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January 2019

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Develop Guide to the Pinellas County

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Initiate use of Form-Based Codes and

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Practice Superior Environmental Stewardship

Shell Key Pass Study In Progress

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Strategy for Beach Nourishment Projects In Progress

Continue to Reduce Nitrogen and Phosphorus

Loads to Local Waterways In Progress

Install Cogeneration Equipment at Detention Facility

Complete

Incorporate Green Technologies into Comprehensive

Plan and Building Code In Progress

Improve Reclaimed Water Availability In Progress

Solid Waste Facility Upgrades and Tipping Fees In Progress

Explore and Implement "Green" Technologies In Progress

Conduct Sea Level Rise Vulnerability Assessment In Progress

Achieve STAR Communities Designation in 2018 Complete

Installation of Electric Vehicle Charging Stations

on County Properties \*NEW\* In Progress

Develop Alternative Fuel Strategy for County Fleet \*NEW\* In Progress

Solid Waste Master Plan \*NEW\* In Progress

Enhanced Metals Recovery at the WTE \*NEW\* In Progress

# Create a Quality Workforce in a Positive Supportive Organization Strive for Workforce to Reflect the Community IN PROGRESS

#### Description

Diversity and Inclusion Report is to be completed by OHR and HR and provided to Appointing Authorities.

### Background

OHR completed diversity and inclusion report and will turn it into a dashboard in partnership with BTS. The dashboard will be presented to the Human Rights Board in their meeting that is slated for March 2019.

#### **Update**

Report will be presented in March 2019.

# Monitor Implementation of Pay and Classification Study Recommendations

IN PROGRESS

#### Description

Classification and Compensation study began May 2017 and reviewed the exempt and classified classifications and pay plans and pay policies with the goal of ensuring the County is aligned with overall market.

#### Background

Phase 1 is scheduled to be complete by February 2019, with Phase 2 beginning shortly after.

#### **Update**

HR plans to have changes to Exempt classifications and pay plans formally adopted by the middle of March 2019 and that Exempt pay adjustments will be implemented by the end of April. It is estimated that processes to address internal equity for both Classified and Exempt employees may be implemented by June 2019.

# Increase Partnerships to Increase Mentoring by County Staff

**COMPLETE** 

#### Description

Launch second cohort of BBBS School to Work Mentoring program.

#### **Background**

Airport has had a program since 2016, and launched a second round of the School to Work Program for 2018-2020 school years. This program is a work-based mentoring initiative allowing for high school juniors and seniors to job shadow monthly.

#### **Update**

With new program, we now have 16 volunteers at the Airport and 19 volunteers from County Administration, Public Works, Utilities, and OMB for the launch of a third cohort since 2016. Currently, there are a total of 35 volunteers for 2018 - 2020 school years for the two active cohorts.

# Implement Strategies to Address Employee Voice Survey Findings

**COMPLETE** 

### Description

During last year's in-Service Day, departments worked with HR to conduct training or strategy sessions to address specific feedback that was received from the survey. OHR conducted an Anti-harassment training to all exempt employees in 2018 and have completed trainings to approximately 858 BCC employees to address the increased concern regarding workplace harassment, which came to light after the survey results were reviewed.

#### **Background**

Every 2 years an employee survey is conducted. The next survey from HR is slated for 2019.

#### **Update**

# Enhance Employee Growth and Development

**IN PROGRESS** 

#### Description

Increase utilization of training programs from HR, tuition reimbursement, and certification programs.

#### Background

#### **Update**

Organization and Talent Development reports the following information regarding training opportunities:

Certified Public Manager Program:

Partnering with Florida State University, Florida Center for Public Management, 23 employees began the nationally recognized Certified Public Manager program in 2017, 24 in 2018 and 25 in 2019. This program consists of 32 days of classroom instruction, 8 four-day sessions over 30 months and is a professional designation not academic.

**Tuition Reimbursement** 

There is an uptick in participation in tuition reimbursement of about 28% this fiscal year with a corresponding dollar increase of just under \$24,000. The average reimbursement per participant for fiscal year 2018 is just about \$1,200. BCC departments had 102 employees participate in the program, and reimbursed a total of \$104, 362.50 in tuition payments.

# Create Pipelines for Career Readiness through Internships and Externships

**IN PROGRESS** 

#### Description

Create internship opportunities in BCC departments for students who are interested in a public sector career, identify hard to fill positions and the skills needed to ensure current students are obtaining skills that would allow them to be employable.

#### **Background**

Several BCC departments have sought out opportunities to bring in interns in partnership with HR. HR through the workforce connections committee is seeking to formalize and streamline internship process for appointing authorities.

#### **Update**

In FY18, HR completed the following with BCC departments:

- Implemented a formalized internship agreement between Pinellas County Animal Services and Richard O. Jacobson Technical High School at Seminole (previously known as Pinellas County Tech High)
- Helped coordinate intern placement between Pinellas County Solid Waste, Utilities and Public Works and Pinellas Tech College (works in place to formalize that agreement)
- Developed resource tools for current site coordinators to help them better develop internship opportunities and manage interns:

http://www.pinellascounty.org//volserv/sitecoordinators/internship.htm

- Attended 10 intern fairs throughout various local high schools and colleges In FY19, HR plans to partner with County Administration and BCC departments to do the following:
- Survey site coordinators and departments across the UPS on current and potential internship
- Survey site coordinators and departments across the UPS on current and potential internship opportunities
- Work with intern coordinators in local high schools and colleges to further identify internship opportunities that match students' needs and to build presence in high schools/colleges with targeted outreach
- Identify needs and opportunities for partnerships with schools
- Identify need for job shadowing/externships and plan to develop formalized plans in FY19.
- Work on developing a paid internship program

# Deliver First Class Services to the Public and Our Customers

North Redington Beach Fire Station and Lift Station Replacement Project \*NEW\*

**IN PROGRESS** 

#### Description

Project to construct a new fire station and replace an existing lift station.

#### **Background**

This is a collaborative effort between the County, Redington Beach, North Redington Beach, and Redington Shores to improve fire/ems coverage for these beach communities, and to upgrade an existing sewer lift station.

#### **Update**

Developing interlocal agreement for land and building use. Pursuing solicitation for design/build firm to construct fire station and upgrade lift station.

# Courts Consolidation Project - St. Petersburg Justice Center \*NEW\*

IN PROGRESS

#### Description

Project to renovate floors 2, 3, and 4, inclusive of ADA upgrades, new ceilings and lighting, new finishes, new fire alarm and fire sprinkler systems and installation of a third elevator.

