1-1 Tampa Bay Cares as a resource for community programs and services.	
3.	Partner with the Safety & Emergency Services Department to raise awareness of preventable injuries due to falls, and increase the sense of safety for residents in their homes and throughout the community.	a.	Promote awareness and educational resources during nationally-recognized Falls Prevention Awareness Day, and throughout the year using various communications tools.	

Domain 10: Emergency Management

Objectives		Strategies		Performance Measures
1.	Work with Emergency Management to provide information to increase emergency preparedness by the area's most at-risk, vulnerable residents.	a.	Encourage residents to enroll in the Alert Pinellas emergency notification system. www.pinellascounty.org/alertpinellas	<ul style="list-style-type: none"> By June 1, 2018, work with Emergency Management to update the <i>All Hazards Preparedness Guide</i>.

		b.	Use Alert Pinellas notification system to advise clients of important emergency notifications.	
		c.	Provide <i>All Hazards Preparedness Guides</i> to citizens, and distribute to community partners providing services to low-income and homeless individuals. www.pinellascounty.org/emergency/PDF/All_Hazard_Guide	
2.	Work with Emergency Management to enhance Special Needs shelter pre-registration.	a.	Update fliers and other outreach materials for distribution.	●By June 1, 2018, market Alert Pinellas sign-ups via news releases, the county website and social media outlets.
		b.	Include additional information about Special Needs registration in <i>All Hazards Preparedness Guides</i> .	
		c.	Identify further methods to reach out to business and community groups that serve residents with special needs.	

Parks & Conservation Resources



The Parks & Conservation Resources maintains 20,000 acres of parks and preserves which include the county's most beautiful examples of pristine Florida landscapes. Located throughout the county, each county-owned park is unique. From world-famous beaches, tranquil lakes, lush emerald green expanses of native habitat, to learning centers, playgrounds and dog parks. The parks provide visitors immeasurable opportunities for relaxation and recreation! The Parks and Conservation Resources Department is comprised of County Extension, Resource & Asset Management, Parks and Environmental Lands, Horticulture Operations, Air Quality Division and Marina Operations.

Parks & Conservation Resources webpage: www.pinellascounty.org/park

Domain 1: Outdoor Spaces and Buildings

Domain 1: Outdoor Spaces and Buildings				
	Objectives		Strategies	Measures of Success
1.	Enhance playgrounds in Pinellas County parks to be inclusive and available to all ages and abilities.	a.	Replace existing playground structures with nationally recognized standard for inclusive play equipment.	●Percentage of playgrounds converted.
2.	Provide accessible park facilities.	a.	Maintain accessible restrooms, shelters, playgrounds and adequate parking.	
3.	Provide pedestrian pathways and trails	a.	Maintain a variety of paved and unpaved pathways and nature trails.	●Total linear feet of pathways and trails.
4.	Provide public access to resource based recreation in Pinellas County regional parks.	a.	Ensure regional parks are developed and maintained within nationally recognized standards.	●Number of regional parks.
5.	Provide for a comfortable outdoor experience.	a.	Develop recreation areas that include shade, seating, easy access to water, and restrooms.	
6.	Comply with relevant Pinellas County Comprehensive Plan Elements.	a.	Participate in the development and implementation of plan elements Recreation, Open Space, and Culture; and Natural Resource Conservation and Management.	

Domain 2: Transportation

	Objectives		Strategies	Measures of Success
1	Provide access to alternative transportation.	a.	Maintain the Fred Marquis Pinellas Trail as a linear park for bicycle and pedestrian utilization.	●Estimated number of users.
2	Provide public access to local waterways.	a.	Maintain and operate public boat ramps.	●Number of ramp lanes and number of visitors.

Domain 4: Social Participation

	Objectives		Strategies	Measures of Success
1	Support and maximize opportunities for individuals and groups to participate in volunteerism.	a.	Partner with Citizen Support Organizations.	●Number of Citizen Support Organizations.
		b.	Administer the Parks and Conservation Resources Volunteer Program.	●Number of hours volunteered and value of the hours contributed.
2	Support events that encourage social participation.	a.	Provide the location for and support the Florida Botanical Gardens Foundation's Holiday Lights Event.	●Number of event visitors.
		b.	Provide the location for and support the Pinellas County Historical Society's Country Jubilee and Folk Festival.	●Number of event visitors.
		c.	Provide the location for and support the Friends of Brooker Creek's Wildflower Festival and Wildlife Safari.	●Number of event visitors.
		d.	Provide the location and support for the Friends of Weedon Island's Gopher Run.	●Number of participants.

Domain 5: Respect & Social Inclusion

Domain 5: Respect & Social Inclusion				
	Objectives		Strategies	Measures of Success
1.	Provide superior customer service.	a.	Promote and request feedback from customers.	●Voice of the Customer Survey and See,Click,Fix and public email.
		b.	Maintain an active call center.	●Percentage of abandoned calls.
2.	Provide educational opportunities for all ages	a.	Offer natural and cultural resource programming through Brooker Creek and Weedon Island Education Centers.	●Number of programs offered.
		b.	Offer natural resource and sustainable living programs through the UF/IFAS Pinellas County Extension.	●Number of programs offered.
		c.	Offer living history programming through Heritage Village.	●Number of programs offered.

Domain 6: Civic Participation & Employment

Domain 6: Civic Participation & Employment				
	Objectives		Strategies	Measures of Success
1.	Establish and maintain an active and engaged advisory boards.	a.	Conduct quarterly meetings of the Parks and Conservation Resources Advisory Board.	●Number of meetings held.
		b.	Conduct three meetings of the UF/IFAS Pinellas County Extension Advisory Board.	●Number of meetings held.
		c.	Conduct quarterly meetings of the Pinellas County Historical Commission.	●Number of meetings held.
2.	Provide opportunities for internships.	a.	Partner with various organizations to provide educational opportunities in health and nutrition.	●Number of internships completed.

Domain 7: Communication & Information

Domain 7: Communication & Information				
	Objectives		Strategies	Measures of Success
1.	Provide multiple means of communication allowing for distribution of information to all ages.	a.	Maintain and deploy informational and educational brochures.	●Number of brochures distributed.
		b.	Maintain an informative website.	●Number of page views.
		c.	Maintain a staffed call centers during peak operating hours.	●Number of calls received.
		d.	Provide and maintain regulatory, informational, and interpretive signage.	
		e.	Train staff and volunteers to enhance visitor experience.	●Number of public contacts.

Domain 8: Community Health Services

Domain 8: Community Health Services				
	Objectives		Strategies	Measures of Success
1.	Provide opportunities for physical activities to promote health and wellness.	a.	Install and maintain outdoor exercise equipment.	●Number locations.
2.	Offer food and nutrition education to all ages.	a.	Conduct cooking classes to teach healthy live-style choices.	●Number of participants.

Domain 9: Public Safety & Security

Domain 9: Public Safety & Security				
	Objectives		Strategies	Measures of Success
1.	Provide safe locations for citizens to connect with natural resource based recreation.	a.	Station Park Rangers at each park and preserve location open to the public during hours of normal operation.	●Percentage of hours covered by location.
		b.	Partner with Pinellas County Sheriff for resident law enforcement.	●Number of filled houses.
		c.	Contract with Pinellas County Sheriff for Environmental Lands Unit Deputies.	●Number of Deputies.

