

# Budget Workshop

August 24, 2017

## Core Values



EMPATHETIC



NEIGHBORLY



DILIGENT

# Diligence in Our Budgeting

## STABILIZE THE BUDGET NOW → PLAN FOR THE FUTURE

- **Include our stakeholders**
  - Staff
  - Partners
  - Advisory Boards
  - Commission
  - Residents
- **In order to:**
  - Reflect the priorities and long-term interests of the community
  - Ensure objectivity and transparency in decision making
  - Move towards strategic planning and resiliency

# Our Current Approach

## CURRENTLY HOLDING THE LINE

- Adjusting revenue and expenditures to reflect a fiscal position that may dramatically change based on the will of the voters

## ISSUES ON THE HORIZON

- **Threat of losing Penny for Pinellas is still present**
  - In Belleair, The Penny is the only thing on the Ballot in November
  - Only Clearwater, Dunedin, Seminole and St. Petersburg have other items on the ballot
  - Penny for Pinellas outreach program to inform voters
    - **Public entities cannot advocate on behalf of any initiative**
    - **Officials may advocate, but cannot spend public resources to do so.**
- **3rd Homestead Exemption Act**
  - On ballot November, 2018, if approved net effect in 2020
  - Yes vote exempts the value portion from \$100,000 to \$125,000 from property taxes (other than Schools)
  - Needs 60%
  - Future loss of Ad Valorem of estimated \$230,000
  - Permanent cap on Non-Homestead properties of 10% also on ballot

# Our Current Approach

## FIXING STRUCTURAL ISSUES NOW

- **Previous budgets used utilized return of “loan” proceeds as operating revenue**
  - Not recognizing “one-time” dollars as operating revenue
  - Creates risk of depleting reserves
  - Runs out, hence the plan to minimize over time
- **Budgeting approach is simple:**
  - Legally required to be balanced
  - Assess needs, priorities, challenges and opportunities
  - Evaluate conditions; What can we afford?
  - One-time revenues for One-time expense
  - Maintaining current service levels
  - Keep up with the employment marketplace
  - CONSTRAINED

# Our Future Approach

## WE NEED TO HAVE A COMMUNITY CONVERSATION

- **Strategic planning:** What does the community have to say?
- **Develop broad goals:** Our goal posts may move!
  - Develop approaches to achieve
  - Execute approaches and plans through policy
  - Make choices necessary to adopt budget consistent with Goals, Policy & Plans
  - Evaluate and adjust
- **Move from line-item to programmatic:** We talk programs but budget aggregated lines



# Town Responsibilities

## THE TOWN HAS A RESPONSIBILITY TO

- Exercise any power granted to municipalities
- Conduct elections
- Hold meetings
- Maintain public records
- Adopt a comprehensive plan
- Adopt a budget
- Appoint a Town Manager, Town Clerk, and Town Attorney

# Town Services

## THE TOWN PROVIDES THE FOLLOWING SERVICES FROM ITS 8 DEPARTMENTS

- Emergency management
- Safe and passable roadways and sidewalks
  - **No County or State Roads in town**
- Drainage systems
- Water production , treatment, and distribution
- Solid waste collection and recycling
- Maintained, municipally-owned properties
- Parks maintenance
- Building inspection and review services

# Town Services

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- A well-managed floodplain
- Recreational services and amenities
- Conditions which foster economic growth & vitality for enforcement of the Code of Ordinances
- Ensure public health, safety & welfare
  - Police
  - Fire
  - EMS

**REMEMBER:**

**“We don’t have to do most of this list; the Town chooses to provide the services and the service level that it does so at.”**

# Budgeting Is About Choices

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Belleair prides  
itself on being a  
historically-  
wonderful place to  
live.

Millage and TRIM

# Decade Lookback

## THE PAST 10 YEARS HAVE SEEN A LOT OF CHANGE

- The economy fluctuated heavily
  - 2007-2013 was a recessionary period
    - *Property values declined sharply*
    - *Millage increased in attempt to balance service levels*
- The average GDP growth rate over the last decade years was 1.7% (less than in the 1930's)
  - 2 presidential elections, the banking crisis, the financial crisis, the stimulus act, the ACA, the Dodd-Frank Act, The "Fiscal Cliff", sequestration, the end of QE, and the TPP all played a role
- The Town eliminated the Mechanical Department, the Clerk's Department, and laid off staff
- The Town was issued a \$10 million revenue bond
- The Belleview Biltmore Hotel began demolition and redevelopment
- The Town purchased, ran, leased, and sold the Belleview Biltmore Golf Club
- Several long-time Belleair employees retired

# Revenue Impacts in 2007-2008

## 2007 STATE LEGISLATIVE SESSION

- Rolled-back rates
- Property tax revenue caps

## AMENDMENT 1 APPROVED BY VOTERS ON JANUARY 29, 2008

- Added second \$25,000 homestead exemption
- New \$25,000 TPP exemption
- 10% cap on increases for non-homesteaded properties
  - On the ballot for renewal in November, 2017
- Save-Our-Homes portability (related SOH is 2.1% this year)

# Millage History

## RECESSION PERIOD: 2008-2013

- Sharp Decline in Taxable Value
- Millages increased in an attempt maintain service levels
- Capital Project Focus, we built while cheap!

