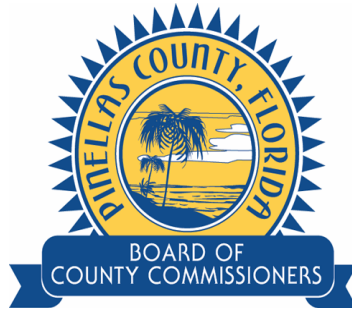


Pinellas County

*315 Court Street, 5th Floor Assembly Room
Clearwater, Florida 33756*



Minutes - Final

Tuesday, February 28, 2017

1:00 PM

BCC Assembly Room

Board of County Commissioners - Work Session

*Janet C. Long, Chairman
Kenneth T. Welch, Vice-Chairman
Dave Eggers
Pat Gerard
Charlie Justice
John Morroni
Karen Williams Seel*

Roll Call - 1:04 P.M.

Members Present: Janet C. Long, Chairman; Kenneth T. Welch, Vice-Chairman; Dave Eggers; Pat Gerard; Charlie Justice, John Morroni, and Karen Williams Seel.

Also Present: James C. Bennett, County Attorney; Mark S. Woodard, County Administrator; other interested individuals; and Lynn M. Abbott, Board Reporter, Deputy Clerk.

Copies of all PowerPoint presentations referred to in the minutes have been made a part of the record.

Department Presentations

Mr. Woodard related that five department directors will present information today about their staff, their mission, and their accomplishments.

1. Airport

Airport Director Thomas R. Jewsbury referred to a PowerPoint presentation titled *Doing Things! Airport*, and reported that his department has 62 full-time employees; whereupon, he briefly discussed the ten areas that comprise the St. Pete/Clearwater International Airport, including Administration and Finance, Air Service Development, Custodial Services, Engineering, Facilities, Fire Fighting and Rescue, Information Technology, Operations, Properties Management, and Public Relations and Communications.

Mr. Jewsbury introduced the members of his leadership team and indicated that the small-hub commercial service international airport serves the greater Tampa Bay community, operates as a self-sustaining enterprise, and provides facilities and services supporting economic growth.

Mr. Jewsbury discussed the accomplishments of the Airport, including:

- Increased destinations served with five new cities
- Total annual passengers up 12 percent
- Increased operating profit by 18.4 percent over Fiscal Year 2015
- 12th consecutive year of zero discrepancies on the Federal Aviation Administration Annual Safety Inspection
- Expanded passenger screening checkpoints and implemented the Transportation Security Administration Precheck Program
- Designing new automated Inline Checked Baggage System
- Honor Flights, education tours, and presentations
- Big Brothers/Big Sisters workplace mentoring program
- Internships

- Airport Volunteer Program

Thereupon, he discussed department objectives, including:

- Maintain safe airfield operations and compliance with FAA Part 139 Rules and Regulations
- Reduce air carrier noise impacts to the community by promoting noise abatement procedures
- Increase concessionaire and real estate revenues

In response to queries by Commissioner Morroni, Mr. Jewsbury indicated that during peak periods, the facility is approaching the capacity it can comfortably handle, and discussed the renovation in progress and future terminal expansion that the new Master Plan will address.

Responding to requests by Commissioner Welch, Mr. Jewsbury provided an update on parking and the property known as the Turtle Club, noting that the parking area and the internal circulation road will be reconfigured; that construction should begin this summer and last approximately 18 months; that future parking needs will be addressed in the new Master Plan; and that the Turtle Club site will be used for parking during peak periods for probably the next three years, but the intent is to develop the property to its highest and best use.

2. Animal Services

Animal Services Director Doug Brightwell referred to a PowerPoint presentation titled *Doing Things! Animal Services*, and reported that his department has 60 full-time employees; and that Pinellas County Animal Services is the only open admission shelter in the county; whereupon, he briefly discussed the four areas that comprise his department, including Enforcement, Customer Services, Kennel Operations, and Veterinary Services.