2.	Ensure timely response to medical emergencies.	a.	Maintain 100% employee certification in both CPR and First Aid.	●Percent of staff certified.
3.	Provide safe beaches.	a.	Lifeguards during swim season and beach flag warning.	●Percentage swim season days covered.

Domain 10: Emergency Management				
	Objectives		Strategies	Measures of Success
1.	Provide pre-emergency community support.	a.	Open and staff multiple sandbag distribution locations.	●Number of sandbags distributed.
		b.	Provide staffing support for Citizen Information Center.	●Hours served in the Citizen Information Center.
		c.	Prepare and maintain emergency response resources.	●Hours spent in preparation.
2.	Provide post-emergency community support	a.	Open and staff Points of Distribution (POD) and the County Staging Area (CSA).	●Hours served in PODs or CSA.

Planning & Development Review Services



The Planning Department is responsible for long range planning, land use and zoning, community development, affordable housing programs, and redevelopment. The Development Review Services (DRS) Department serves as an extension to the Planning Department with a focus on the implementation of land use and zoning through the review of site plans and permitting. These combined efforts are intended to create a livable community and improve quality of life for all residents. The Planning Department also has the responsibility to update and implement the Pinellas County Comprehensive Plan, which outlines the community’s vision and establishes various goals, objectives, and policies to aid the decision making process in order to achieve that desired vision. The Comprehensive Plan covers a wide range of topics, such as land use, mobility, and public services, all intended to improve quality of life. The Comprehensive Plan in addition to the various other initiatives the Planning Department is involved in promotes age-friendly communities.

Planning Department website: www.pinellascounty.org/plan
 Development and Review Services website: www.pinellascounty.org/drs

Domain 1: Outdoor Spaces and Buildings				
Objectives		Strategies		Measures of Success
1.	Support mixed-use development.	a.	Establish quality designed urban environments that create vibrant, livable places.	●Number of redevelopment projects that incorporate walkable mixed-use elements.
		b.	Place housing in proximity to employment opportunities, services, and amenities.	●Initiate a neighborhood based plan that incorporates form-based regulations by beginning of Fiscal Year (FY) 2018.
		c.	Integrate schools within neighborhoods.	●Hours spent in preparation.
2.	Create quality communities through neighborhood based planning.	a.	Utilize tools such as form-based code and complete streets.	●Hours served in PODs or CSA.

		b.	Promote quality design that fits with the context and character of existing development.	
3.	Design public spaces that incorporate Universal Design for the purpose of creating a safe and inviting environment for its users.	a.	Ensure pedestrian amenities, such as benches, shade structures/trees, and lighting are provided in public spaces.	
		b.	Provide safe, pedestrian-friendly access points.	
		c.	Continue to design and develop public spaces that meet the needs of all abilities.	
		d.	Enhance safety through design.	

Domain 2: Transportation				
Objectives		Strategies		Measures of Success
1.	Encourage multimodal mobility.	a.	Establish urban areas that are supportive of walking, biking, public transit, and driving.	●Percent of unincorporated county roadways that are complete streets
		b.	Prioritize safe, pedestrian-friendly access points.	
		c.	Continue to work with the Pinellas Suncoast Transit Authority (PSTA) to improve the transit system.	
		d.	Consider evolving technology that increases transportation options.	
2.	Encourage walkability.	a.	Provide vibrant, safe walkable areas.	
		b.	Place housing in proximity to goods and services.	
		c.	Provide a quality sidewalk network throughout the County.	
		d.	Construct pedestrian safe intersections and crossings.	
3.	Ensure adequate access and connections to destinations.	a.	Improve multimodal mobility through development of complete streets.	

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Encourage variety in housing styles, locations, and costs.	a.	Support housing options at varying densities.	<ul style="list-style-type: none"> ●Ratio of housing mix that is beyond traditional single-family development. ●Number of subsidized affordable housing units produced and compared annually. ●Number of participants in housing assistance programs.
		b.	Establish regulations that support missing middle development.	
		c.	Explore new and innovative ways to address affordable housing, such as green building techniques and tiny homes.	
		d.	Continue to allow and further incentivize accessory dwelling units (ADUs).	
		e.	Continue housing assistance programs.	
2.	Address housing needs through infill and redevelopment.	a.	Explore opportunities for land assembly to incentivize redevelopment and housing construction.	
		b.	Promote mixed-use redevelopment that encourages a range of housing types.	

Domains 4 & 5: Social Participation, Respect & Inclusion

Objectives		Strategies		Measures of Success
1.	Create quality-designed urban environments and public spaces that encourage social gathering.	a.	Provide pedestrian amenities, such as benches, water fountains, and lighting in gathering spaces.	<ul style="list-style-type: none"> ●Adopt policies and/or regulations emphasizing the public realm by FY19.
		b.	Locate gathering spaces in proximity to housing, employment, transportation, and recreation facilities.	
		c.	Increase access that meets the needs of all abilities through complete streets and wayfinding.	

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Performance
1	Provide multiple opportunities for access to employment.	a.	Promote mixed-use development where employment opportunities are in proximity to housing.	<ul style="list-style-type: none"> ●Percent of unincorporated county roadways that are complete streets. ●Additional miles of sidewalks improved annually. ●Additional trail miles improved annually. ●Number of live-work units.
		b.	Plan for multiple modes of transportation access to employment centers.	
		c.	Enhance efficiency of the transit system through continued coordination with transportation partners.	
		d.	Provide a safe bicycle and pedestrian network through complete streets.	

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Use broad and diverse methods of contact to engage the public that will reach targeted audiences.	a.	Utilize a mix of traditional and modern methods of communication that will reach targeted audiences (e.g. direct mailings, postings, online communication, social media, etc.)	<ul style="list-style-type: none"> ●Number of web-based opportunities for public input. ●Use of pop-up public engagement events. ●Number of public outreach events in disadvantaged neighborhoods. ●Decrease in number of unanswered customer calls.
		b.	Consider up and coming techniques for public outreach and input, such as pop-up engagement.	
2.	Ensure opportunities are available for the underrepresented citizens to be part of the public engagement process.	a.	Create strategies to reach disadvantaged neighborhoods.	
		b.	Make information and translation easily available for non-English speakers.	
		c.	Explore options for direct engagement with schools.	

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Consider a holistic approach for providing community and health services.	a.	Locate essential services where there is a proven need.	<ul style="list-style-type: none"> ● Reduction in areas identified as food deserts. ● Average distance between residential and vital services within target neighborhoods.
		b.	Identify potential food deserts within the County and explore solutions.	
2.	Utilize appropriate space planning to create functional neighborhoods.	a.	Promote a mix of uses in target neighborhoods to improve proximity to vital services.	
		b.	Plan for multimodal transportation options to ensure equitable access.	

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Improve bicycle and pedestrian safety.	a.	Provide a safe and connected sidewalk network.	<ul style="list-style-type: none"> ● Percent of unincorporated county roadways that are complete streets. ● Additional miles of sidewalks improved annually. ● Additional trail miles improved annually.
		b.	Provide safe crossing opportunities.	
		c.	Coordinate with partners to identify locations where there is a need for improved pedestrian accommodations.	
		d.	Enhance accessibility to public spaces for bicycles and pedestrians.	
2.	Promote safe access to schools.	a.	Coordinate with the school board to plan for safe routes to school.	
		b.	Prioritize safe bicycle and pedestrian infrastructure in proximity to schools.	

		c.	Require sidewalks as a part of any new development within a 2-mile radius of any school.	
3.	Create an environment where people feel safe.	a.	Develop planning guidelines that support safety.	
		b.	Enhance safety by using crime prevention through environmental design (CPTED) principles.	