#### **Background**

Phase two of two phase courts consolidation effort. \$11.3M project budget.

#### **Update**

Design in progress, with expected completion in March/April 2019.

### Courts Consolidation Project - County Justice Center \*NEW\*

**IN PROGRESS** 

#### Description

Project to construct new annex and front entrance to courthouse; expand jury assembly area; renovate Clerk's customer service area; add public bathrooms at the west end of the building and building security upgrades.

# **Background**

Phase one of two phase courts consolidation effort. \$56M project budget.

#### **Update**

Design complete. Guaranteed maximum price (GMP) pending from design/build firm. Construction expected to begin in April 2019, following Board approval.

# Production of Multi-lingual Education and Marketing Materials

COMPLETE

#### Description

In 2018, we continued to produce content in multiple languages based on community needs. Among the highlights: 1) Emergency Management printed and distributed English, Spanish and Vietnamese language versions of its preparedness guide. 2) We secured an in-kind partnership with a local Spanish radio station for a weekly live spot on their morning show. The value is estimated at approx. \$8,000.

#### **Background**

This is an ongoing initiative to increase the amount of collateral we produce in languages other than English.

#### **Update**

This will be an ongoing initiative as communication needs arise within communities with speakers of other languages.

# Enhance the Customer Experience

IN PROGRESS

#### Description

The new county website will facilitate access to government services and information through an easier-to-navigate and mobile-friendly platform.

#### **Background**

The county website is one of the primary sources of information for county residents and visitors, with millions of hits each year. As part of our goal to Deliver First Class Services, we are updating it to be more user-friendly and simplify access to imp

# **Update**

The county has engaged a third-party vendor and held a project kickoff meeting in January to establish the primary project goals and timeline. Moving forward, we will work on completing current website cleanup to remove obsolete content, as well as creating a plan to engage stakeholders for future beta testing of the new website.

# **Educational Outreach Programs**

#### COMPLETE

#### Description

Several of our county departments enhanced or continued various educational outreach programs. Among the highlights: 1) We expanded the Pinellas Promise youth summer program to a second location (High Point) and reached approximately 100 local children. 2) Held a State of the County presentation mid-county that garnered attendance by 100 local business owners and stakeholders. 3) Fed more than 400 families through the annual FarmShare program and 4) Welcomed hundreds to the new Lealman Exchange during its February Open House

#### **Background**

This effort is part of the County's commitment to mentor local youth and engage county residents closer to home. It is part of our strategic goal to Deliver First Class Services.

#### **Update**

Staff will continue to explore outreach opportunities and look for continued ways to reach our diverse and multicultural audiences.

#### Leverage Performance Dashboards for Data Driven Decisions

**IN PROGRESS** 

#### Description

Through this initiative we are implementing Socrata, an open-data platform and performance reporting software that we're using in concert with other technology tools like business intelligence and SharePoint to achieve efficiencies and enhance transparency to the public. This new software is replacing a time-intensive, manual process currently being used to manage performance data, allowing the development of dynamic performance dashboards to more efficiently support managing performance using data and making data more accessible both internally and externally.

#### **Background**

As we continue to leverage data to manage performance across the organization, we are using performance dashboards to help us manage, access, and understand the tremendous volume of data that is available. We also continue to integrate performance managem

#### Update

In December, the Pinellas Community Snapshot was publicly launched. Other work in FY19 is focused on developing department-level dashboards, evaluating and prioritizing data sources to integrate with Socrata, developing data governance policies and practices, and engaging community partners in continuing to develop and enhance the Pinellas Community Snapshot.

# Increase Voluntary Code Enforcement Compliance

**IN PROGRESS** 

#### Description

Code Enforcement has implemented all of the items previously identified on that list. We are now focused on gaining some efficiencies with electronic citations. This has substantially reduced our response times. In addition to enhancing our service delivery model, we are placing additional efforts on those properties that require non-voluntary code compliance, i.e. injunctions, foreclosures, demolitions. We have and continue to improve our service delivery model. Code Officers are addressing the items of concern and any other life safety items identified on the property. We provide courtesy notices for all other items. As a result, our case load numbers have decreased and our response times have improved.

#### Background

In addition to our improved service delivery model, Code Enforcement has begun to utilize a remote server and electronic citations. These two enhancements have streamlined our process significantly and allowed our officers to go from an average 9 day resp

#### **Update**

Code Enforcement has been working with the Clerk of the Court, the County Attorney's office, other County departments, and other municipalities to promote the use of the electronic citation process. This improvement has resulted in the saving of hundreds of hours of staff time, which equates to tens of thousands of dollars saving to the County.

#### **Evaluate Foreclosure Process Best Practices**

**IN PROGRESS** 

#### Description

The County has received the necessary policy direction from the BCC. The Code Enforcement Division is now bringing our new Assistant County Attorney up to speed on the new direction. We are also in the process of training a new legal secretary. With these two pieces in place we will be able to establish our administrative process and begin to bring properties forward for consideration.

#### **Background**

The County has the necessary codes and ordinances in place to pursue these efforts. We now have the policy direction needs and will be working to establish the administrative procedures necessary.

#### **Update**

**Develop Administrative procedures** 

# National Flood Insurance Program Reauthorization

IN PROGRESS

#### Description

Long-term reauthorization of the National Flood Insurance Program that ensures financial sustainability, while not pricing out policy holders.

#### Background

Congress approved eight short-term extensions of the National Flood Insurance Program in 2018, with the legislation approved in December to extend the program through May 31, 2019.

### **Update**

None of the eight legislative extensions changed the operations of the NFIP in 2018, but a long-term reauthorization of the program will be a priority issue for the new 116th Congress. A long-term extension will likely include reforms to the Program. We will advocate for reforms that do not compromise the sustainability of the Program, and do not place unfunded mandates on local governments.

# Develop One-Stop Shopping for Parks Reservations and Fee Collections IN PROGRESS

#### Description

Civic Rec is the new reservation software currently undergoing implementation.

#### **Background**

Current situation involves multiple software programs for campground, picnic shelter, and point of sale. The new program will centralize those functions to one software, improving the ease of use for customers and minimizing support costs.