Mr. Brightwell reported that his employees perform the following duties:

- Pet Adoption
- Stray and found pet programs
- Licensing and rabies control
- Permitting
- Investigations and complaint resolution
- Community initiatives

Mr. Brightwell discussed accomplishments of Animal Services, including:

- Live release rates increased for dogs and cats
- Air conditioned transport vehicles
- Adoption, rescue, and foster programs

Thereupon, he discussed department objectives, including:

- Community Grant Program
- Community Dog House Program
- Kennel Replacement Plan
- Rabies vaccine and license compliance
- Pet dealer compliance and kennel permitting
- Increase customer feedback

In response to query by Commissioner Seel, Mr. Brightwell confirmed that there are 93 private rescue or humane organizations providing adoption assistance to his department.

In response to queries by Commissioners Eggers, Mr. Brightwell discussed goals for the next year, noting that the department will be working on innovative ways to keep the animals and staff cool and safe during the summer and increasing compliance with the licensing program. He reported that the department ranked in the top 25th percentile statewide for both dog and cat live release rates, relating that cats present the biggest adoption challenge.

Commissioner Welch expressed concern with the County's ability to enforce the animal ordinances and requested a report evaluating the tethering ordinance's effectiveness, and Mr. Brightwell related that tethering is one of the top violations; whereupon, he provided information regarding the citation process and the number of animals adopted, transferred, and returned to owners or organizations, noting that he will provide additional information, including euthanasia data.

3. Human Services

Human Services Director Lourdes Benedict referred to a PowerPoint presentation titled *Doing Things! Human Services*, and reported that her department has 106 full-time employees. She introduced members of her leadership team, related that the department is divided into seven divisions, and discussed the programs and services provided by each, including:

- Health Program - Preventative and Primary Care, Specialty Care, Hospital Care, Prescription Medication, Behavioral Health, Dental, and Affordable Care Act (ACA) navigators
- Social Services - Determine eligibility for the Health Program, advocate for the disabled, manage Family Housing Assistance Program, and connect the dots
- Veteran Services - Optimize benefits for veterans and dependents, educate, and coordinate with stakeholders and providers to meet needs
- Consumer Protection - Investigate consumer complaints, mediate investigations, outreach and educate, and regulate and enforce Bingo, Adult Use, High Prescribing Clinics, Human Trafficking, and Towing Ordinances
- Justice Coordination - Oversees Contracts and Grants: Justice for Families, Drug Court Grant, School Truancy, Veterans Treatment Court, Juvenile Detention

Alternatives Initiative (JDAI), Evening Reporting Center, Public Safety Coordinating Council, and County Juvenile Justice Academy

Ms. Benedict discussed the accomplishments of Human Services, including:

- Managed 160-plus contracts, streamlined Social Action funding, developed scorecard and Doing Things models, and developed and initiated Quality Assurance process for contracts
- Developed the LIFT Program, initiated Housing First and Health Care for the Homeless monthly E-news, conducted Mariners Cove Outreach, decreased the transportation gap, opened Bayside Clinic on time and budget, and launched SSI/SSDI Outreach, Access, and Recovery (SOAR) Program
- Awards and recognitions: Frequent Utilizer Initiative, Angel Award Catholic Charities, Sunshine Ambassadors, Certified Patient Centered Medical Home, and White House social justice initiative
- Launched Behavioral Health Pilot with the Year One focus to provide ongoing engagement, evaluate success, identify system barriers and gaps, develop solutions, and assess funding utilization and service needs; may renew for two one-year terms
- Increased Behavioral Health funding from 2015 to 2017
- Increased Healthcare for the Homeless grant revenue from 2013 to 2016 (Bayside Clinic and Mobile Medical Unit)
- Pinellas County designated as an Age Friendly Community

Thereupon, she discussed department objectives, including:

- Closing gap on behavioral health and homelessness
- Rapid Re-Housing
- Veteran visibility signage and vehicle wrap
- Veterans Jail Pod assistance two times a week
- Electronic Health Program application
- Continuing Aging Friendly initiative

In response to query by Chairman Long, Ms. Benedict estimated the number of Pinellas County residents served by the Health Program's ACA navigators from 2014 to 2016, noting a significant increase every year.

Responding to query by Chairman Long, Ms. Benedict discussed Social Services' current caseload in terms of the number of families, adults, and children assisted and related that she can provide a breakdown of the children's ages, noting that members work hard to improve customer service and increase access to individuals; and that staff continually rises to the challenge of meeting the needs of families and children.