Domain 10: Emergency Management				
Objectives		Strategies		Measures of Success
1.	Ensure that the Comprehensive Plan and Land Development Code regulations support development that minimize impacts from hazards and disasters.	a.	Continue to limit development in high risk areas.	<ul style="list-style-type: none"> ● Formal completion and adoption of PDRP. ● Completion of the 5-year LMS update by May 2020.
		b.	Continue to restrict high density development and at-risk populations from locating within coastal storm areas.	
2.	Recognize the importance of intergovernmental coordination for pre and post disaster and hazards planning.	a.	Coordinate with relevant county departments during updates of the Post Disaster Redevelopment Plan (PDRP) and Local Mitigation Strategy (LMS) to meet the needs of vulnerable populations.	

Public Works



The Public Works Department manages essential vehicular, pedestrian, and stormwater infrastructure as well as critical natural and urban environmental resources in Pinellas County. The department strives to be responsive to citizens and work with them to provide services such as mowing, urban forestry, environmental services, mosquito control, traffic control, sidewalk, road, stormwater, and bridge maintenance. In addition, the Department develops and manages capital improvement projects (CIPs) for the County while ensuring the protection of our natural and built resources. The Department performs these services primarily within the unincorporated area of the County; however, a number of these services are performed countywide due to County Charter responsibilities, interlocal agreements with other municipalities, or in instances where County infrastructure exists within the limits of another municipality.

The Public Works Age Friendly Action Plan was developed to document objectives and strategies to make Pinellas County an Age Friendly County. The Public Works Department has also included the goals Age Friendly Action Plan into its Strategic Plan.

Public Works website: www.pinellascounty.org/publicworks

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success	
1.	Provide safe access along public rights-of-way for people of all ages.	a.	Design and maintain public roadways, bicycle / pedestrian facilities and drainage systems.		<ul style="list-style-type: none"> ● Number of potholes filled within 72 hours (371 Fiscal Year [FY] 2017). ● Number of miles of road lanes milled & resurfaced (63.15 miles FY 2017). ● Number pounds of pollutants removed through street sweeping (10,696 pounds FY 2017). ● Number of miles of ditches maintained for drainage & flood control (94.1 miles FY 2017).

2.	Provide safe access to public areas of Public Works properties to people of all ages.	b.	Regularly inspect parking, buildings and restroom areas used by the public.	<ul style="list-style-type: none"> ●Annual inspection and repairs of Public Works buildings.
----	---	----	---	---

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Provide multi-modal transportation options in Pinellas County.	a.	Continue expansion of bicycle/pedestrian facilities as an ADA accessible countywide network.	<ul style="list-style-type: none"> ●Number of miles of sidewalks. ●Number of miles of bicycle lanes. ●Number of miles of trails.
		b.	Collaborate with PSTA, TBARTA, FDOT and Forward Pinellas to expand public transit options.	<ul style="list-style-type: none"> ●Number of meetings with partnering agencies.
		c.	Review County for Complete Streets corridors.	<ul style="list-style-type: none"> ●Completion of Complete Streets Evaluation.
	Improve signage, pavement markings and signals for people of all ages.	a.	Provide large text signs, advance warning signs, wider lane lines and longer crosswalk times.	<ul style="list-style-type: none"> ●New roadway signage and systematic replacement of old signage with required large test signs. ●Number of intersection advance warning signs. ●Number of pedestrian signals with no more than 3.5 feet per second crosswalk times.

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Encourage people to age in place.	a.	Increase multi-modal transportation options through the complete streets initiative. This gives mobility to those	<ul style="list-style-type: none"> ●Completion of Complete Streets Evaluation.

		that do not drive a single occupant vehicle by providing walking, bicycling, and public transit opportunities.	
--	--	--	--

Domain 4: Social Participation				
Objectives		Strategies		Measures of Success
1.	Keep people of all ages involved with Public Works projects.	a.	Customer service provides quick responses to public requests in a courteous manner.	●Number of calls handled by Public Works customer service (17,004 in FY 2017).
		b.	Provide updated information of current and upcoming projects on the website. Reviewers will learn of projects in their neighborhoods, how construction will impact them, and expectations at project completion.	●Monthly update of Public Works website to include general information, projects, tours and volunteer opportunities.
		c.	Provide public service information to use at County events and in public areas. Attendees will learn about Public Works functions and upcoming projects.	●Review Voice of the Customer (VOC) information monthly.
		d.	Group tours are available to the traffic control center for attendees to learn about the technology used to review and control the signal system.	●Number of tours of PW facilities (60 in FY 2017).
		e.	There are volunteer opportunities available within Public Works.	●Number of volunteer hours at Public Works facilities.

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Measures of Success
1.	Provide public involvement opportunities on Public Works projects.	a.	Request and accept public input via public meetings, phone calls, email and the website. Learn the needs of those that will be impacted by a project, during construction as well as final project impacts.	●Percentage of projects with public involvement.
2.	Be respectful when communication with people of all ages.	b.	All Public Works staff will be courteous to the public and staff members.	●Review Voice of the Customer (VOC) information monthly.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Provide opportunities for the public to participate.	a.	Encourage public involvement in Public Works projects to gain historical information and needs of all ages of older people.	●Percentage of projects with public involvement.
2.	Create employment opportunities for people of all ages.	b.	Allow shorter work weeks for staff that choose to slow down verses retire.	●Inform staff of possible part time options.

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Provide information using multiple communication opportunities to insure everyone is aware of Public Works projects and issues.	a.	Inform the public through mailings, phone calls, emails, the website, Facebook, variable message boards, and CIP Project boards at project locations.	●List all methods of public outreach used for projects and issues.

		b.	Search for and use new social media methods to communicate with the public.	
--	--	----	---	--

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Assist people of all ages in finding hospitals and assisting in response time of emergency services.	a.	Provide wayfinding signage to hospitals for all modes of travel.	<ul style="list-style-type: none"> ●Review roadways near hospitals for necessary signage.
		b.	Clear paths for emergency vehicles by controlling signal phasing at intersections and providing signing and pavement marking at emergency facilities.	<ul style="list-style-type: none"> ●Coordination with emergency services on upcoming projects.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Monitor existing facilities for safety issues.	a.	Regular inspection, data collection and repair of roadways, bridges and stormwater ponds, pipes, structures and ditches, and construction projects for hazards.	<ul style="list-style-type: none"> ●Number of potholes filled within 72 hours (371 FY 2017). ●Number of bridges inspected. ●Number of miles of road lanes milled & resurfaced (63.15 miles FY 2017). ●Number pounds of pollutants removed through street sweeping (10,696 pounds FY 2017).

				<ul style="list-style-type: none"> ●Number of miles of ditches maintained for drainage & flood control (94.1 miles FY 2017).
		b.	Continued mosquito monitoring and spraying.	<ul style="list-style-type: none"> ●Number of mosquito related service requests handled (5,769 in FY 2017).
2.	Research and implementation of new techniques to increase safety in public areas in the County.	a.	Strategize with law enforcement agencies to reduce safety issues. Law enforcement and engineering collaborate to make intersections safer for all modes of travel.	<ul style="list-style-type: none"> ●Bi-monthly meeting with law enforcement (High Crash Intersection and Enforcement/Engineering meetings).