#### Update

Expected go live date of February 2019

# Implement Asset Management Plan in line with EAM

**IN PROGRESS** 

#### Description

A successful Asset Management program will extend asset life and performance at the lowest life-cycle cost, provide continuous and consistent delivery of established levels of service, support informed decision making that balances risk and cost, use data driven results to perform planned maintenance or replacement right before failure, provide for long term planning and funding forecasting to replace assets, and set the framework for consistent processes and practices across the enterprise.

#### **Background**

The Asset Management Program is based on people, process and technology. ISO 55000 is the Asset Management standard being adopted. All enterprise asset management processes have been mapped and verified for need and consistency. The Board approved a mul

#### **Update**

The OAM Department director has been hired and began on 1/6/19. Cityworks implementation continues but in a different approach as originally scoped, which is the result of discovery and department readiness assessments. Implementation will now be a two track approach with Utilities and Public Works in Track 1 and Real Estate Management, Parks and Conservation Resources, and Solid Waste in Track 2. Full implementation is targeted for FY21. Staff will be coming back the Board on 2/5 to request consideration and approval to the contract amendment with Woolpert for Cityworks implementation.

# Ensure Public Health, Safety and Welfare Develop Complete Streets Program

COMPLETE

### Description

Development of County Complete Streets Assessment Plan.

#### **Background**

Effort includes partnering with several stakeholders, such as Forward Pinellas, FDOT, and other municipalities. Plan will provide an evaluation of corridors where complete streets can be implemented and prioritize projects for implementation as part of ou

#### **Update**

Study is completed and will be used to prioritize potential projects that can be considered for complete streets implementation approach. In the process of forwarding to outside agencies and municipalities for input.

# Complete Streets for Bicycle and Pedestrian Safety

**COMPLETE** 

#### Description

Updating of the sidewalk inventory.

#### **Background**

Updating of the sidewalk inventory in GIS to improve our sidewalk asset management program and improve the prioritizations of specific projects in our sidewalk program for Penny projects.

# **Update**

Sidewalk inventory is now completed and evaluation of the data will be used to prioritize locations where sidewalk projects are needed.

#### Post-Irma Action Plan \*NEW\*

**IN PROGRESS** 

#### Description

Implementation of the Action Plan will improve our preparedness and response efforts. PCEM has already integrated many improvement areas into planning, training and outreach and continues to work through the items that required additional time to complete.

#### **Background**

After Hurricane Irma, two action plans were developed that identified areas for improvement in relation to the event. The public-facing document addressed areas of concern to the public and the internal document addressed more tactical operations within

#### **Update**

All of the 498 items identified in the initial report have been addressed. Over 95% have been reported as complete by the Department/Agency that was assigned to the items. Items that are not completed are underway and include implementation of technology improvements, additional planning and training and the larger challenges of finding additional shelter space and resources and support for the special needs population. A one year follow up report is being developed to show the current status of items from the 2018 After Action Plan. PCEM has and continues to implement measures to address the action plan. The one year follow up report will be ready by January 30, 2019.

# Veteran Support and Outreach

**IN PROGRESS** 

#### Description

Provide outreach, education and coordination of services to veterans

#### **Background**

#### **Update**

Active participation in the Leadership Team to End Veteran Homelessness Establish Quarterly Veterans Coalition Meetings to be facilitated by HS Purple Heart Memorial for installation in August 2019 Collaborate with other agencies on key critical issues facing Veterans Collaboration with Supervisor of Elections to promote "Vote in honor of a vet program" guided education and outreach towards High School Students

# Opioid Updates and Policy Issues \*NEW\*

**ONGOING EFFORTS** 

#### Description

Define and implement community strategies to reduce opioid-related impacts and deaths.

#### Background

Pinellas County has seen significant opioid-related impacts over the past decade with lasting impacts across the community. Initial availability of opiate-base prescriptions led to a spike in drug-related deaths in Pinellas County in 2009 and 2010. Pres

#### **Update**

Pinellas County has litigation in progress. Opioid Task Force continues to work on key strategies to expand education and treatment access, reduce access, and reduce deaths. Meeting are held regularly and subcommittees work on implementing specific actions. Human Services has received a three (3) year grant to help support the strategic information needs of the Opioid Task Force. Planning has begun for this effort with a phased implementation plan expected in March 2018.

# Mental Health Annual Accountability Measures \*NEW\*

IN PROGRESS

#### Description

Establish clear measures and outcomes for behavioral health system performance

#### **Background**

Human Services currently has performance models and reporting for behavioral health partners. The measures often align with state required reporting, with additional measures as needed for local tracking. As an ongoing effort, Human Services continues t

#### **Update**

Human Services is participating in a workgroup led by Central Florida Behavioral Health Network is now exploring behavioral health information system needs/design for improved system communication, flow, and service connection (planning is underway). Current demonstration projects funded through Human Services will continue to work with partners to review system gaps for improvement (ongoing). Human Services is coordinating with EMS on a high-utilizer data sharing effort to help coordinate engagement across partners/systems (planning is underway).

#### Description

Expand access to critical mental health and substance abuse treatment.

#### Background

Human Services has been working with community partners to supplement critical areas where gaps arise while collaborating with system partners around improving service access, delivery, connection, and outcomes. Various demonstration projects have gotten

#### **Update**

Pinellas County is investing approximately \$12.6 million on behavioral health efforts in FY19 with 37.8% funded through competitive grant awards received by Human Services. Recent demonstration project efforts underway/initiating include: Pinellas County Empowerment Team (PCET), Provides funding for Behavioral Health High Utilizer Pilot Program, Pinellas Integrated Care Alliance (PICA) Integrated Case Management partnership that can be expanded within the community, Assisted Outpatient Treatment (AOT) Grant civil commitment program to serve up to 100 individuals per year with Severe Mental Illness, and HCH Intervention Team Grant provides substance abuse and mental health intervention for high need HCH clients (i.e.: identified from referrals for substance abuse needs at St. Anthony's and enrolled in HCH and high use of PEMHS and other community resources).

- Human Services along with key stakeholders are working on a uniformed approach to suicide prevention, education and outreach strategies to mitigate risk. Human Services is seeking grant opportunities to further local prevention and intervention efforts.
- Human Services is collaborating with partners on system flowcharting. (underway anticipated April 2019)
- A workgroup led by Central Florida Behavioral Health Network is now exploring behavioral health information system needs/design for improved system communication, flow, and service connection. Human Services is participating.

# Marchman Facility \*NEW\*

**IN PROGRESS** 

#### Description

Explore secure Marchman facility to provide for the involuntary or voluntary assessment and stabilization of a person allegedly abusing substances like drugs or alcohol, and provides for treatment of substance abuse.