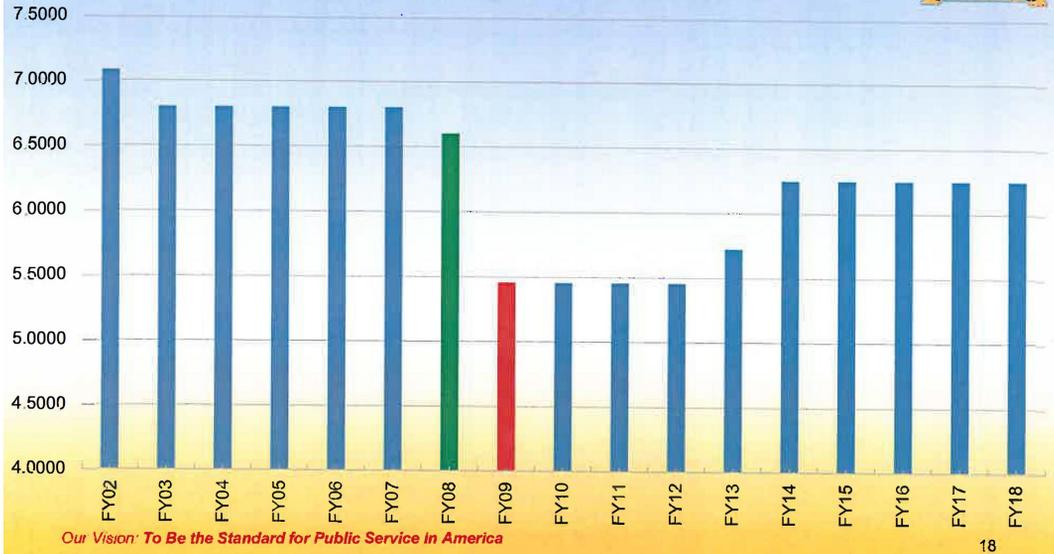
## MILLAGE STABILIZED

- Belleair has remained at the same millage since 2015

Comparison of Ad Valorem Proceeds & Taxable Property Value



Countywide Millage Rates – FY02 to FY18



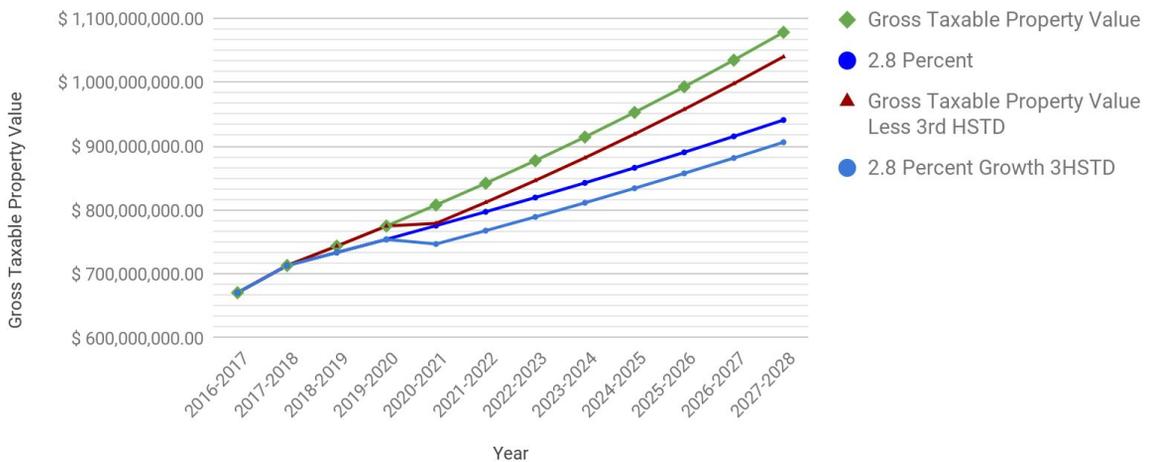
Our Vision: To Be the Standard for Public Service In America

## Gross Taxable Property Value & Millage 2004-2018



## Value Projection

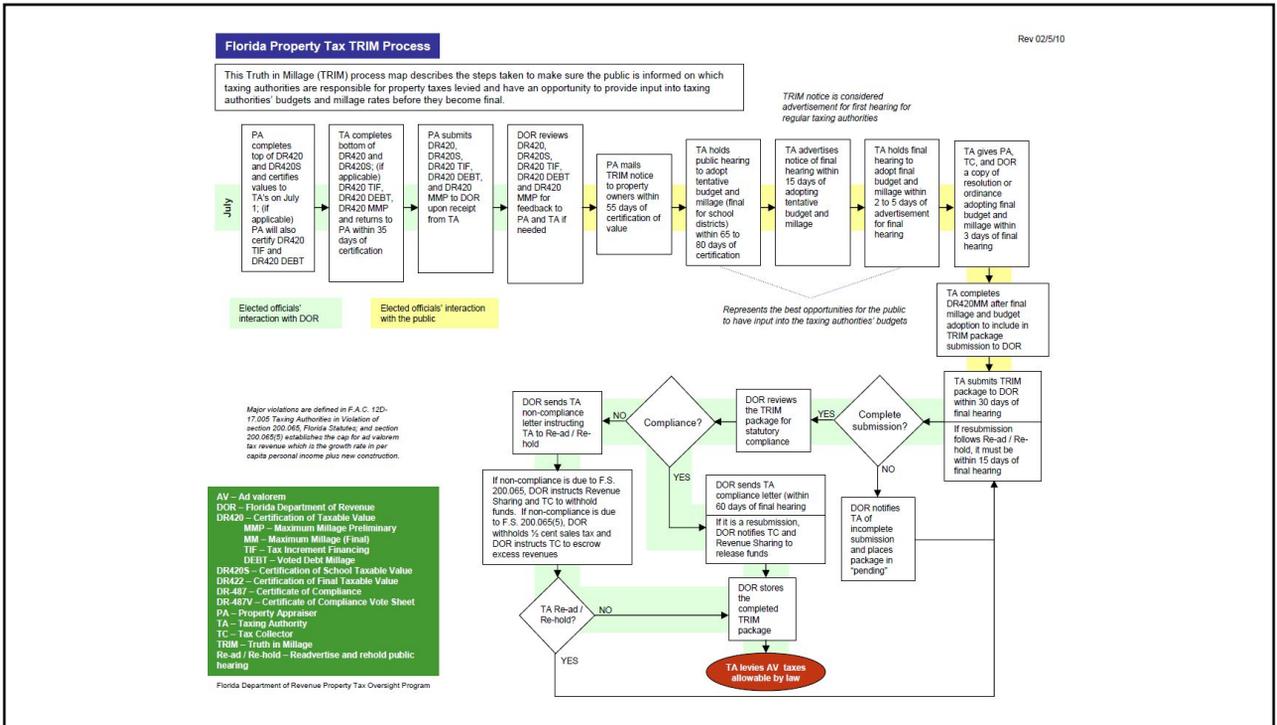
Gross Taxable Property Value 2016 to 2028 --4.21% average growth applied



# TRuth In Millage Requirements

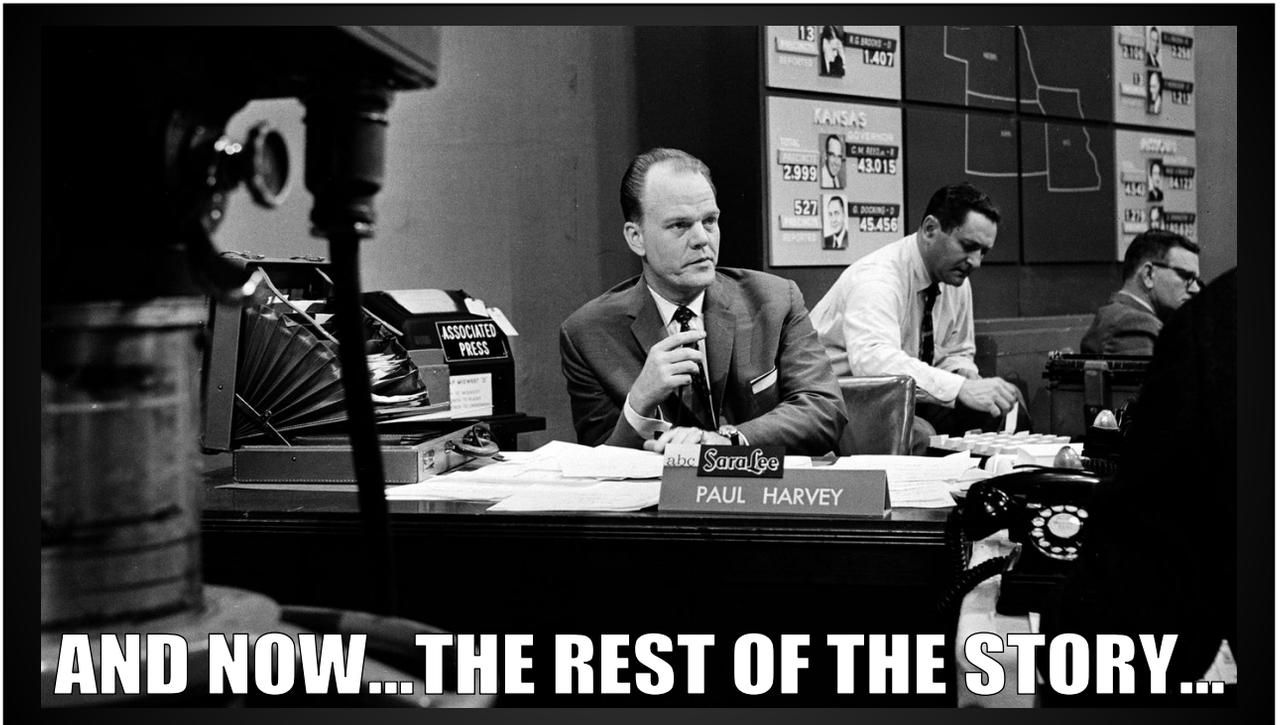
- Established in 1980 by the Florida Legislature as "Truth in Millage" (TRIM) Act
- Sets noticing, timeline (101 days) and budgeting requirements
- 2007 revision included maximum levies (10 mills)
- 2009-2010 set levy limits by vote
  - **Majority:** Same prior-year adopted rate + changes in per-capita income
  - **Super Majority:** Amount 110% greater than majority vote rate
  - **Unanimous:** Any amount up to 10 mills
- Required to budget using estimates of at least 95% collection of Ad Valorem Taxes
- No more than 97%, due to prepayment discount and VAB changes
- Currently at 96.75%