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Provide support and response before, during and after an emergency.	a.	Provide 24-hour staffing in preparation and during an emergency event by securing of items in the rights-of-way, construction sites and staffing of the Emergency Response Center.	
		b.	Account for vulnerabilities and capacities of older people.	<ul style="list-style-type: none"> ●Include aging community needs in Emergency Response Plan.
		c.	Evaluate safety and repair damages after an emergency event (flooding, road damage, signal outage, sign replacement, debris collection). Interim repairs, detours, signage, etc. will be at standards so people of all ages to see, understand, and react.	<ul style="list-style-type: none"> ●Number of public emergency related requests and repairs.
		d.	Open communication with the public of problem locations and alternative routes.	<ul style="list-style-type: none"> ●Communication via phone calls, emails, the website, Facebook, and variable message boards.

Real Estate Management



Real Estate Management (REM) provides life-cycle services for County-owned real estate, buildings, and vehicular assets.

REM has several divisions. Its Building Design & Construction division designs and constructs vertical assets; Facility Operations division maintains and operates County-owned buildings; Real Property division acquires lease space for County departments, constitutional officers and other elected officials; and, Fleet Management division maintains vehicle assets and provides professional in-house and contracted services for light duty, heavy duty and off-road vehicles, and equipment.

REM's Age-Friendly Action Plan identifies infrastructure enhancements within County-owned facilities and leased properties supporting current and future trends and activities in an age-friendly world.

Real Estate Management website: www.pinellascounty.org/realestate

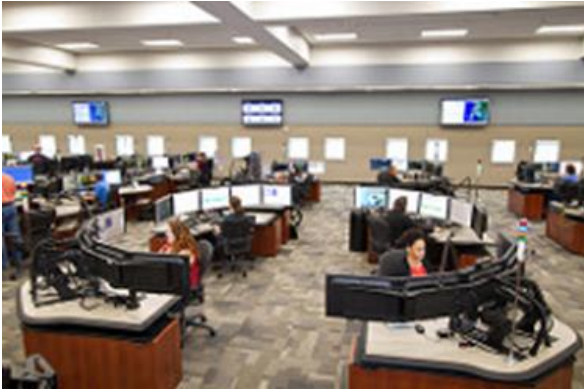
Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success
1.	Provide public charging stations with USB ports for cell phones and tablets in public-facing County-owned buildings and leased premises.	a.	Identify opportunities to incorporate charging stations in the design of future County-owned and renovated buildings as well as leased facilities. Charging stations shall be installed in public lobby/waiting areas. Timeline for installing charging stations is three (3) fiscal years (FY19 - FY21).	<ul style="list-style-type: none"> Plan and goals established.
		b.	Project funding for FY19 was requested. Request additional funding for future years shall be budgeted in	<ul style="list-style-type: none"> Once installed, document use of the charging stations to support continued funding for this effort.

			Operation Expenses or as part of a future Capital Improvement Project (CIP).	
		c.	Building Design & Construction division's initial plan is: FY19: Install charging stations at Pinellas County Justice Center on 49th Street, Clearwater (retro-fit); FY20: St. Petersburg Judicial Bldg. on 1st Ave. N., St. Petersburg (retro-fit); North County Service Center, US Hwy. 19N., Clearwater (new). FY21: New locations to be determined (CIP and retrofit projects).	●Number of USB ports added at new and renovated facilities during each FY.
		d.	Facility Operations division's initial plan is: FY19 - FY21: Identify and budget for retrofits in existing buildings; FY20: Install charging stations at the Courthouse on Court St., Clearwater (retro-fit).	●Number of USB ports added at existing County-owned facilities during each FY.
		e.	Real Property division's initial plan is: FY19 - FY21: Identify new or retrofits in existing and future leased space; FY20: Install charging stations in South County Service Center (Tax Collector/Property Appraiser's locations), US 19 N., St. Petersburg (new); Mid County Service Center (Tax Collector/Property Appraiser/Courts locations), Clearwater (new and/or retrofit).	●Number of USB ports added at new and existing leased facilities during each FY.
2.	Ensure ADA signage and accessible parking at County facilities meets or exceeds requirements.	a.	Facility Operations division and Real Property division shall identify opportunities to upgrade ADA signage and accessible parking at County-	●"Volunteer" assessments completed for ADA signage and accessible parking.

			owned and leased locations in FY18 and FY19.	
		b.	Determine funding sources for upgrades.	<ul style="list-style-type: none"> ●Partner with Pinellas County Building Services to review initial “volunteer” assessments and determine locations that require updated ADA signage and accessible parking at County-owned buildings.
		c.	Timeline for upgrading signage and accessible parking is five (5) fiscal years (FY19 – FY23).	<ul style="list-style-type: none"> ●Upgrade signage and parking during established timeline and work with future landlords to include signage and parking accessibility as part of leasing criteria when pursuing new leases.
3.	Add wayfinding exterior signage at County-owned facilities to promote and ensure easy access to County services.	a.	Identify opportunities to add wayfinding signage throughout County-owned facilities.	<ul style="list-style-type: none"> ●Assess County-owned facilities to determine where directional signage could promote easy access to County-owned facilities.
		b.	Determine funding sources for upgrades.	<ul style="list-style-type: none"> ●Partner with Pinellas County Marketing and Communications to conduct facility assessments in FY18 and FY19 and incorporate new Pinellas County branding.
		c.	Establish a timeline for upgrading signage and accessible parking is five (5) fiscal years (FY19 – FY23).	<ul style="list-style-type: none"> ●Install wayfinding signs during established timeline.
4	Provide bike racks at County-owned buildings to encourage bicycling as an alternative mode of transportation with added health benefits.	a.	REM shall identify opportunities to incorporate bike racks in the design of future County-owned and renovated buildings as well as leased facilities.	<ul style="list-style-type: none"> ●Conduct facility assessments in FY18 and FY19 to determine opportunities for adding bike racks.
		b.	Establish plan and goals.	
		c.	Determine funding sources for bike racks.	

Safety and Emergency Services



Safety and Emergency Services includes Regional 9-1-1 and Emergency Medical Services for Pinellas County. We provide a quick and efficient response to emergency calls for our citizens and as part of the EMS system provide for contract ambulance service and billing. Regional 9-1-1 works with all Fire departments as well as all police agencies to provide emergency response to our citizens. In 2016, over 1.2 million calls were made to Regional 9-1-1.

We work with our partners to effectively respond to the increasing number of our citizens who are aging and in some cases being supported with home health care to stay in their home longer and more successfully. We offer an ambulance subscription service that is low cost and covers all out of pocket expenses for citizens who are signed up for the plan.