Ms. Benedict reported that Veteran Services has experienced no backlogs and highlighted that its 2016 claims processing goal was surpassed, noting that the state is working on a new system, VetraSpec, designed to streamline paperwork; whereupon, Commissioner Eggers expressed appreciation to Ms. Benedict, Veterans Services

Director Michael Hill, and the division, and thanked Veterans Services Officer Zeffrey Mims for his critical role with the MyVA Board.

Noting that Consumer Protection seamlessly transitioned to Human Services last October, Ms. Benedict provided statistical and financial information regarding effective ordinance enforcement and discussed the division's close partnership with the State Attorney's Office, noting that reports are available; that the program is a success; and that staff has received many letters from thankful consumers.

Ms. Benedict recognized Commissioner Welch's membership with the JDAI Board and indicated that the white paper he requested is available. She provided information relating to the program's location, population served, and age requirements and, in response to query by Chairman Long, discussed program parameters for the JDAI and the Evening Reporting Center, noting that JDAI participants will now report to the Evening Reporting Center; and that the level of parental support affects a child's outcome.

Commissioner Welch provided input, noting that the County Commission contributed money to fund the Evening Reporting Program, and, in response to queries by Commissioner Seel, discussed the program's referral method, relating that enrollment is limited to ten participants; that a judge would make the referrals; and that the center operates six days a week; whereupon, Chairman Long requested information pertaining to program metrics and results, and Ms. Benedict indicated that logic models and scorecards are available.

Responding to members' queries, Ms. Benedict provided additional information related to the Behavioral Health Pilot Program, Rapid Rehousing, the Adult Emergency Financial Assistance Program, the LIFT Program, and the Family Homelessness Task Force. She defined the VI-SPDAT screening tool and explained how the functional zero statistic applies to Pinellas County veterans, noting that due to the availability of housing and community resources, there are only a couple of hundred homeless veterans remaining.

4. Emergency Management

Emergency Management Director Sally Bishop referred to a PowerPoint presentation titled *Doing Things! Emergency Management*, and reported that her department has 13.5 full-time employees. She related that the department conducts comprehensive emergency planning for all hazards and County operations for disaster response and recovery.

Ms. Bishop reported that her employees perform the following duties:

- Engage partners in planning; prepare through public education and outreach
- Warn and notify the public, community partners, and County personnel
- Activate emergency response operations
- Coordinate emergency recovery plan

Ms. Bishop discussed the accomplishments of Emergency Management, as follows:

- Held training events, including Active Shooter; completed a Hurricane Re-entry Plan in coordination with the Sheriff's Office; and engaged in education and outreach
- Phase 3 staff increased by seven percent
- Rebranded public emergency notification system to ALERTPinellas, established notification system for county campuses, and conducted El Nino education campaign
- Three Emergency Operations Center activations
- Increased the number of shelter spaces

Thereupon, she discussed department objectives, including:

- Offering an Integrated Emergency Management course, initiating the concept of whole community preparedness and response, conducting outreach to at-risk communities, and providing internships
- Implementation of the Ready Pinellas emergency application, conducting evacuation zone and storm surge vulnerability assessments, reviewing shelter space opportunities, and conducting fuel resiliency capacity assessments

In response to queries and comments by the members, Ms. Bishop and Assistant County Administrator John Bennett discussed the importance of community preparedness and additional training opportunities, the benefit and purpose of mass casualty training exercises, emergency evacuation transportation plans, the storm surge model update, and Emergency Management's communication and planning protocol, noting that Chairman Long will be provided a list of cities participating in the Integrated Emergency Management course; whereupon, Mr. Woodard discussed Emergency Management's evolution from solely hurricane and storm management to an all-hazards status.

In response to query by Commissioner Welch, Ms. Bishop related that changes to the storm surge model will likely affect the number of required shelter beds and change the evacuation zones. She reported that Pinellas County's evacuation zones are being reevaluated; and that online and published materials have to be updated, noting that the target date for completion is late April or early May.