**CHANGE REQUIRES: 2 HEARINGS, 1 HUGE NOTICE IN NEWSPAPER, MUST DISCUSS PERCENTAGE INCREASE FIRST. THE PUBLIC MUST HAVE OPPORTUNITY TO SPEAK PRIOR TO ACTION; MUST PASS MILLAGE FIRST**



# 5.87%

The proposed millage (5.9257) is over the rolled-back-rate



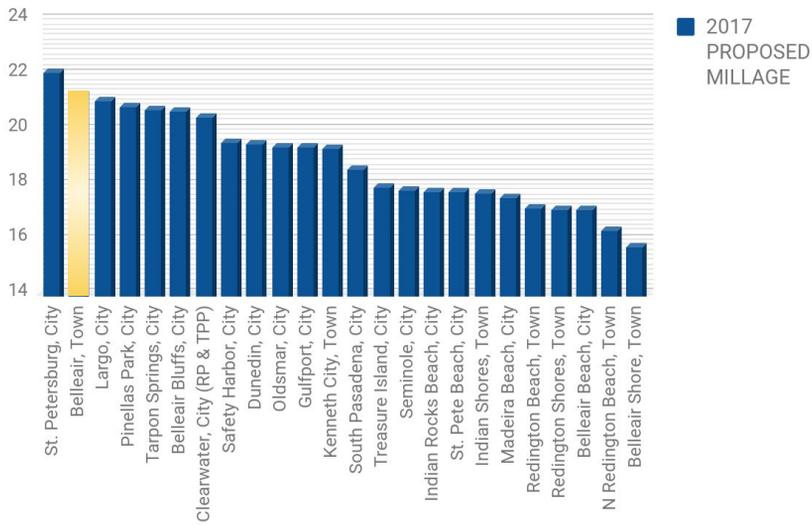
# Millage Calculations for Belleair Homes

BELLEAIR REAL PROPERTY				MILL LEVY: 5.9257		
	Home Value	Homestead	Taxable Value	In Mills	Ann. Proceeds	Monthly
<b>*Average Price Condo</b>	\$ 250,000.00	\$ (50,000.00)	\$ 200,000.00	\$ 200.00	\$ 1,185.00	<b>\$ 98.75</b>
<b>*Average Price SFR</b>	\$ 450,000.00	\$ (50,000.00)	\$ 400,000.00	\$ 400.00	\$ 2,370.00	<b>\$ 197.50</b>
<b>Top Tier</b>	\$ 750,000.00	\$ (50,000.00)	\$ 700,000.00	\$ 700.00	\$ 4,148.00	<b>\$ 345.67</b>
<small>*Zillow.com, rounded to nearest \$50K</small>						

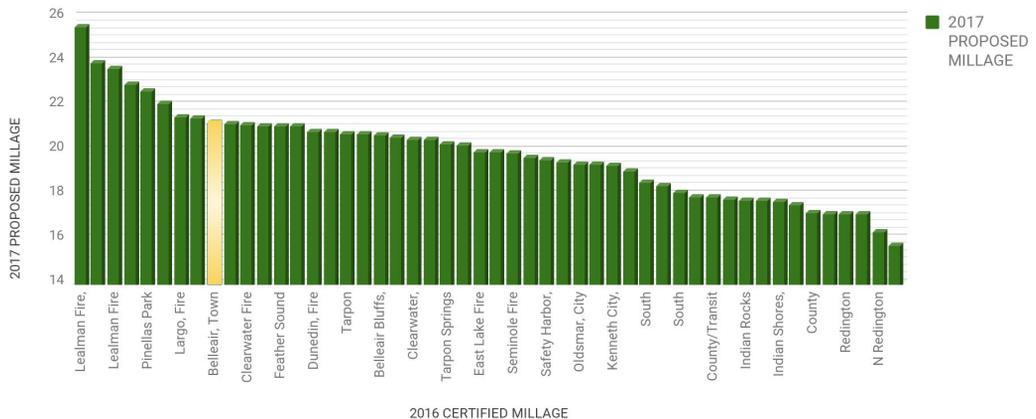
COUNTY-WIDE REAL PROPERTY				PROPOSED		PRIOR YR.			
<i>Including Belleair</i>				Mill Levy:	21.1857	Mill Levy:	21.492		
	Home Value	Homestead	Taxable Value	In Mills	Ann. Proceeds	Monthly	Prior Year	Inc/(Decr)	%Inc/(Decr)
<b>*Average Price Condo</b>	\$ 250,000.00	\$ (50,000.00)	\$ 200,000.00	\$ 200.00	<b>\$ 4,237.00</b>	<b>\$ 353.08</b>	\$ 4,298.40	\$ (61.40)	<b>-1.43%</b>
<b>*Average Price SFR</b>	\$ 450,000.00	\$ (50,000.00)	\$ 400,000.00	\$ 400.00	<b>\$ 8,474.00</b>	<b>\$ 706.17</b>	\$ 8,596.80	\$ (122.80)	<b>-1.43%</b>
<b>Top Tier</b>	\$ 750,000.00	\$ (50,000.00)	\$ 700,000.00	\$ 700.00	<b>\$ 14,830.00</b>	<b>\$ 1,235.83</b>	\$ 15,044.40	\$ (214.40)	<b>-1.43%</b>

With  
 Save-Our-Homes,  
 The Maximum  
 Increase, For The BL  
 District, At The  
 Proposed Levy Is  
**0.67%**

# Millage by Municipality



# 2017 Proposed Millage, All Districts



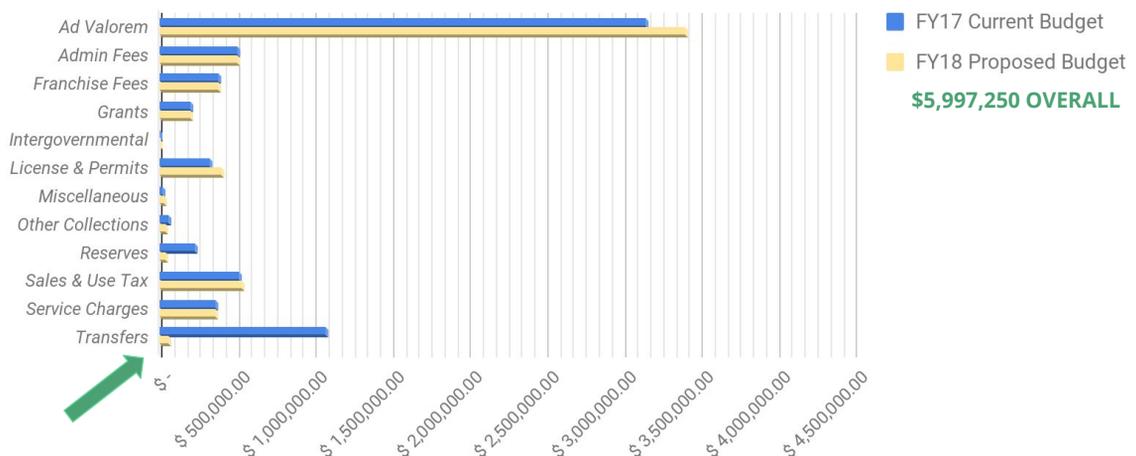
## ALL TAXING DISTRICTS IN PINELLAS COUNTY