Safety and Emergency Services website: www.pinellascounty.org/publicsafety/9-1-1

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Increase public awareness of Subscription services for the Sunstar ambulance. www.pinellascounty.org/publicsafety/firstcare	a.	Promote Subscription through articles to community groups, homeowners associations, speaking engagements, neighborhood watch programs and more.	● Documentation that strategy is included in department's plan.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Prevent the Fall, Prevent the Call, a falls prevention program to reduce the number of	a.	Work with all Fire Departments to implement a public education	● Program has set a 10% reduction in falls over a 3 year period. Statistics are tracked

	fall injuries in Pinellas County.		campaign to include, education, Tai Chi Falls prevention class, products to reduce falls and include the Area Agency on Aging, Better Living for Seniors Committee as a part of the program. Working to reach and track data for Assisted Living Facilities and residential areas to promote falls prevention. Three pilot programs have been implemented August 1.	and measured monthly and yearly and provided to each FD Pilot program.
2.	Create system for vulnerable populations that provides for efficient and safe transportation to Special Needs Shelters in the event of a disaster or emergency situation.	a.	Work with all Fire departments to create a program for the Citizens Information Center to register vulnerable populations for transport and shelter.	●Office of Technology and Innovation has been tasked with development of program to deliver this by the start of Hurricane Season 2018.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Implement Text to 9-1-1 to increase the ability of the hearing impaired population to access emergency help. The Tampa Bay Region is the 5th largest community of Hearing Impaired populations in the United States.	a.	Work with County PSAP's to upgrade their computer systems to be able to implement Text to 9-1-1.	●Implementation by the end of 2018.
		b.	Create Public Education program when Text to 9-1-1 is implemented to help the community understand how it will work.	●Implementation by the end of 2018.

Solid Waste



The Department of Solid Waste provides garbage disposal for all Pinellas County residents, businesses and visitors. It promotes waste reduction, reuse, recycling and recovery.

Solid Waste works with a variety of contractors, municipalities and private haulers to manage recycling programs, Waste-to-Energy facility, and landfill in the county. The department strives to provide a safe and user friendly facility to accept household waste, commercial waste, yard waste, special waste, electronics and chemicals. An integrated solid waste management plan uses waste as a resource to preserve landfill space for future generations and protect the environment.

The Department of Solid Waste Age Friendly Action Plan was developed with the user in mind to create strategies that embody an age friendly facility and programs.

Solid Waste website: www.pinellascounty.org/solidwaste

Domain 1: Outdoor Spaces and Buildings				
Objectives		Strategies		Measures of Success
1.	Create an age friendly facility for the residents of Pinellas County to dispose of their waste.	a.	Provide extra assistance to first time users of Solid Waste as the large site and amount of traffic can be overwhelming. For facility information visit www.pinellascounty.org/solidwaste	● Plan developed and assistance provided.
		b.	Ask contractor to determine what special needs assistance, if any, is currently offered at Mini-Hand Unload.	● Information collected and reported.
		c.	Support instituting special needs assistance at Mini-Hand Unload area.	● Report to determine what can be accomplished and a plan to complete.
		d.	Review the annual Americans with Disabilities (ADA) site assessment to determine if new strategies are necessary.	● Review completed and develop action plan, if appropriate.
		e.	Add Spanish signage on property.	● New signs installed, as appropriate.

		f.	Explore the possibility of organics recycling to enhance value of community services.	●Complete pilot study and determine an action plan.
--	--	----	---	---

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Examine transportation patterns around the site to maximize the safety of customers and workers.	a.	Observe users to determine where wrong turns are made [such as residents looking for HEC ₃ (Household Electronics & Chemical Collection Center) driving on 110th Ave. N. instead of 109th Ave. N.].	●Completion of study.
		b.	Add signage as appropriate.	●New signs installed, as appropriate.
		c.	Review signage on the roads to Solid Waste for clarity, consistency and readability. Want information to be large enough to read while driving. Have the aid of an “objective” or “non-solid waste” reviewer.	●Completion of review and development of an action plan for new signs.

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Support recycling at multi-family developments marketed as 55+ residential communities.	a.	Educate the public about the importance of proper recycling using clear and concise educational materials. Current materials are aimed for the general public and can be found at the following webpage: www.pinellascounty.org/solidwaste/publications.htm Multi-family developments face challenges for program development. Work to address these challenges.	●Instructional booklet for multi-family developments produced and expanded information on the website.
		b.	Promote tours, presentations and information sessions at 55+ communities. For program	●Number of adults attending tours and presentations who learn proper waste

			<p>explanation visit www.pinellascounty.org/solidwaste/educational/tours.htm</p>	<p>disposal and recycling guidelines. They will learn the importance of participating in recycling programs and doing it right in addition to learning how waste is handled in Pinellas County.</p>
		c.	<p>Develop and implement a pilot study to determine the opportunities to implement recycling at multi-family developments.</p>	<p>●Development and implement a pilot study.</p>
		d.	<p>Use results of Multi-Family Pilot Study to develop a Multi-Family Recycling Program including appropriate educational materials. Coordinate with Pinellas Partners in Recycling group.</p>	<p>●Completion of an action plan to increase recycling in multi-family developments.</p>
		e.	<p>Promote the Haz-to-Go trailer to make it easier for the residents to dispose and recycle their electronics and chemicals. For program details visit www.pinellascounty.org/solidwaste/haz-to-go.htm</p>	<p>●Number of Haz-to-Go events scheduled and number of participants</p>

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Support social participation by providing opportunities for social participation, outreach and education both on-site and off-site.	a.	Participate by staffing tables and booths at community and educational events to engage attendees in discussions regarding waste disposal and recycling in Pinellas County.	●Number of events scheduled and number of participants.
		b.	<p>Provide meaningful volunteer opportunities to 55+ residents at Solid Waste such as:</p> <ul style="list-style-type: none"> ●Adopt a recycling center ●Administrative assistance ●Swap Shop ●Eco Fun Festival ●Promote Keep Pinellas Beautiful volunteer 	●Number of volunteer positions listed on Pinellas County Volunteer website, number of registered volunteers and number of hours volunteered. Goal to increase volunteer hours by 20% in three years. This provides volunteers with the opportunity to learn and understand proper waste disposal and

		opportunities. ● Mobile Collection and other types of special events. ● Pinellas Partners in Recycling	recycling while they are providing meaningful service to their community.
--	--	--	---

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Measures of Success
1.	Survey Solid Waste employees to determine employees with second language or skills who are willing and able to assist those with special needs such as sign language.	a.	Develop survey via Survey Monkey or see if results from Emergency Management's Employee Notification and Information Survey can be used. Distribute results to department sections dealing with public.	● Survey completed and results distributed to department.
2.	Work towards providing more multilingual assistance on phones, HEC ₃ [Household Electronics & Chemical Collection Center], Scalehouse, business waste assessments and in public outreach materials.	a.	Form an interdepartmental committee with representatives from Business and Financial Services, Business Waste Assessments, Recycling Outreach and Programs, HEC ₃ to determine what is needed and a plan to accomplish. Determine what can be accomplished in the long and short term.	● Department-wide committee tasked with providing multilingual assistance and development of an action plan formed.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Engage in civic activities to promote employment in Pinellas County and especially at Pinellas County Solid Waste.	a.	Participate in Pinellas County Reverse Trade Show to promote Solid Waste's need for vendors and how Solid Waste can assist them.	● Record of participation and number of direct contacts.
		b.	Participate in Pinellas County University to showcase Solid Waste's contribution and importance in the community.	● Record of participation and number of direct contacts.