#### **Background**

Florida Statute Chapter 397 provides for involuntary or voluntary admission for crisis services. While Marchman petitions are available, there is no publicly funded secure Marchman beds within Pinellas County. The lack of secure dedicated beds often cre

#### **Update**

As a part of the strategy, Human Services is working on obtaining Marchman data related to utilization and need as it's not currently reported. Previously, Human Services visited the Orange County Belvin Perry Jr. Central Receiving Center to tour operations. More recently, Human Services visited First Step in Sarasota and visits are being scheduled to ACTS and Gracepoint in Hillsborough, and the Forensic Alternative Center in Miami-Dade. As summary of the information will be reviewed with the system of care partners for recommendations in March or April of 2019.

We are further exploring the estimated costs for facility and operations.

# Implement Age Friendly Community Plan

**IN PROGRESS** 

# Description

Establish Age Friendly Plan aligned with AARP Aging in Place County

#### **Background**

#### **Update**

Final Action Plan will be presented to BCC for approval, followed by official submission to AARP. Will meet with department champions Quarterly to assess action items progress. Partnership with Pinellas Community Foundation, Area Agency on Aging and other community stakeholders to launch Community Assessment -Survey of Older Adults in February. Co facilitator with AAAPP to address Food Insecurity Amongst Seniors and develop plan to mitigate risk to older adults. Consumer protection partnership with Largo PD to address home solicitation concerns that often target vulnerable seniors.

# Homeless System Continuum of Care Resources

**IN PROGRESS** 

#### Description

Provide ongoing support for the Homeless System of Care including Administration , Navigation and services

#### **Background**

\$434K was allocated to provide for Emergency Sheltering and Bridge Housing and Prevention Services

#### **Update**

Both contracts have been executed with Sub to SVDP for ES/Bridge. As part of the prevention strategy the HLB has hired 3 diversion specialists, 2 funded by the BCC and remaining by the Foundation for Healthy St. Pete In collaboration with partners, developed an on call process for after hour sheltering needs

# High Need Client Information Exchange Pilot \*NEW\*

**IN PROGRESS** 

#### Description

Initial exchange effort working to review cross-over and root causes for high use and cross-system interactions. Project is being piloted as a partnership between Human Services and Public Safety Services (EMS) with plans to expand to additional partners.

#### **Background**

Currently, high need clients can be a major impact to resources across system without effective interventions. Often, the information known about the interactions (i.e.: frequency, locations, services, etc.) is limited in scope and does not reflect the un

#### **Update**

#### Healthcare for the Homeless Intervention Team Grant \*NEW\*

**IN PROGRESS** 

#### Description

Provides substance abuse and mental health intervention for high need HCH clients (i.e.: identified from referrals for substance abuse needs at St. Anthony's and enrolled in HCH and high use of PEMHS and other community resources) Funded by \$140,000 HRSA grant for substance abuse and supplemented by \$270,000 in HCH funding for integrated mental health.

#### **Background**

Current behavioral health services provide critical access for HCH clients. In some instances, when clients presenting with more severe behavioral health diagnoses, the services available are not enough to maintain stability and engagement. A higher leve

#### **Update**

# Explore Provision of Transitional Housing with Supportive Services

**IN PROGRESS** 

#### Description

Explore and develop housing opportunities

#### Background

Supporting Boley Center through Decision Package 95 units of permanent supportive housing units beginning 2019 designated for homeless individuals and families.

# Update

Along with ongoing investments in permanent supportive housing in the amount of 437K to Boley Centers, there is an additional 66 K through a DP to provide for new supportive services commencing in June 2019. Agreement with Boley Centers is in the review process for signatures

# Drug Court \*NEW\*

**ONGOING EFFORTS** 

#### Description

Ensure access to drug court substance abuse treatment alternatives.

# **Background**

Pinellas County Drug Court was initiated in 2001 as a community partnership between the Sixth Judicial Court, Pinellas BoCC, State Attorney, Public Defender, PCSO and local law enforcement, and local community providers. Drug Court provides Outpatient an

#### Update

Along with the general fund supported drug court efforts, expanded capacity is supported by a range of grants that help serve priority population areas. The program is reviewing existing evaluations to determine future program needs.

Grants are sought in partnership between the Sixth Judicial Circuit Court and Pinellas County Justice Coordination.

- Approximately \$1.4 million per year
- Division Z Adult Prison Diversion
- Courage to Change (enhanced services)
- Veteran Treatment Court
- Family Dependency Treatment Court

# Coordinated Case Management Pilot

IN PROGRESS

### Description

Coordinated Case Management for high need clients touching the behavioral health system

# **Background**

#### **Update**

Pinellas Integrated Care Alliance is active with 130 referrals to the program, with 88 admitted as of 12/10/18. Actively reviewing program development through a designated steering committee to make adjustments and additional referral sources. Steering Committee will continue to assess progress and make recommendations for changes to develop a client centric integrated approach to care.

# Behavioral Health Pilot

**IN PROGRESS** 

#### Description

Provides funding for Behavioral Health High Utilizer Pilot Program

#### Background

#### **Update**

Review Day Treatment Service Models, review USF evaluation on its scheduled timelines to identify additional gaps to make adjustments in service and system delivery. Actively reviewing clients status and needs for referral to alternate programs and lower level services, as appropriate. The team will review status to review possible year 4 activities

# Reduce Employee Turnover within Telecommunicators \*NEW\*

**IN PROGRESS** 

#### Description

The 911 industry has experienced challenges in recruitment and retention of entry level telecommunicators. Pinellas County is similar in its turnover and has tested programs and put into place some measures towards reducing turnover.

#### **Background**

The telecom industry has historical challenges recurring and retaining entry level (0-3 years) employees. The industry including Pinellas County provides initial training and education to enable qualification for PST Certification.

#### **Update**

New pay scales and classifications have been adopted recently.

# Growth Management of Emergency Services \*NEW\*

IN PROGRESS

#### Description

Multiple projects to reduce the growth of 911 related calls for service to below that of the growth of populations. Programs include the implementation of priority dispatch for EMS response, prevention programs such as falls and integrated case management for recurring and difficult to manage situations.

#### Background

Requests for emergency services have grown over the last decade exponentially faster than the population. Calls for LE, Fire and EMS all have grown. In 2018 programs were identified to pilot as effective approaches to slow the growth of these calls.