When comparing taxation, city name only part of the story

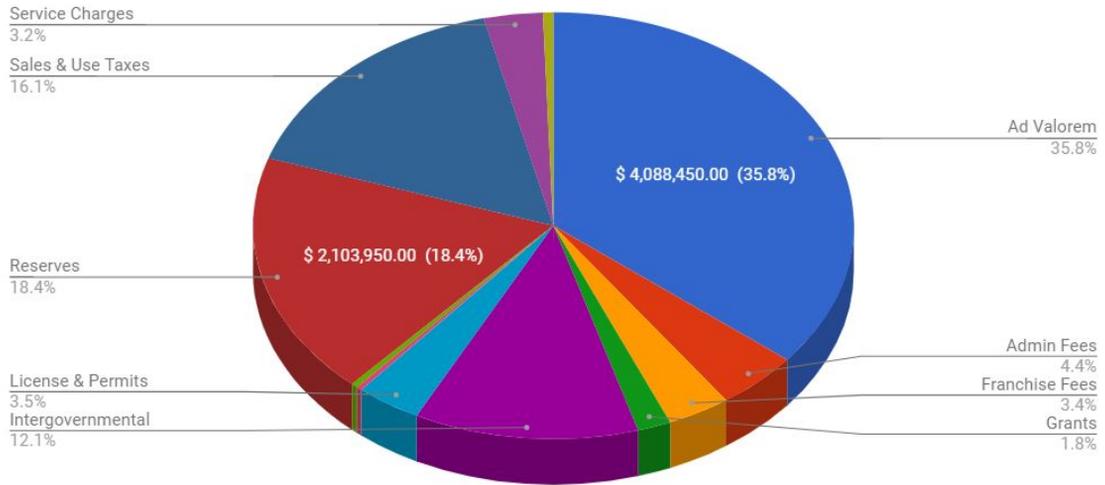
# Revenue Guide and Discussion

## General Fund Revenue

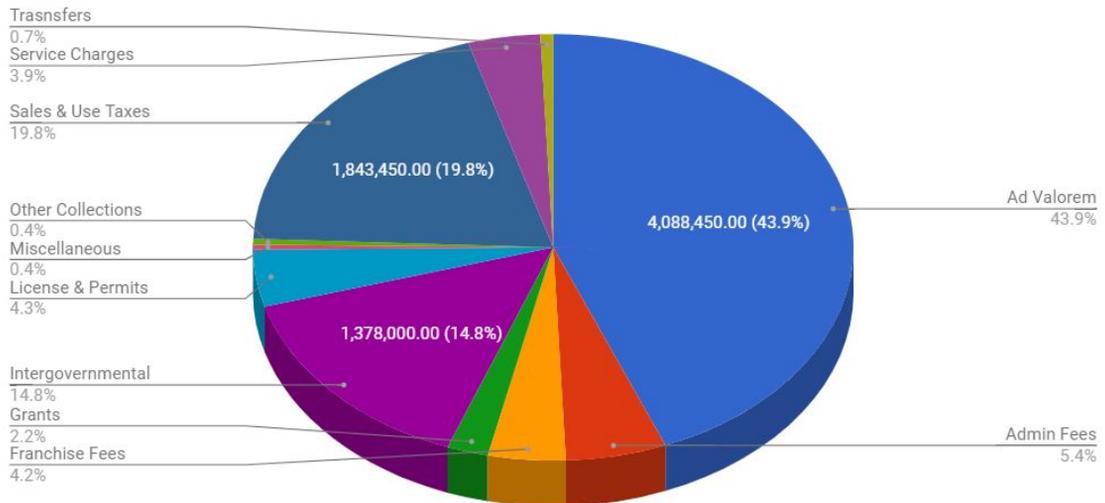
*FY17 Current Budget & FY18 Proposed Budget*



# Total General Governmental Revenue



# Total General Governmental Revenue less Reserves



# Ad Valorem

## 2017-18 PROPOSED: \$3,410,265

- 8.125% increase from last year \$3,154,000
  - ~6.35% of value increases
  - 2.75% of additional collection estimations
- Ad Valorem makes up **56.86%** of the General Fund revenue total revenue
- Adjusting for Ad Valorem revenues is **43.9%** of the total General Governmental Funds budget



# Revenue from Sales and Use Taxes

## REVENUE SOURCES

- Penny for Pinellas
- Communications Services Tax\*
- State revenue sharing
- Sales taxes
- Gas taxes
- Electric Utility Tax (MPST)
  - No MPST for water or gas

## FY18 GENERAL FUND PROPOSED: \$535,900

- 3.29% increase from last year \$518,850
- Makes up 8.94% of the General Fund's total revenue

## FY 18 TOWN-WIDE PROPOSED: \$1,843,450

- 19.8% of total GGF budget

# Franchises Fees

**2017-18 PROPOSED: \$389,000; 3.41% OF GF BUDGET**

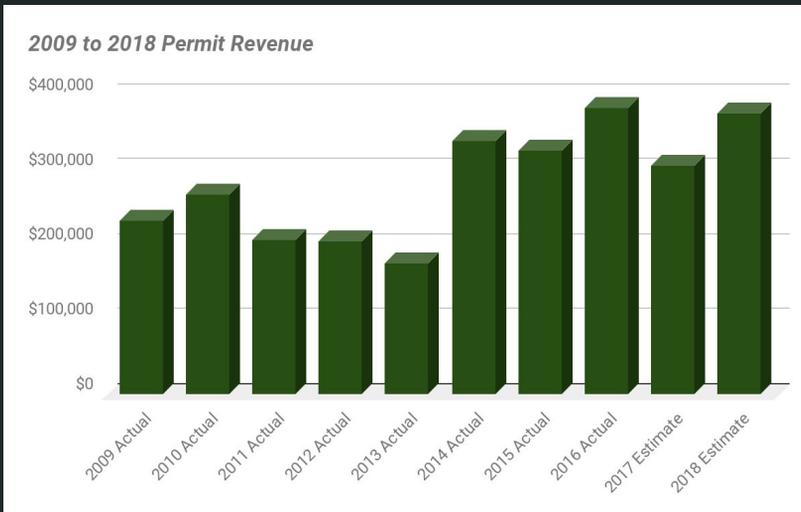
- Electric franchise: 6% of base revenues
- Gas franchise: 4.5%
- No increase projected



# Service Charges Revenue

	FY17 CURRENT BUDGET	FY18 PROPOSED BUDGET
CONCESSIONS	\$ 3,500.00	\$ 3,500.00
LOT MOWING	\$ 2,700.00	\$ 3,000.00
MERCHANDISE	\$ -	\$ -
REC-VENDING MACHINE SALES	\$ 10,000.00	\$ 10,000.00
RECREATION (PROG. ACTIVITY)	\$ 282,750.00	\$ 282,750.00
RECREATION PERMITS	\$ 24,000.00	\$ 24,000.00
RENTAL INCOME	\$ 4,800.00	\$ 4,800.00
SPECIAL DUTY POLICE	\$ 2,000.00	\$ 2,000.00
SPECIAL EVENTS-ATHLETIC PROGRAMS	\$ 25,000.00	\$ 23,000.00
SPECIAL EVENTS-Private Parties	\$ 6,000.00	\$ 6,000.00
TENNIS ANNUAL PERMITS	\$ 2,500.00	\$ 2,500.00
VENDING MACHINE PROCEEDS	\$ -	\$ -
<b>GRAND TOTAL</b>	<b>\$ 363,250.00</b>	<b>\$ 361,550.00</b>

# License and Permit Revenue



## Detailed Revenue Line-Item Discussion

PLEASE REFER TO YOUR BINDER



# Future Revenue Options

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- Heavy pursuit of grants
  - Potential implementation of grant incentive program
  - Cooperative funding for environmental projects
- Direct-to-legislature lobbying
- Increasing fees
- New utility taxes or surcharges (Refer to multi-colored 11x17 sheet on Millages, taxes, and fees)
- Millage increase