		c.	Work with technical schools, high schools and colleges to educate and promote careers in at Solid Waste.	<ul style="list-style-type: none"> ●Record of number of tours, presentations and events including number of participants.
		d.	Produce a career opportunity booklet to showcase careers in at Pinellas County Solid Waste.	<ul style="list-style-type: none"> ●Printing of career opportunity booklet.
		e.	Participate in high school career fairs.	<ul style="list-style-type: none"> ●Record of number of career fairs and number of direct contacts.
		f.	Participate in the Great American Teach-In to educate students about careers in the solid waste industry.	<ul style="list-style-type: none"> ●Record of number of classroom presentations.
		g.	Sponsor booths at Pinellas County Education Foundation's Enterprise Village and Finance Park to educate students about recycling, garbage and skills to work in the industry.	<ul style="list-style-type: none"> ●Record of sponsorship, number of students participating and a summary of lesson plans.
		h.	Mentor and provide intern opportunities to enhance the skills of potential employees.	<ul style="list-style-type: none"> ●Record of interns and mentoring opportunities. Include description of benefits to interns.
		i.	Provide student volunteer opportunities at mobile collection and on-site events to broadened their horizons and to think about careers in the environment.	<ul style="list-style-type: none"> ●Record of student volunteers.
2.	Partner with Keep Pinellas Beautiful.	a.	Share and promote Keep Pinellas Beautiful volunteer opportunities and its mission. Participate in activities such as litter counts and educational outreach.	<ul style="list-style-type: none"> ●Record of distribution of opportunities and information to the Pinellas in Recycling group. ●Records documenting departmental participation.

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Examine website and communication materials being sensitive to the 55+	a.	Recycling Outreach Programs (ROP) section to discuss communications standards with Marketing &	<ul style="list-style-type: none"> ●Guidelines established.

	and special needs community needs and capabilities.		Communications and Business Technology Services (BTS).	
		b.	ROP section to review website and printed materials for font size and ease of reading. To view website visit: www.pinellascounty.org/solidwaste	●Review of website and printed materials completed. Plan developed.
		c.	ROP to coordinate any updates and changes as appropriate.	●Updates completed.
		d.	Review communication materials to determine what might be needed in another language. Have a few multilingual brochures.	●Review completed and multilingual brochures developed.
2.	Engage staff to be aware of Age Friendly Pinellas Initiative and contribute ideas and suggestions.	a.	Form Age Friendly Pinellas Team at Solid Waste to address relevant issues, to encourage constant acknowledgement of this initiative and monitor plan.	●Team formed.
		b.	Use department newsletter, <i>Scoop</i> , and quarterly staff meetings to inform and remind staff of the initiative and their responsibility to suggest ideas to assist the department as being progressive with regards to the Age Friendly Pinellas initiative and its customers.	●Documentation of continual information provided to staff.
3.	Involve Solid Waste's Technical Management Committee (TMC), Pinellas Partners in Recycling (PPR), municipalities and the commercial haulers in Pinellas County Solid Waste's Age Friendly Pinellas initiative.	a.	Inform partners of Solid Waste's commitment to the Age Friendly Pinellas Initiative.	●Documentation in the form of agendas, meeting notes, emails, etc.
		b.	Add the Age Friendly Pinellas Initiative to select meeting agendas of the TMC and PPR to allow discussion and ideas amongst stakeholders in the Pinellas County solid waste industry to be developed and shared. An example is to survey and discuss the variety and types of "back door" collection service available to those who cannot place their trash and recycling at the curb.	●Documentation of agendas, meeting notes, possible survey, and completion of action plans.

		c.	Solid Waste's Age Friendly Pinellas Team to support and encourage partners to develop age friendly initiatives when working in the disposal and recycling of residential waste.	●Documentation of age friendly and special needs waste disposal and recycling initiatives in Pinellas County.
--	--	----	---	---

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Use A to Z Guide and Recycling Directory to provide information to the public regarding how to dispose and recycle items that are no longer needed to protect the community's environment.	a.	Promote and demonstrate the use of the Recycling Directory and A to Z Guide to the 55+ community. Review the directory for font size, ease of reading and the message. Visit www.pinellascounty.org/solidwaste/getridofit	●Documentation of A to Z Guide review and documentation of number of requests for information.
2.	ROP Section to work towards encouraging municipalities and haulers in the unincorporated areas to examine their waste and disposal service to special needs and aging customers.	a.	ROP section to survey municipalities and haulers to inquire about service to the aging population and special needs customers. Service such as back door service for recycling and/or trash to be specifically noted. ROP section to suggest a plan to determine how to go forward with the results of the survey.	●Documentation of survey.
		b.	Share survey results with TMC and PPR. Discuss possible solutions such as suggesting collection contracts address providing assistance to residents who cannot place the collection containers at the street. Solutions might also address size of containers and whether they are on wheels (smaller containers are easier to handle).	●Documentation of survey and resulting action plans.
		c.	ROP section to work with 55+ year old multi-family developments to offer suggestions regarding to their collection of trash and recycling to support meeting the special needs of the residents.	●Documentation of printed materials, presentations and tours. Records of informal support such as email and phone support.

3.	Support investigating the development of procedures to permit or procedures to document a person who represents a 55+ development bringing certain chemicals and electronics collected from individual residents to HEC ₃ and be considered residential waste not commercial waste.	a. HEC ₃ to determine if this objective can be legally accomplished and, if so, what needs to be done.	●Documentation that objective has been investigated and appropriate action determined for going forward.
4.	Offer Mobile Collection Events (includes Haz-to-Go Events) as an age friendly alternative to driving to HEC ₃ .	a. Promote Mobile Collection events in one's neighborhood as a way to drive familiar roads versus driving on unfamiliar roads at HEC ₃ . For information visit: www.pinellascounty.org/solidwaste/mobileoptions.htm	●Documentation of Mobile Collection and Haz-to-Go event schedules and participation rates.
		b. Promote Mobile Collections events, as an easy way to dispose of chemicals and electronics as they are removed from the vehicle by staff, making it easier for the driver.	●Documentation of Mobile Collection and Haz-to-Go event schedules and participation rates.
		c. Promote the new North County Satellite Site as a convenient close-by alternative for north county residents to dispose of electronics and chemicals.	●Documentation of North County Satellite Site Collection Schedule and participations rates.
5.	Examine Haz-to-Go event program to determine if changes can or should be recommended to better service the 55+ communities.	a. Since many Haz-to-Go events are targeted to be held in 55+ communities, examine procedures to determine if age friendly.	●Documentation that procedures were examined.
		b. Change criteria to host a Haz-to-Go event so it can be hosted even if event location is in close proximity to HEC ₃ .	●Development of new Haz-to-Go Procedures.
		c. Work with maintenance staff at locations hosting a Haz-to-Go event to collect items from residents at the location that cannot transport items for disposal. Procedures and processes need to be in place to prevent maintenance staff from mixing facility items with residential items (residential versus commercial waste).	●Development of new Haz-to-Go procedures.