#### **Update**

Falls prevention pilots have shown proof of concept. Grants have been submitted to expand the effort on a countywide basis. Data sharing projects are also under design to better understand the issues associated with recurring callers or locations.

# Stormwater/Wastewater Taskforce Improvements

**IN PROGRESS** 

#### Description

The Stormwater/Wastewater Task Force, known now as the Wastewater/Stormwater Partnership, delivered an annual update to the Steering Committee and public in April 2018. Data collection from flow monitoring is complete for 2/3 of the system countywide. A computer sewer model is being constructed to determine impacts on the system during rain events. Data collected thus far is being analyzed to prioritize hot spots and guide future investment decisions. The Partnership continues to meet on an as-needed basis.

### Background

In September 2016, the Pinellas County Board of County Commissioners initiated a countywide wastewater/stormwater task force with the goal of solving continuing sanitary sewer system issues throughout the county. The task force is comprised of leaders fro

#### **Update**

The task force and its member partners will continue to implement capital improvements as well as analyze the data gathered from the countywide stormwater and inflow and infiltration (I&I) studies to develop future capital plans to improve the resiliency of the wastewater system.

# Foster Continual Economic Growth and Vitality Transportation and Transit Efficiencies on State and County Roads \*NEW\*

**NEW FOR FY20** 

#### Description

Evaluation of transportation and transit efficiencies on both state and county roads.

#### **Background**

This is a 2019 Commission meeting topic for discussion.

#### **Update**

Further discussion to take place in 2019 Commission mtg.

# Speed Feedback Sign Installation

**IN PROGRESS** 

#### Description

Installation of electronic signs to provide speed feedback to motorists.

#### **Background**

Installation of electronic signs to provide speed feedback to motorists. The locations are based on evaluations of locations that have speeding and accident problems, mostly in neighborhoods.

#### **Update**

12 new speed feedback signs have been installed over the past 12 months. The locations are based on evaluations of locations that have speeding and accident problems, mostly in neighborhoods.

### Partner with Transit Agencies to Develop Transportation Solutions

**IN PROGRESS** 

#### Description

Increase residential density along major transportation routes.

#### **Background**

Increase residential density along major transportation routes. Partner with transit agencies to address "first mile, last mile" challenges of utilizing transit in Pinellas County.

#### **Update**

Discussions are in progress with partners. Transportation Funding Workshop scheduled for 1/18.

# Evaluate Transportation Funding Options \*NEW\*

**NEW FOR FY20** 

#### Description

Evaluation of transportation funding options for Pinellas County projects.

#### **Background**

This is a 2019 Commission meeting topic for discussion.

#### **Update**

Further discussion to take place in 2019 Commission mtg.

### Evaluate East/West Expressway Road \*NEW\*

**NEW FOR FY20** 

### Description

Evaluation of options/benefits for East/West expressway road.

#### **Background**

This is a 2019 Commission meeting topic for discussion.

#### **Update**

Further discussion to take place in 2019 Commission meeting.

# Develop Agreements with Municipalities for Maintenance of Roadways and other Infrastructure

**IN PROGRESS** 

#### Description

Clarifying maintenance responsibilities with Cities by developing agreements to transfer maintenance and operational responsibilities to the appropriate jurisdiction.

#### **Background**

Public Works receives many calls from citizens for maintenance on infrastructure throughout the County. On occasion these requests can result in confusion when maintenance responsibilities are unclear. These agreements will help us prevent future confus

#### **Update**

Phase I agreements on ROW jurisdiction and any necessary transfer agreements have been completed with 18 municipalities. Four Phase 1 agreements are in process of being prepared and the two remaining are in final discussions. Following Phase 1, a Phase 2 effort will commence which will require capital investments from the County prior to transfter of the assets. These investments will be programmed in future years as part of the annual budget process.

# Complete Joint-use Site Feasibility Study \*NEW\*

IN PROGRESS

#### Description

Feasibility study to determine the appropriateness of three sites in downtown Clearwater for a joint-use facility in collaboration with the City of Clearwater and PSTA..

#### **Background**

Pursuing Board's direction to consider a new building to replace portions of the 315 Courthouse.

#### **Update**

Board approved feasibility study on 01/08/19. Following issuance of a purchase order, the consultant will complete the work in eight weeks.

# Adopt Portfolio Approach for Capital Projects

**IN PROGRESS** 

# Description

The goal of this initiative is to bring together existing best practice processes, tools, and plans to adopt a portfolio approach that uses identified needs to collectively prioritize all capital projects regardless of function (i.e. – Transportation, Public Safety, Parks) and improve the process for managing projects. The focus is on building upon what works well to improve coordination, prioritization, project management and delivery, as well as enhanced reporting to provide support for data-driven decision making.

#### **Background**

While preparing for the Penny IV referendum, it became evident that we need a better way to prioritize projects to support inclusion in the Capital Improvement Program. Rather than setting specific dollar amount or percentage allocations by function (i.e.

#### Update

Implementation is underway with portfolio processes being used in the development of the FY20 budget and trainings being offered to support roll-out of countywide project management processes in FY19. Staff are also continuing to partner across departments and with BTS to build additional GIS solutions and data reporting to support enhanced planning and ongoing monitoring.

# Develop Guide to the Pinellas County Development Process \*NEW\*

#### DISCUSSION NEEDED

#### Description

A desire to create and distribute some marketing materials to help our customers navigate the development process.

#### Background

Other jurisdictions have created brochures or manuals to help orient the developer to their entitlement process.

#### **Update**

need to identify monies in the budget process for consultant services to aid in this effort

# Green Building Initiatives \*NEW\*

#### **DISCUSSION NEEDED**

#### Description

The County is in the process of hiring a new Building Services Division Manager. Once hired we will be working to find ways to further this initiative. It will likely involve some discussion at the State level to determine if specific codes can be incorporated into the Florida Building Code. We may also be able to explore local amendments or initiatives.

#### Background

The Building Code has several measures that have been incorporated such as solar panels, electric charging stations, energy efficiencies, etc.

#### Update

Continue to evaluate new code language and/or product reviews for green building benefits.

#### Small Business Assistance Level of Service Enhancement \*NEW\*

**IN PROGRESS** 

#### Description

Provide better access to business consulting services to small businesses and entrepreneurs countywide

#### **Background**

The County's Small Business Development Center (SBDC) lost a business counsellor that had been a USF employee reporting to our staff. The BCC approved funding for a new full time counsellor contingent upon defeat of Amendment 1.