**NO REVENUE CONVERSATION IS COMPLETE WITHOUT THE DISCUSSION OF THE OTHER SIDE OF THE COIN**

- Expenditure decreases
- Service-level decreases

# Personnel Expenses

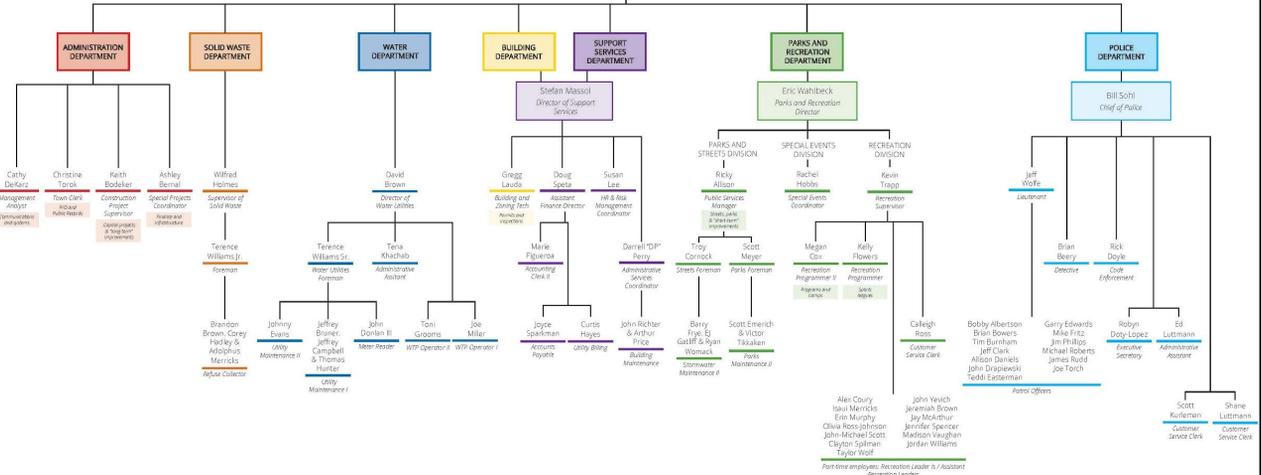
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# Org. Chart

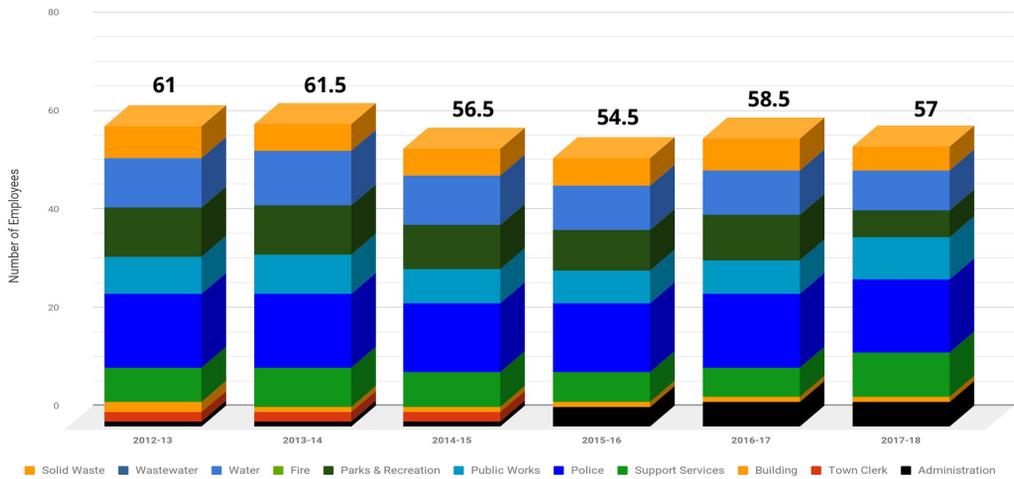
## Citizens of Belleair

Commission  
 Mayor Gary Kaptak  
 Deputy Mayor Rania Reitzel  
 Commissioners Mike Williams, Tom Shelby, and Tom Kurey

J.P. Murphy  
 Town Manager



# FTE Personnel Comparison



# FLSA Non-Exempt Pay Scale

GRADE	SALARY RANGE			
	MIN	MED	MAX	
0	\$9.69	\$12.28	\$14.87	Hourly
1	\$24,818.98	\$30,403.78	\$35,988.58	Annually
2	\$26,062.40	\$31,925.61	\$37,788.82	Annually
3	\$27,362.82	\$33,520.45	\$39,678.08	Annually
4	\$28,732.70	\$35,196.41	\$41,660.11	Annually
5	\$30,170.40	\$36,957.23	\$43,744.06	Annually
6	\$31,677.36	\$38,805.10	\$45,932.85	Annually

## Positions by Grade

### GRADE 0

- Assistant Recreation Leader
- PT Parks Laborer
- PT Seasonal Camp Counselor

### GRADE 1

- Recreation Leader I

### GRADE 2

- Parks Maintenance Worker I
- Building Maintenance
- Recreation Leader II
- Meter Reader

### GRADE 3

- Parks Maintenance Worker II
- Refuse Collector
- Utility Maintenance I
- Stormwater Maintenance I
- Customer Service Clerk

### GRADE 4

- Utility Maintenance II
- Stormwater Maintenance II
- Accounting Clerk I
- Building and Zoning Technician
- Administrative Assistant
- Executive Secretary
- Recreation Programmer I
- WTP Operator Trainee

### GRADE 5

- IT Technician
- WTP Operator I
- Stormwater Maintenance Lead Worker
- Recreation Programmer II

### GRADE 6

- Water Utilities Foreman
- Solid Waste Foreman
- WTP Operator II
- Stormwater Maintenance Foreman

# FLSA Exempt Pay Scale

CLASS	SALARY RANGE			
	MIN	MED	MAX	
Exempt	\$44,574.19	\$74,924.62	\$105,275.04	Annually
Supervisory	\$38,503.09	\$50,027.54	\$61,551.98	Annually
Administrative	\$36,669.78	\$47,015.18	\$57,360.58	Annually

## CLASS E

- Director of Support Services
- Director of Parks, Recreation, and Public Works
- Police Chief
- Lieutenant

## CLASS S

- Assistant Finance Director
- Recreation Supervisor
- Construction Project Supervisor
- Public Services Manager

## CLASS A

- Special Events Coordinator
- Accounting Clerk II
- HR & Risk Management Coordinator
- Management Analyst I and II
- Town Clerk

# General Employee Benefits



## WAGES

- Market-comparable wages
- 10 paid holidays
- 2 weeks of vacation after the first year
  - 3 weeks for 6-10 years
  - 4 weeks for 11-99 years
  - Maximum 240 hours
- 96 hours of annual sick leave
  - Maximum 480 hours
  - Annual buy-back
- 9% 401k, 3% mandatory for EE

## HEALTH

- Employee premium covered 100%
- Spouse and dependent coverage available, though cost prohibitive
- \$100 per month towards S125 plan: dental, vision, supplemental insurances, etc
- \$50,000 term-life benefit

## OTHER

- Other deferred compensation options, 457, Roth IRA, etc.
- Paid jury duty
- Tuition reimbursement of up to \$2,500 a year for qualifying coursework
- Paid licensure, fees and continuing education
- Uniforms and safety equipment provided
- Salary enhancement, when available