		d.	Support investigating new procedures to assist the residents who cannot lift and transport electronics and chemicals to the central collection point. An idea such as a “milk route” to collect materials at beginning or end of a Haz-to-Go event or enabling neighbors or multi-family development staff to collect and deposit at collection event.	●Development of new Haz-to-Go procedures.
6.	Support expanding special needs assistance at HEC ₃ .	a.	HEC ₃ to discuss what they are currently providing for special needs customers and what is needed but not yet provided. For example, if a customer informs staff that they have a disability, assistance is provided. Present a plan to management for suggested changes and implement as appropriate.	●Development of new procedures.
7.	Solid Waste to offer “back door” service for those in need under the Lealman collection contact.	a.	“Back door” service is currently available to those in need under the current contract. Determine if applicable residents know that this provision exists. Solid Waste staff (ROP section, garbage & recycling collection contract manager) and contracted hauler to develop an appropriate way to promote the message.	●Documentation that information has been distributed to those in need. Track increase in participation.
8.	Work towards the possibility of developing a county-wide requirement offering “back door” service for recycling and garbage collection for those in need.	a.	Study the logistics and determine the feasibility to pursue and become part of department’s business plan. Should it be a part of the license agreement or take another form? Work with TMC and PPR partners obtain their support. Plan for appropriate action.	●Action plan created.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Ensure safety of employees and the public while on site and using programs.	a.	Draft and implement formal Department Safety Program.	●Safety Program in place and fully implemented.
		b.	Examine signage and update, revise as appropriate.	●Review completed. Goal of zero

				injuries.
		c.	Continually examine traffic flow to ensure safety of all vehicles on site.	●Review completed. Goal of zero injuries.
		d.	Safety meetings as appropriate.	●Documentation in meeting notes. Goal of zero injuries.
		e.	Regular inspection of surfaces and areas the public might use to remove slip and fall hazards.	●Inspection logs. Goal of zero injuries.
2.	Monitor Security.	a.	Loan Personal Protective Equipment (PPE) to customers on an as-needed basis.	●Log of the loaning of equipment.
		b.	Monitor site security activities to ensure the safety of the public and employees.	●Monitor records with a goal of zero injuries.

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Use Solid Waste Department's Emergency Response Plan.	a.	Review and update plan as appropriate.	●Documentation of plan being reviewed and updated.
		b.	All staff to be familiar with plan.	●Documentation that staff has been informed.
		c.	Have a supply of Pinellas County's All Hazards Preparedness Guide available for tours and presentations, front desk, and for staff to remind and inform all to be prepared in case of an emergency. The guide is found at: www.pinellascounty.org/emergency/allhazardguide.htm	●Documentation of distribution of <i>All Hazards Preparedness Guide</i> .
		d.	Evaluate a plan for procedures to assist the elderly and special needs guests to evacuate the site in the event of an emergency.	●Documentation that strategy is included in department's plan.

Utilities



Utilities helps Pinellas County residents by providing our customers a team of dedicated professionals to assist with education surrounding water/sewer needs, recycling, watershed and storm water runoff, reclaimed water usage and ensuring the water is safe to drink and use daily, amongst other services.

A team of just over 400 staff members ensures the county’s infrastructure is in great working order and the over 112,000 customers are helped as needed.

Utilities webpage: www.pinellascounty.org/utilities

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success
1.	Awareness of PCU Irrigation system checkup Program.	a.	Develop a target communication to disseminate the information to seniors needing this type of assistance.	●Quarterly communication through multiple media avenues.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Create How To videos.	a.	Work with communication to create “How To” step by step videos and documents to assist with; checking toilet for leaks, Irrigation systems, Water Heaters, Water Softener systems, Reading Water Meters, etc.	●Quarterly posting of videos created to the county’s YouTube channel. And tweeting the videos through the county’s tweet feed.

Domain 7: Communication & Information

Objectives	Strategies	Measures of Success
------------	------------	---------------------

1.	Engage other Departments.	a.	Work in concert with other departments such as Communication to ensure communication to our customers is clear and correct.	
2.	Utilities Services.	a.	Develop a communication and outreach program ensuring customers are aware and familiar with services provided by PC Utilities. Subsidies on Utility bill for low income elderly customers.	
3.	Reclaimed Water usage.	a.	Develop an outreach program ensuring our reclaimed water customers understand the system.	
4.	Invite Feedback.	a.	Hold outreach meetings at different parts of the county. Invite our senior population to participate and provide their thoughts on what services they require which we may be able to assist.	●Meetings scheduled.
5.	Increase e-bill/online usage.	a.	Work in concert with Human Services to target HOAs and areas where this service will assist our customers.	

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Bring Awareness on Water questions.	a.	Use the outreach and other methods of social communication such as; Twitter, Facebook and others to efficiently and effectively convey information to our customers.	●Quarterly outreach meeting with at minimum 2 HOAs.

Veterans Services



Pinellas County Veterans Services was created by the Board of County Commissioners to improve access to services for Pinellas County veterans and their dependents. We provide comprehensive veterans assistance, information, and counseling for filing, developing, and appealing claims pertaining to the full spectrum of Veterans' entitlements.

Pinellas County Veterans Services webpage: www.pinellascounty.org/veterans

Domain 1: Outdoor Spaces and Buildings

Objectives		Strategies		Measures of Success
1.	Be supportive of community organizations that desire the establishment of parks, memorials and monuments dedicated to Veterans.	a.	Meet with organizations to provide information and available resources.	●Track and record number of meetings held.
		b.	Participate in dedication ceremonies.	●Track and record number of dedications attended.

Domain 2: Transportation

Objectives		Strategies		Measures of Success
1.	Increase awareness of transportation options.	a.	Provide transportation resources such as: Transportation for Disadvantaged Program, bus route stops to key VA sites and VA Transportation Program.	<ul style="list-style-type: none"> ● Increased awareness of program and transportation options. ● Information posted and maintained in Veterans Services offices and distributed at outreach events. ● Semi-annual review of VA Transportation Program.

Domain 3: Housing

Objectives		Strategies		Measures of Success
1.	Increase awareness of housing resources for Veterans.	a.	Engage community partners to identify potential housing resources for Veterans.	<ul style="list-style-type: none"> ● Resources identified and reviewed semi-annually.
2.	Increase awareness of VA adaptive housing and closing cost assistance.	a.	Provide information on how to access VA benefits for adaptive housing and VA home loans through various outreach methods.	<ul style="list-style-type: none"> ● Track and record the number of claims submitted.
3.	Educate Veterans about their ability to apply for exemptions through Pinellas County when obtaining permits related to accessibility improvements such as: ramps, widening of doors, and similar improvements to make the dwelling safe.	a.	Promote awareness of exemptions and how to access through various outreach methods.	<ul style="list-style-type: none"> ● Information posted and maintained in Veterans Services offices and distributed at community events.

Domain 4: Social Participation

Objectives		Strategies		Measures of Success
1.	Develop community partnerships that foster participation and promote community engagement in Veterans programs.	a.	Identify community stakeholders to pursue joint partnerships to address community issues and needs.	●Track and record all activities of community partnering.
2.	Increase access to social participation and intergenerational activities.	a.	Provide information to clients about low cost/no cost activities that increase socialization such as community events, movies in the park, free concerts and street festivals, volunteer opportunities, etc.	●Information posted and maintained in Veterans Services offices and distributed at community events.
		b.	Provide employees opportunities to participate in programs and events that incorporate socialization and intergenerational opportunities such as mentoring in schools, Honor Flight, etc.	●Opportunities shared with staff.

Domain 5: Respect & Social Inclusion

Objectives		Strategies		Measures of Success
1.	Increase awareness of Veterans issues to encourage understanding and support.	a.	Encourage community-wide participation in events to support Veterans such as memorials, events and recognition programs.	●Information posted and maintained in Veterans Services offices and distributed at community events.