#### **Update**

Budget amended in mid-December to fund the new FTE. Plan to have the new counsellor on board by end of first quarter. This will allow us to assign one counsellor each to North, Central and South County. This will provide a higher level of service to small businesses and entrepreneurs and enhanced relationships with our partner organizations.

# Penny IV Economic Development and Housing Capital Projects

IN PROGRESS

#### Description

Dedicated funding for economic development capital projects and housing that is affordable

#### **Background**

By Interlocal Agreement following the successful citizen referendum, the county and municipalities have agreed that 8.3% of the proceeds of Penny IV will go to countywide projects that help create quality jobs and provide affordable housing.

#### **Update**

Held Collaborative Lab with city and county staff in economic development, housing and planning. Jurisdictions will appoint members of the Joint Review Committee (JRC) by January 18. The first JRC meeting will be held in February. A consultant will be selected to assist us in formulating guidelines and reporting requirements for the special Penny funds. Goal is to present guidelines to BCC for approval in September.

# Increase Export and Sales through International Trade Initiatives

**COMPLETE** 

#### Description

Re-establish a full international program within the Economic Development Department

#### **Background**

From department organization in 1998 until the great recession in 2009, the department maintained a full program to develop international trade and encourage foreign investment. The program was dropped during the large staff reductions associated with th

#### **Update**

Program fully restored. Trade missions conducted to Mexico and Chile generated \$18.6 million in projected sales. Foreign Direct Investment (FDI) projects totaling \$20 million in potential capital investment are in the pipeline. Missions are in the planning stages for Panama and Peru, with FDI trips to Netherlands and France.

# Enhancement of the County's Small Business Enterprise (SBE) Program \*NEW\*

**IN PROGRESS** 

#### Description

Increase the amount of purchases the County makes from local small businesses.

#### **Background**

The SBE program was established over fifteen years ago, but was never properly staffed or funded.

#### **Update**

A consultant was engaged to analyze the current program and make recommendations for improvement. A public meeting was held to gather input from the small business community. We have begun to implement the consultant recommendations. The BCC authorized 4 new FTE (2 in Purchasing and 2 in Economic Development). The new staff have been hired. Software has been vetted and purchased and will go live in mid-January. A 30-60-90 day implementation plan has been developed and is being implemented now. A public launch will occur on March 1 at the EpiCenter.

# Assemble, Approve, and Improve Land to Attract and Maintain Employers

**IN PROGRESS** 

#### Description

The goal is to provide development-ready sites suitable for target industry employers to locate up to 25,000 jobs by 2030.

#### Background

Numerous studies completed since 2005 (including Pinellas By Design, Target Employment and Industrial Land Study, and several updates), have clearly shown the need for approved and improved sites for future use by high quality employers.

#### **Update**

Conducted meeting of economic development, planning and housing staff in all jurisdictions to provide guidance on filling the 12 seats on the Joint Review Committee (JRC) as required by the Penny IV Interlocal Agreement. Cities have been asked to select their appointments by January 18. Initial JRC meeting to be held in February with Guidelines completed by August. BCC would adopt Guidelines by Resolution in September. An internal meeting on January 4 discussed alternatives for conducting real estate transactions. A consultant will be engaged to develop draft guidelines, policies, procedures, staffing needs and overall strategy.

# Airco Redevelopment

IN PROGRESS

#### Description

Preparing the former Airco Golf Course for use by target industry employers.

#### **Background**

This former golf course has been closed for ten years. Revenues did not cover the operating expenses. The land was rezoned for office and industrial use, with 10 acres reserved for a hotel and standalone restaurant.

#### **Update**

The FAA required Environmental Assessment should receive FAA approval by the end of February. The Comprehensive Plan is being revised to improve the redevelopment opportunities on the property. A public input session on the revision will be held during the first quarter. We are exploring an opportunity to obtain clean fill for the site from a Hillsborough County utility project. Duke Energy provided video of the site using an aerial drone. There is significant interest in the site from both employers and developers. We are examining our options for extending Stoneybrook as the main access road to the site. Largo has sufficient sewer capacity and collection pipes are within a reasonable distance of the property.

# **Explore MSTU Recreational Opportunities**

**IN PROGRESS** 

#### Description

PCR is exploring recreation opportunities in unincorporated areas in cooperation with area youth sports organizations, municipalities, school board, and other providers to facilitate improved access to youth recreation in unincorporated Pinellas County.

#### **Background**

Staff is investigating options to expand access to, and availability of, recreation opportunities in unincorporated areas.

#### **Update**

PHCSA multipurpose field was completed in 2018. ELYSA parking option on CSX property was abandoned due to wetland issues, but staff continues to work with ELYSA on other options. Supplemental #1 for Unincorporated Seminole Sports masterplan is underway and will be completed in August 2019. Staff is coordinating with City of Largo and PCSB to investigate recreation facility options in Highpoint area. A workshop discussion with the Board will be set to discuss long term policy strategies on enhancing recreational opportunities within the unincorporated area.

# Veterans Reef Planning and Design

**IN PROGRESS** 

#### Description

The County's seed funding is needed to assist with additional public/private fundraising. A successful project will be the first artificial reef emphasizing Veterans and will increase diving tourism.

#### **Background**

The project is to be located at a County permitted reef named 'Veteran's Reef'. The design is to be 24 statues arranged in a compass rose with a special memorial in the middle. BFF has provided an Economic Impact Analysis, proof of insurance and will wor

#### **Update**

The four statues have been received. BFF has received a substantial contribution that will cover the costs of the tug boat and crane for our first deployment. BFF has also received additional funding to purchase some statues. BFF has is preparing to formally request the balance of County appropriation to purchase statues. BFF is targeting late winter/early spring for deployment of the first 12 statues.

# Workforce/Affordable Housing

IN PROGRESS

#### Description

Community Development continues to administer the County's affordable housing programs through the use of SHIP, HOME, CDBG, NSP, Community Housing Trust Fund, and Land Assembly funding (Penny III). Programs include first time homebuyer purchase assistance, home repair programs and affordable housing development financing.

#### **Background**

With the approval of Penny IV, substantial funding has been set aside for "Economic Development and Affordable/workforce housing". This funding will expand the scope and type of housing assistance available to address workforce housing needs, and enhance

#### **Update**

A housing market study is planned for 2019 that will be utilized in forming recommendations for program implementation.