# Fraternal Order of Police (FOP)

## 2016-2019 CONTRACT PROVIDES FOR

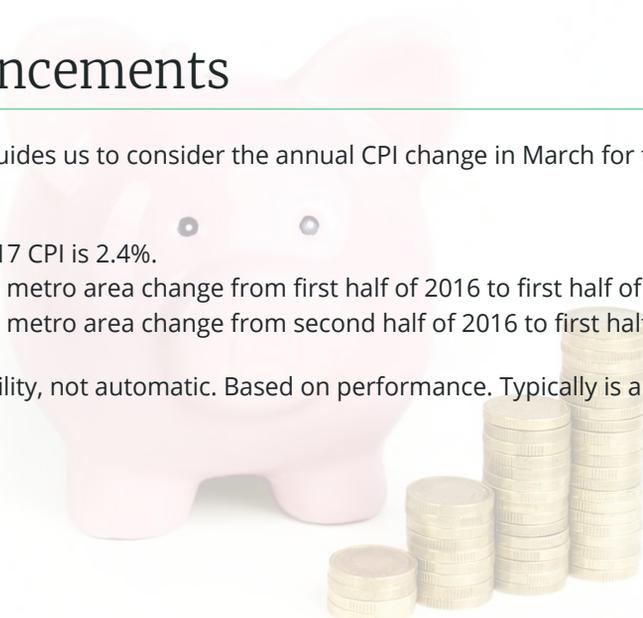
- 1.5% COLA or “me-too” up to 3%
- Guaranteed funding of 3% for merit increase, based on evaluation on anniversary date
- Covers all full-time police officers
- All full-time police officers are currently members of a defined benefit pension Plan
  - **Normal retirement:** 55 years-old with 5 years of service; OR any age with 25 years of service
  - **Monthly benefit:** 3.5% of average final compensation for each year of credited service
  - **Average Final Compensation:** 1/12 salary (average of best 5 of last 10 years)
  - **Early Retirement:** 50 years-old with 10 years of service (reduced by differential)
- Same health benefits as general employees

# Salary Enhancements

**COLA:** Personnel Policy guides us to consider the annual CPI change in March for the Southeast Region

- March 16 to March 17 CPI is 2.4%.
- The Tampa/St. Pete. metro area change from first half of 2016 to first half of 2017 is 2.8%
- The Tampa/St. Pete. metro area change from second half of 2016 to first half of 2017 is 1.4%

**MERIT:** Subject to availability, not automatic. Based on performance. Typically is a maximum of 3%



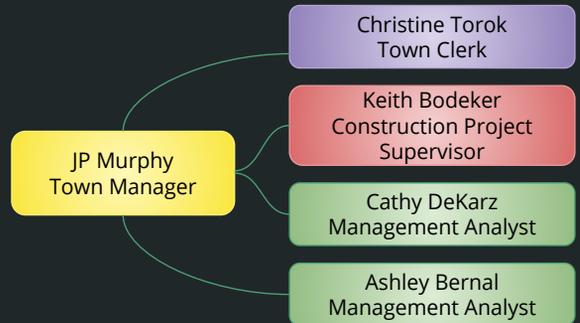
Two cookies are shown in the background, one slightly behind and to the left of the other. They are golden-brown with visible chocolate chips.

# Cookies!

General Fund

# Administration

Org. 1 - Account Group 513100



## Administration

### THE ADMINISTRATION DEPARTMENT IS RESPONSIBLE FOR

- Executive Management
- Legal Compliance
- Policy Generation
- Elected Official Support
- Coordination of Communications
- Records Management
- Budget
- Capital Projects Management

# Accomplishments and Objectives

## 2016-2017 ACCOMPLISHMENTS

- Began “Core Values” Engagement
- Historic grant awarded (\$50,000)
- Created long-term capital plan “Plan 2”
- Implemented town-wide records management policy and training
- Completed golf course sale
- Completed Rosary Road Project, Bayview Drive project, Poinsettia sidewalk project, and continued street light replacement program
- Processed over 200 agenda Items, 30+ meetings, 7 ordinances, 4 charter amendments, and 1 election

## 2017-2018 OBJECTIVES

- Continue chasing grants!
- Implement Plan 2:
  - *Harold's Lake*
  - *Palmetto Avenue*
  - *Belforest Drive*
  - *Pinellas/Ponce*
  - *Street light push*
  - *Magnolia and Wall parks renovation*
- Development of town-wide strategic plan
- Development of a financial strategic plan and programmatic budget change
- Increase public participation and communication through directed outreach programs

# Communications Accomplishments

## LOOKING BACK

(FY 2016-17 ACCOMPLISHMENTS)

- **POLICY:** Drafted a communications policy, communications plan, social media policy, and SeeClickFix policy
- **BNN:** Created and implemented the Belleair News Network
- **WEBSITE:** Worked with CivicPlus to complete a free website redesign, which launched in August
- **SOCIAL MEDIA:** Boast a combined Facebook and Twitter reach of 1,699 people
  - Generated 135 total Facebook and Twitter posts which were viewed a combined 45,694 times
  - Received a combined Facebook and Twitter engagement of 4,150 likes, comments, and shares
- **LETTERS AND MAILERS:**
  - Distributed a CIP letter to all residents and several more targeted letters to residents affected by various capital projects and parks improvements
  - Instituted “Quarterly Updates” mailers and e-blasts for all residents
  - Inserted flyers, brochures, and pamphlets into utility mailers

# Communications Objectives

## LOOKING FORWARD

(FY 2017-18 OBJECTIVES)

- **POLICY:** Will finalize and train staff on the communications policy, communications plan, social media policy, and SeeClickFix policy
- **COMMUNICATIONS TEAM AND REPORTING:** Will create a “communications team” of employees to serve as “communications experts” within Belleair. This group will receive specialized training, review and report on current and past communications, and plan for future ways to communicate and market Belleair better
- **TRAINING:** Will work with the communications team to bring advanced training in communications, public relations, business writing, graphic design, and social media to as many staff members as possible
- **BRANDING:** Will use the communications team to define the Town’s brand, create a Town-wide “style guide,” and leverage our brand across all departments and communications
- **SOCIAL MEDIA:** Will increase the frequency of social media content, use analytics to track social media success, and institute a content calendar to grow our bases on Facebook, Twitter, and LinkedIn

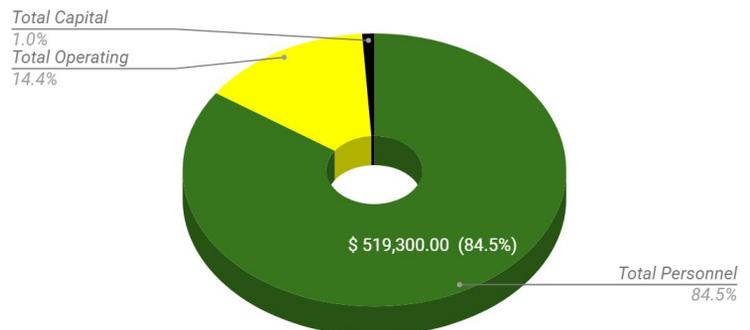
# Administration General Expenses

## \$614,290 TOTAL OVERALL

- **Personnel:** \$519,300
  - 5 FTE
  - Elected Officials
- **Largest Expense Areas:** Training, travel, and memberships for all of the General Fund

*\$25,000 of Occupational License Revenue*

Administration Department Expense Distribution



# Building

Org. 3 - Account Group 513300

Gregg Lauda  
Building and Zoning Technician

# Building

## THE BUILDING DEPARTMENT IS RESPONSIBLE FOR

- Permitting- Over 650 permits -\$24,600,000 in value
  - New construction
  - Repairs, remodels, and demolition
  - Tree permits
  - Fire inspection (provided by Largo Fire Department)
- Inspections-1500 through August
- Planning & Zoning functions
  - Variances, Rezoning
- FloodPlain Management
- Advising homeowners and businesses on Land Development Code regulations
- Coordinating violations with the code enforcement officer
- Damage assessment post disaster

# Accomplishments and Objectives

## FY 2016-17 ACCOMPLISHMENTS

- Extended contract with Florida Municipal Services, Inc.
- **GENERATOR GRANT: \$100,000\***
- Monitored the redevelopment of Belleview Inn, 28 Carriage homes, and 4 condominium midrises
- Conducted floodplain management activities to qualify for a higher CRS class rating -10% insurance savings
- Oversaw construction activities remained in accordance with all Florida building codes
- Resolved any code violations efficiently and respectfully