Domain 6: Civic Participation & Employment

Objectives		Strategies		Measures of Success
1.	Increase awareness of educational benefits for Veterans and dependents.	a.	Develop partnerships with educational institutions to share benefit information in Veterans student resource centers.	<ul style="list-style-type: none"> Track and maintain distribution of marketing materials to Student Veteran Centers and at outreach events.
		b.	Attend student fairs to provide benefit information.	<ul style="list-style-type: none"> Track and record Pinellas County Veterans Services participation at all education institutions.

Domain 7: Communication & Information

Objectives		Strategies		Measures of Success
1.	Improve awareness of Veterans Services	a.	Use a wide range of communication vehicles to disseminate information such as: <ul style="list-style-type: none"> Website Social Media Informational fliers/posters in community gathering places Faith Based Communities Neighborhood Associations Special Events Speakers Bureau Employee Communication Lunch and Learns 2-1-1 Tampa Bay Cares Veteran & Military Resource Guide 	<ul style="list-style-type: none"> Track and record distribution of marketing material to community organizations and at events.
2.	Provide continued high level of customer service.	a.	Provide surveys on the services received.	<ul style="list-style-type: none"> Surveys made available online and evaluated quarterly.

Domain 8: Community Health Services

Objectives		Strategies		Measures of Success
1.	Improve access to health, wellness and preventative care for Veterans.	a.	Assist Veterans with submitting claims for benefits and access to VA healthcare.	●Track and record number of claims submitted.
		b.	Work with providers such as home health care, Assisted Living Facilities, mental health and dental to educate clients about accessing VA benefits.	●Track and record presentations and participation in events.
2.	Increase awareness about Animal Services Veterans Assistance Program. www.pinellascounty.org/animalservices/adoption_center	c.	Develop partnership with Pinellas County Animal Services to educate Veterans about a free Veterans Assistance Program that provides sterilization, microchips, annual vaccines, etc.	●Partnership developed and number of certificates issued tracked.

Domain 9: Public Safety & Security

Objectives		Strategies		Measures of Success
1.	Increase awareness of Veterans Crisis Line.	a.	Marketing materials and resource guides available in offices, at speaking engagements and community events.	●Track and record events and presentations.
		b.	Work with Marketing and Communications department to promote via social media.	●Messages created, posted and tracked.
		c.	Crisis Line phone number available in Pinellas County Veterans Services offices.	●Number readily available at all Veteran Services desks.

Domain 10: Emergency Management

Objectives		Strategies		Measures of Success
1.	Increase emergency preparedness awareness.	a.	Provide information about special needs preregistration.	●Track events where Emergency Management materials distributed.
		b.	Provide <i>All Hazards Preparedness Guides</i> to clients and distribute to community partners providing services to Veterans.	●Track where Emergency preparedness information is distributed.
2.	Maintain client access to services during times of emergency.	a.	Develop Continuity of Operations plan for continued operations off-site as required due to emergencies.	●Plan completed.

Pinellas County Age Friendly Department Websites



[St. Pete-Clearwater International Airport](#)



[Animal Services](#)



[Building Services](#)



[Consumer Protection](#)



[Economic Development](#)



[Emergency Management](#)



[Human Services](#)



[Marketing & Communications](#)



[Parks & Conservation Resources](#)



[Planning & Development Review Services](#)



[Public Works](#)



[Real Estate Management](#)



[Safety & Emergency Services](#)



[Solid Waste](#)



[Utilities](#)



[Veterans Services](#)

Addendum

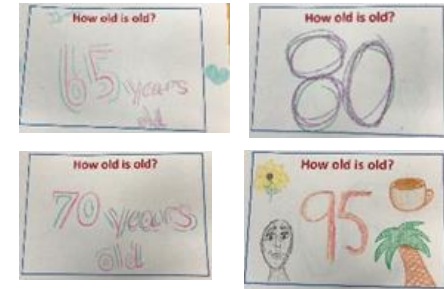
Take Our Kids to Work – with Age Friendly Pinellas



On April 26, 2018, Pinellas County Human Services staff brought their children ages 4 – 17 to work with them as part of the national movement that enables children to shadow their parents on the job.

The day included an orientation and job interviews; stocking non-perishable goods at a food pantry; a discussion about empathy and what it means to be homeless; and decorating bags for an agency that will fill them with food for the homeless. The final work session included a discussion about Age Friendly Pinellas.

The intergenerational discussion began with an overview of what Age Friendly means. The kids were then provided with a piece of paper and asked to write down their answer to, “How old is old?” Once the answers were shared, the [AARP Flash Mob](#) (Michigan) video was shown. After the video ended, students were asked to turn their paper over and answer, “Now how old is old?”



An overview of the 10 Domains was provided and kids were asked to share their ideas on six of them:

Outdoor Spaces/Buildings

Question: <i>What do you like to do in outdoor or inside? What would you like to do?</i>		
Swimming	Surfing	Zoos
Riding ponies/horses	Spending time with family	Play with new friends
Kids Clubhouse	Parachute	Trampoline
Go to Grandpa Scott’s house	Would like a Lego museum	Fishing
Like to go to Lego Land	Skydiving	Playground
Building tree house	Walking	Traveling
Beach	Cheerleader	

Housing

Question: <i>Where do you live? What do you like about your home/neighborhood and what would you like to change?</i>		
Air Conditioned	City	Swing set – see saw
Neighborhood	Solar panels	Close to park w/baseball field/playground
2-story	Village	Mansion
Roller coaster	Skyscraper	Merry Go Round

Social Participation

Question: <i>What do you like to do? What would you like to be able to do? How do you interact with others?</i>		
Travel to China	Plays – theatre	Have fun – carnivals, movies

Share books with friends (donated Narla)	Be nice to each other (you will have a lot of friends)	Be nice to bullies, ride white ponies and help dolphins
--	--	---

Respect

Question: *Why should we respect those who are different?*

Be nice to everybody even bullies; you don't know why that person is being mean and God wants us to be nice to each other (6 year old)	People need food	Take care of each other, help and be nice
--	------------------	---

Transportation

Question: *What are ways you get around and/or how would you like to get around?*

Boat	Walk	Bus
Submarine	Jumping – pogo stick	Helicopter
Race car (with number 5000)	Subway	Pokémon
Jet Ski		

Employment

Question: *What kind of job would you like to have when you get older?*

Fireman	Lego museum boss	Singer
President	Zoo Keeper	Military
King of a theme park (girl)	Veterinarian or teacher	Spanish Teacher

All of the participants were engaging and eager to share their ideas and parents reported that the kids enjoyed the Age Friendly experience. Additional intergenerational opportunities will continue to be explored.



Age Friendly Plan - Research Links

AARP Florida

states.aarp.org/region/florida/

Florida Department of Elder Affairs

http://elderaffairs.state.fl.us/doea/pubs/stats/County_2017_projections/Counties/PSA5.pdf

Pinellas County Website

www.pinellascounty.org

Photo Credits

Photos by Pinellas County Marketing & Communications and various Pinellas County employees.

Age Friendly Pinellas

The Age Friendly Pinellas plan was created through the efforts of the Age Friendly Department Champions. For additional information contact Daisy Rodriguez, Director – Pinellas County Human Services, darodriguez@pinellascounty.org or call (727) 464-4200.

Plan created February 2019