# Land Development Regulations to Support Redevelopment

COMPLETE

#### Description

Update of the Land Development Code to reflect modern planning techniques and regulations and to recognize that the County must focus on redevelopment, rather than green field development.

#### Background

The LDC update began several years ago. The last full update of the LDC was in 1990 as was heavily rooted in the original Florida Growth Management legislation. Since that time there have been vast changes to state law and the entire make up of the Coun

#### **Update**

New LDC becomes effective Jan 1, 2019. Planning and DRS staff will continue to evaluate unforeseen issues and prepare "glitch bill" amendments as necessary.

# Downtown Palm Harbor Master Plan Implementation \*NEW\*

**NEW FOR FY20** 

#### Description

The draft updated Downtown Palm Harbor Master Plan is intended to be adopted by 1st quarter 2019. Afterwards, policy decisions must be made regarding future funding to fully implement the Plan.

#### Background

An overall update of the Downtown Palm Harbor Master Plan began in late 2016. The updated Master Plan is largely completed and beginning the adoption/implementation phase.

# **Update**

The draft updated Palm Harbor Master Plan is intended to be adopted by 1st quarter 2019. Afterwards, policy decisions must be made regarding future funding to implement the Plan. Options include a CRA, MSTU funding, MSBU funding, Penny IV funding for capital projects, etc.

# North US19 Corridor Land Use Study

IN PROGRESS

#### Description

The US 19 Corridor planning is an ongoing planning effort to promote redevelopment along existing transit/commercial corridors. This project is in coordination with similar efforts being conducted by the City of Clearwater , Largo, and Forward Pinellas.

#### **Background**

The US 19 Corridor is recognized as a prime redevelopment opportunity, especially for office and residential. Existing land use regulations, as well as challenges associated with the ongoing construction of flyovers (past, and future) severely challenges

#### **Update**

Waiting for Forward Pinellas to complete their US 19 Vision study to coordinate a specific area plan for the entire corridor.

# Local Mitigation Strategy 5 year Update \*NEW\*

**IN PROGRESS** 

# Description

Required 5 year Update to the County's Multi-jurisdictional All Hazards Mitigation Plan

#### Background

The LMS is required for local governments to access pre-post hazard mitigation grant programs from Federal and State governments.

#### **Update**

This 5 year update seeks to modernize the existing plan and create an interactive "storyboard" type of web-based document that is engaging and easily accessible by citizens and municipal partners.

# Initiate use of Form-Based Codes and Neighborhood-Based Planning

**IN PROGRESS** 

#### Description

Form Based Codes are a method of regulating land that produces certainty for the neighborhood, as well as the developer. Each is designed to uniquely respond to the local neighborhood conditions and is an alternative to "one size fits all" land development codes.

#### **Background**

It was recognized by Planning staff that the use of form based codes would be a better way to regulate land when considering the unique planning challenges of the County (East Lake vs. Palm Harbor vs. Lealman) and would allow us to focus on unique neighbo

#### **Update**

Planning received a grant for a Palm Harbor form based code from Forward Pinellas. The draft code is one component of the overall Palm Harbor Master Plan implementation. (to be adopted along with a special area plan). Planning Staff is also drafting a FBC for Lealman that is intended to be completed and adopted in 2019

#### Implementation of Lealman CRA Plan

IN PROGRESS

#### Description

The Lealman Community Redevelopment Area is administered by Planning Staff and mainly funded with Tax Increment Financing (TIF). We are entering our third full year of funding and have implemented residential and non-residential rehab programs. CRA staff have also been coordinating the activation of the Lealman Exchange

#### **Background**

The Lealman CRA was created in 2015, with the first year of TIF collected in 2016. The County (not the CRA) purchased the old Windsor School in January 2018 to serve as a community hub for Lealman and a place to provide people-based programs such as afte

#### **Update**

LEX lease up continues. Second round of LOI's to be initiated. Community incubator initiative being established to target additional tenants to serve unmet needs. Residential and non residential rehab programs have been established. 54th Ave PER in 2019. Complete streets plan approximately 95%. Joe's creek (Ray Neri park) preliminary design completed. Mobile home park redevelopment program being established as opportunity to acquire parks emerges and developer partnership can be established.

# Practice Superior Environmental Stewardship Shell Key Pass Study

**IN PROGRESS** 

#### Description

This study will asess the potential for improving and managing navigation within the area.

#### **Background**

Over the past several years north Shell Key Pass has closed. Further there are community concerns that Grand Canal is shoaling in.

#### **Update**

Anticipate completion of Shell Key Pass Study in the Fall of 2019. Community meeting will be scheduled to ensure engagement with the public.

# Development of Easement Acquisition Strategy for Beach Nourishment Projects

IN PROGRESS

#### Description

Develop short and long-term strategy for easement acquisition for beach nourishment projects.

#### **Background**

Develop easement strategy to ensure continued federal funding support.

Over the course of the next ~3 years, 400+ public access easements are needed to meet federal requirements for continued funding support for our Sand Key nourishment project from Clea

#### **Update**

Web site and communications plan developed, notification to all effected property owners, and community engagement meetings.

# Continue to Reduce Nitrogen and Phosphorus Loads to Local Waterways

**IN PROGRESS** 

#### Description

Reduce nitrogen and phosphorus loads to local waterways.

#### Background

Needed to meet NPDES Permit requirements and ensure our waterbodies are fishable and swimmable.

#### **Update**

In progress of monitoring and tracking of activities, reporting through surface water and water quality story maps. Continued implementation of the Stormwater Manual and Surface Water Assessment funded programs.

# Install Cogeneration Equipment at Detention Facility

COMPLETE

#### Description

Installation of a 2 mega-watt electric power generator to provide power to the new infrastructure building, which houses the central energy plant, kitchen, laundry, data center and central security control room. Any excess electric power could be supplied to other portions of the campus. There is no option to sell power back to Duke Energy. The generator creates reject heat. The reject heat is directed through a heat exchanger and transferred to special chillers (adsorption chillers), which create chilled water for the infrastructure building and preheats water for the kitchen and laundry operations. The generator will be fueled by natural gas instead of diesel fuel oil. Natural gas is cleaner, more efficient, eliminates fuel oil maintenance/storage/regulations, and is much more available/reliable in severe storm situations.