## FY 2017-18 OBJECTIVES

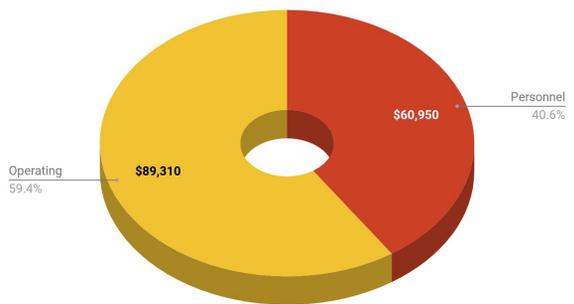
- Continue to work through Pinellas County Local Mitigation to achieve new grants for the town
- Maintain a high level of customer service for our residents and contractors
- Make sure that all construction remains in accordance with the Florida Building code and the town's Land Development Code
- Strive for a higher(CRS) Community Rating System score that would reduce homeowners insurance by 5-10 percent

# Building General Expenses

## \$150,260 TOTAL OVERALL

- **Personnel:** \$60,950
  - 1 full-time employee
  - Secondary full-time employee from Support Services Department
- **Largest Expense Area:** Contracted labor
  - Increase at maximum capacity due to expected influx of building permits associated with new construction

Building Department Expense Distribution



# Building at a Glance

## TOTAL ESTIMATED REVENUES: \$375,800

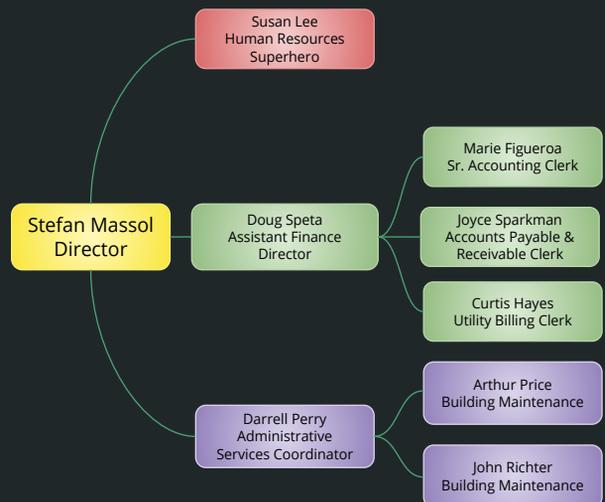
- Building permits
- Major permits include:
  - 2 towers, Townhomes
  - Pelican Clubhouse
- Zoning and variance fees
- Construction seeing considerable increase

## TOTAL EXPENDITURES: \$150,260

- 1 full-time employee
- 1 backup full-time employee from the Support Services Department
- \$87,360 for Florida Municipal Services Contract
- 4 days of inspections and plan review
- Minor operating supplies, code books
- Eliminated vehicle (uses motor pool)

# Support Services

Org. 4 - Account Group 519000



# Support Services

## THE SUPPORT SERVICES DEPARTMENT IS RESPONSIBLE FOR

- Managing finance activities
  - Facilitates the budget
  - Responsible for financial reporting
  - Legal compliance
- Administering facilities maintenance
  - 3 facilities totaling nearly 43,000 square feet
- Human resources and risk management
  - Responsible for 78 employees and insured property, \$16,034,243 of total insured values
- Information technology
- Fiscally responsible for:
  - Fire services
  - Planning and legal services
  - Town utilities
  - Property, Casualty & General liability insurances
  - Fuel
  - Library membership refunds
  - Property tax for Ahlf parcels

# Support Services

## THE FINANCE DIVISION IS RESPONSIBLE FOR

- Accounts receivable
- Purchasing
  - 2,600 RQs/POs
- Accounts payable
  - 2,400 checks
- Bank reconciliation
  - 9,200 electronic payments
- Cash receipting
  - 4,800 receipts
- Treasury management
  - 1,500 deposits
- Annual reporting through the Comprehensive Annual Financial Report (CAFR)
- Internal controls auditing
- Utility billing
  - 19,000 bills
- Payroll
  - 2,000 checks

# Accomplishments & Objectives

## 2016-2017 ACCOMPLISHMENTS

- Fully-virtualized server architecture
- Created licensed drone program
- 23-time (all consecutive) recipient of the Certificate of Achievement for Excellence in Financial Reporting
- Migration of enterprise resource planning software (BMS) to the cloud
- Selection and implementation of new time management system
- Bank reconciliation efficiencies and improvements
- Hiring of building maintenance supervisor, assistant finance director, and support services director
- Nobody went to jail

## 2017-2018 OBJECTIVES

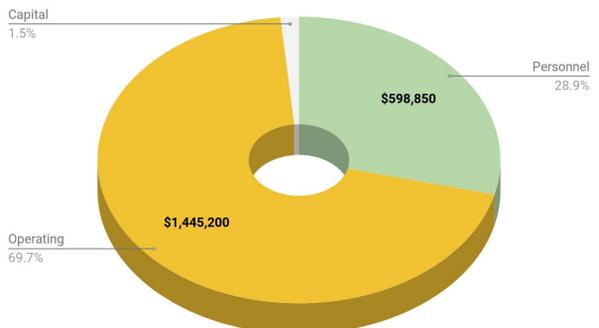
- Formalize internal control framework for information technology and financial operations
- Review and update operations manuals for finance staff
- Study existing policies and update as needed
- Increase automation of bank reconciliations
- Emphasize training staff in existing and emerging areas of focus

# Support Services General Expenses

## \$2,074,550 TOTAL OVERALL

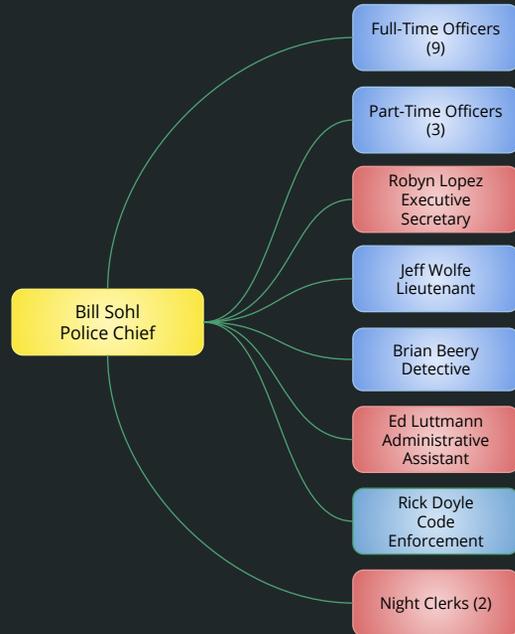
- **Personnel:** \$598,850
  - 8.3 FTE
- Largest Expense Areas: are fire services, general liability insurance, and computer systems
- Contracted services
  - Attorney
  - Auditing
  - Network Administration
  - Bill Processing

Support Services Department Expense Distribution



# Police

Org. 5 - Account Group 521000



# Police

## THE POLICE DEPARTMENT IS RESPONSIBLE FOR

- Providing responsive law enforcement services
- Maintain a safe and desirable community for its residents
- Managing five divisions within the department
  - Administration
  - Investigations
  - Patrol
  - Ordinance Enforcement
  - Communications
- Recruiting, training, and retaining quality staff
- Producing effect support services contracts to accomplish critical tasks