5. Safety and Emergency Services

Noting that the Director of Safety and Emergency Services (SES) position is currently vacant, Assistant County Administrator John Bennett referred to a PowerPoint presentation titled *Doing Things! Safety and Emergency Services*, introduced members of the leadership team, and reported that the department employs 180 full-time employees; whereupon, he related that the department is divided into four areas and discussed the programs and services provided by each, including:

- Ambulance Billing and Financial Services - ambulance services billing and collection, administer FirstCare Ambulance Membership program, ensure federal/state

- healthcare regulation compliance, develop and monitor SES department budget, process accounts payable, and coordinate audits
- Radio and Technology - maintain countywide intergovernmental radio system and secure computer network, oversee computer-aided dispatch system, and Environmental Systems Research Institute (ESRI) geographic mapping
- Fire Administration and Emergency Medical Services (EMS) - Advanced Life Support (ALS) First Responder and ambulance transport services, fire protection for unincorporated districts, management of the EMS medical director, continuing medical education, and special operations (hazardous materials, technical and water rescue)
- Regional 911 - process over 1.2 million calls annually, dispatch fire/EMS responders, process law enforcement calls and transfer to Pinellas County Sheriff's Office and contracted cities, and maintain 911 equipment and networks.

Mr. Bennett discussed the accomplishments of Safety and Emergency Services, as follows:

- Generated over \$50 million in revenue and processed 170,000 claims, retained external billing vendor, created marketing plan for Sunstar FirstCare Membership, obtained Medicaid Public Emergency Medical Transportation (PEMT) funding, and received clean audits
- Enhancements to ESRI mapping, replaced and maintained five hurricane-hardened radio towers, and leveraged technology/GIS for strategic, transparent, and data-driven decisions
- Implemented peak, non-transport medic units for St. Petersburg, added Forward Looking Infrared (FLIR) to water rescue resources, transferred city-funded ALS units to EMS Authority, and partnered in fire station capital improvement projects
- Improved employee retention, hired 15 full-time 911 staff, and implemented public safety answering point (PSAP) backup with St. Petersburg Police Department
- Implemented Text-to-911 service and upgraded NG911 network and equipment

Thereupon, he discussed department objectives, including:

- Creating hybrid model Request for Proposals for billing services, increasing Sunstar FirstCare Ambulance Membership, working with the PEMT program, and expanding the compliance program
- Introducing tower/shelter system redundancy - south zone, connecting with Hillsborough-Urban Area Security Initiative, developing public safety broadband-long-term concept with FirstNet, and supporting fire departments accreditation and ISO ratings
- Increasing the number of Basic Life Support ambulances, providing hostile situation training/gear for First Responders and CPR training, expanding water rescue, implementing "Direct to Cath Lab" paramedics protocol, and collaborating with Fire Chiefs for key data-driven decisions
- Increasing employee retention rate for better customer service, implementing staffing improvements in collaboration with Human Resources, and installing NG911

equipment/network upgrades for St. Petersburg and Clearwater Police Departments to complete requirements for the Text-to-911 service

In response to queries by Commissioner Welch, Mr. Bennett discussed the department's turnover rate, streamlined processes to reduce the attrition rate, and a possible opportunity with the School Board regarding adoption of student public safety certification programs; whereupon, Mr. Woodard related that varied skill sets are required for efficient call handling; that the turnover rate is higher than expected; and that partner discussions will take place in the next month regarding workflow reengineering opportunities.

In response to query by Chairman Long, Mr. Bennett indicated that exit interviews are conducted; that the information collected was included in a qualitative study conducted by the department; and that adjustments have been made.

Responding to queries by Commissioner Welch, Mr. Bennett discussed user fees, noting that approximately nine percent of the ambulance transports are attributable to tourists; and that it is difficult to calculate the number of calls placed by tourists for law enforcement or fire services; whereupon, Mr. Woodard discussed various funding sources, including a state sales tax subsidy.

Hyperion Software Discussion

Commissioner Welch provided an update on the Hyperion budgeting software status, indicating that the members received an email containing the names of the contractors assigned to the project, the internal resources, and information regarding security protocols. He related that a new projected timeline will be given Friday, March 3.

Mr. Woodard stated that the budget process is now five weeks behind schedule and commented that no progress has been made; whereupon, Commissioner Welch indicated that Business Technology Services (BTS) has asked that the previous contractor be replaced; and that there will be a cost associated with the replacement. In response to queries by Chairman Long, he related that the project vendor has been brought onsite; and that BTS Chief Information Officer Marty Rose will provide an update every Friday going forward and give interim assessments, if needed.

Adjournment - 3:00 P.M.