#### Background

For 25-year life cycle cost comparison, cogeneration has a \$7.9M advantage over a traditional Central Energy Plant which is \$3.5M more than a traditional central energy plant, but the combined annual operating costs (utilities and maintenance) are approxi

#### **Update**

The cogeneration equipment has been installed and is operational. Adjustments continue to be made to optimize the performance of the system.

# Incorporate Green Technologies into Comprehensive Plan and Building Code

**IN PROGRESS** 

#### Description

The County is in the process of hiring a new Building Services Division Manager. We will be working to determine ways in which the County can further incorporate Green Technologies into the implementation of the current Florida Building Code, recommend suggestions for revisions to the FBC, and/or look at local initiatives

#### **Background**

The Florida Building Code already incorporates a variety of green building technologies such as solar panels, electric charging stations, energy efficiencies, etc.

#### **Update**

Continue to look for opportunities to update code language or utilize improving technologies

# Improve Reclaimed Water Availability

**IN PROGRESS** 

#### Description

Address short- and long-term availability and planning for reclaim water storage, transmission and distribution.

#### **Background**

Utilities provides reclaimed water to customers (approximately 28,000 accounts) for irrigation through North and South County distribution systems. Feedback from customers requesting increased availability has spurred the development of countywide master

#### **Update**

North County Reclaimed Water Master Plan was completed December 2018; South County Reclaimed Water Master Plan final report due in May 2019. Summaries of the final reports including findings and recommendations will be scheduled for upcoming board workshops.

#### Solid Waste Facility Upgrades and Tipping Fees

**IN PROGRESS** 

#### Description

Successful capital reinvestment will extend WTE facility life by 25+ years and increase availability to 90+%. Based on recent rate study, the TMC will make a multi-year recommendation to the BCC in spring 2019. A renegotiated PPA will likely mirror extended facility life.

### **Background**

Due to age and previous WTE contractor management issues, the plant availability dipped to less than 80%. PPA is set to expire in 2024. PPA is largest source of Solid Waste revenue. It is certain that a renegotiated PPA will be less than existing, whic

#### **Update**

Capital reinvestment project continues to be on-schedule with over \$150M spent. Current plant availability is over 90%. A third party rate study has been completed and reviewed by the TMC rate subcommittee. The TMC will review and make a multi-year rate recommendation in January 2019. Staff and Duke are preparing to formally negotiate in Jan/Feb and plan to complete by March/April.

# Explore and Implement "Green" Technologies

**IN PROGRESS** 

#### Description

The intent of this effort is to continue implementing "Green" Technologies in Countywide initiatives. These are incorporated within several Department initiatives.

#### **Background**

In an effort to promote sustainability in the County, the Board has continuously requested that County staff evaluate "Green" technologies in their efforts.

#### **Update**

County Departments continue to explore and implement "green" technologies in their projects and programs and the County was recently recognized as a 3-STAR Certified Community. Hiring of a Sustainability Coordinator will further enhance these efforts by providing a resources to assist and track efforts

# Conduct Sea Level Rise Vulnerability Assessment

**IN PROGRESS** 

#### Description

The Sea Level Rise Vulnerability Study will evaluate critical assets as they relate to future sea level rise as well as coastal flooding events related to storms. Additionally the study will evaluate mitigation strategies and evaluate the economic impacts of implementing various mitigation strategies (or not implementing).

#### **Background**

This initiative was established and awarded funding through the RESTORE Act. It is a three year initiative that is being conducted by WSP.

#### **Update**

Contract has been awarded and data collection and analysis is underway. Project has been stalled somewhat by continuing issues with the County's most recent LIDAR project, upon which much of the study depends.

#### Achieve STAR Communities Designation in 2018

**COMPLETE** 

### Description

STAR is a nonprofit organization that works to evaluate, improve, and certify sustainable communities. STAR helps cities and counties achieve a healthy environment, a strong economy, and well-being for their residents.

#### **Background**

The first phase of STAR certification will provide a baseline evaluation of existing County operations and programs, while also providing valuable information and tools on how the County can position itself for green market growth through the comprehensiv

#### **Update**

We have received enough points to become a 3 STAR certified community. STAR has merged with U.S. Green Building Council and we will be automatically certified under USGBC. Staff will continue to follow the roll out of the new USGBC process and how we can continue to participate.

# Installation of Electric Vehicle Charging Stations on County Properties \*NEW\*

IN PROGRESS

#### Description

Participation in Duke Energy's Park and Plug Program (Program). County is seeking installation of charging stations at nine sites.

#### **Background**

The Program provides electric vehicle charging stations to the participant at no cost. County will charge for use of the stations to recoup the cost of electricity.

#### **Update**

The site host agreement with Duke Energy is in Legistar. It is expected to be presented to the BCC in February. Thereafter, Duke Energy will finalize the site list.

# Develop Alternative Fuel Strategy for County Fleet \*NEW\*

**IN PROGRESS** 

#### Description

Alternative fuel component to County's 1 Green Fleet program.

#### **Background**

Pursuing Board's Strategic Plan to Practice Superior Environmental Stewardship by implementing green technologies and practices where practical.

#### **Update**

Calculate County fleet's carbon footprint; identify current fleet vehicles appropriate for alternative fuels; determine best alternative fuel choice; make recommendation to Board.

#### Solid Waste Master Plan \*NEW\*

**IN PROGRESS** 

#### Description

The Master Plan consultant's work scope includes a review of a previous study for transfer stations and a review and recommendation regarding franchising and Material Recycling Facilities (MRFs).

#### **Background**

North county municipalities are requesting an evaluation/feasibility for a solid waste transfer station in North County, which could reduce municipal/resident costs. The previous study recommendation did not support county-owned transfer stations. Munici

#### **Update**

The final Master Plan deliverable is targeted for June 2019.

# Enhanced Metals Recovery at the WTE \*NEW\*

IN PROGRESS

### Description

Enhanced Metals Recovery would result in more non-ferrous metals being recovered from WTE bottom ash, which would yield more revenue.

### Background

Both ferrous and non-ferrous metals are recovered from the bottom ash. Ferrous metals are recovered by earth magnets. Non-ferrous metals are recovered by an eddy current device. It is proven that passing the ash by several eddy current devices increase

#### Update

The WTE Operator has submitted a proposal to set up a mobile metals separation device and operate for 6 months or so. The goal would be to process all ash using enhanced metals recovery. This pilot project will provide actual data as to ash composition, included percent metals. This data would be used to develop a WTE Facility capital project, where additional eddy current devices would be permanently mounted. The pilot project can start as early as Feb/March.