# Accomplishments and Objectives

## 2016-17 ACCOMPLISHMENTS

- Fostered effective police-community relationships, communications, and partnerships
  - Public outreach events
  - Youth event
- Consistent enforcement of traffic safety to reduce motor vehicle crashes and public safety
  - Conducted a minimum of 1,000 directed traffic patrols
  - 38 traffic tickets in 2016-17
- Provided consistent code and ordinance enforcement to maintain and enhance property values and community aesthetics.
  - Maintained a detection and abatement rate of 550 violations
- Proactively engaged the community in an attempt to minimize burglaries and economic losses
  - 5,802 house checks

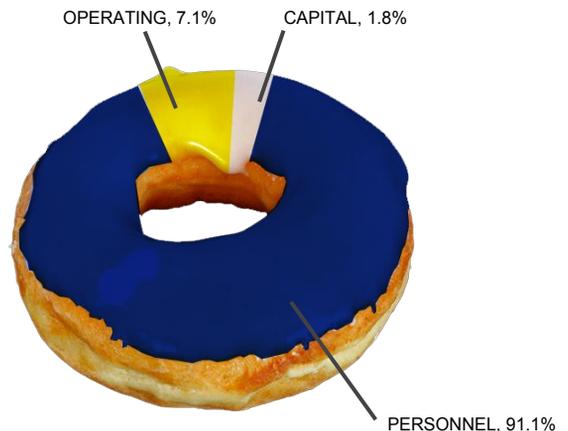
## 2017-18 OBJECTIVES

- Work toward grant funding for the replacement of equipment, such as radios and tasers
- Reduce traffic crashes through increased enforcement
  - 36 accidents in 2016-17
- 25th Memorial of Jeffery Tackett
  - Designate space across Town Hall parking lot in memory
  - Working with Parks and Street Department
- Decrease ordinance code violations through a more proactive and engaging police force
  - Identify potential areas for repeats and risk offenders
    - Renters
    - Empty lots
  - Encourage informative encounters with residents

# Police General Expenses

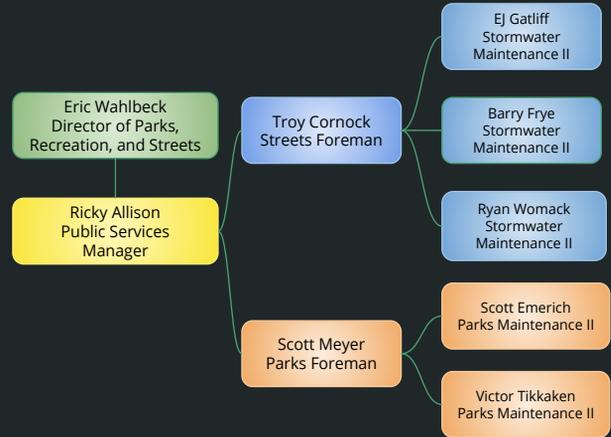
## \$1,500,350 TOTAL OVERALL

- **Personnel:** \$1,366,600
  - 15 FTE
    - \$623,050 sworn
  - 5 PTE
    - \$59,500 sworn
- **Largest Expense Areas:** Professional services, radio maintenance, and vehicles
  - Looking to reduce expenses for the Town through grant funding
    - Motorola Radios
    - Ford Capital Grants



# Parks and Streets

Org. 8 - Account Group 572100



## Parks and Streets

### THE STREETS DIVISION IS RESPONSIBLE FOR

- Providing a safe, efficient, and environmentally friendly stormwater system
- Provide adequate and safe roadways for pedestrians and vehicles
  - Street sweeping
  - Roadway repairs
    - Pothole repairs
    - Removing street debris
  - Sidewalk replacement
  - Street sign management
- Inspection and repair of stormwater systems

### THE PARKS DIVISION IS RESPONSIBLE FOR

- Providing an exceptional system of safe, accessible, well-planned and maintained parks, facilities, and rights-of-ways
- Tree trimming
- Management of contracts
  - Tree, chemical, and grass
- Ballfield planning and maintenance
- Event support
- Beautification projects
- Park Planning

# Accomplishments and Objectives – Parks

## 2016-17 ACCOMPLISHMENTS

- Thoroughly planned Magnolia and Wall parks renovations
  - Plans approved
- Beautification enhancement
  - *Tennis facility*
  - *Ponce de Leon entrance*
  - *Rosary Road*
  - *Pensacola and Manatee medians*
  - *New landscaping around Hunter Park fountain*
- Improved internal tree trimming efficiency and reduced cost (- \$6,500) proposed purchase of bucket truck and chipper
- Foster partnership with the BCF
- Hunter Park featured in National Landscaping Magazine

## 2017-18 OBJECTIVES

- New plan for park renovations and approval
  - *Pinellas*
  - *Gaienne*
  - *Hallett*
  - *Bluff edge*
- Complete renovation of Magnolia and Wall parks
- Improvements within Town
  - *Manatee and Shirley medians*
  - *Town Hall park*
- Purchase bucket truck to improve efficiency
- Continue to cut palms on major thoroughfares and lift canopies to improve safety
- Continue to foster a relationship with the Belleair Community Foundation

# Accomplishments and Objectives – Streets

## 2016-17 ACCOMPLISHMENTS

- Stormwater system improvements
  - Ballfields
  - Barbara Circle
  - Baffle boxes
  - Outfalls
- Complied with all NPDES requirements
- Pedestrian improvements
  - Replaced 200 sidewalk panels and ramps
- Street improvements
  - Purchase of milling machine to improve efficiency
  - Areas repaired include Eastleigh, Sarasota, and Ponce de Leon

## 2017-18 OBJECTIVES

- Continue monthly inspection and maintenance program to achieve a more proactive approach
- Comply with NPDES requirements
- Purchase Vactron to improve efficiency
- Improve response and repair time to sidewalk and pothole repairs
- Focus on staff training

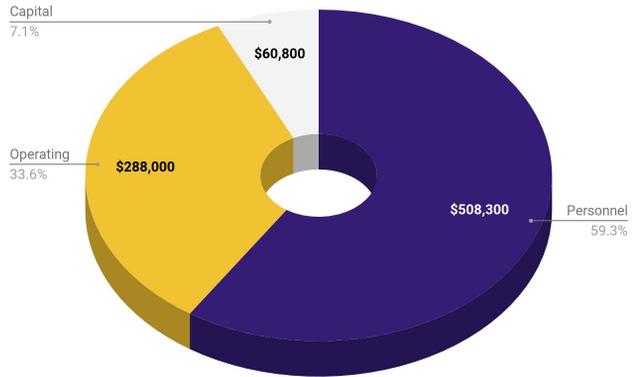
# Parks and Streets General Expenses

**\$857,100 TOTAL OVERALL**

- **Personnel: \$508,300**
  - 8.5 FTE
    - *Split staff*
- **Largest Expense Areas:** Tree trimming, road materials, and contract labor

*\$1,700 of Belleair Community Foundation annual contribution for Hunter Memorial Park maintenance*

Public Works Expense Distribution



# Recreation

Org. 9 - Account Group 572200



# Recreation

## THE RECREATION DEPARTMENT IS RESPONSIBLE FOR

- Providing programs to enhance the quality of life
  - Sports leagues
  - Summer camps
  - Teen council
  - Senior programs
  - Family programs
- Creating events for our residents to enjoy
  - Halloween haunted house
  - Concerts
  - Holiday parade
  - Gracie's Big Splash
- Rentals of facilities



# Recreation Accomplishments

## 2016-17 ACCOMPLISHMENTS

- Increased event participation
  - Halloween
  - Golf Tournament
  - Garage Sale
  - Holiday Parade
- Partnered with organizations for events
  - Belleair Community Foundation
  - Boogie for Blue and Parks and Rec
  - Celtic Soccer
  - The Gracie Purdy Foundation
  - Girls on the Run
- 107 teen volunteers (6,758 hours logged)
- Teen Council participation increased to 29 teens
- Facility upgrades from donations
  - Game room
  - Three new scoreboards
  - Improved event electrical infrastructure
  - Gym upgrades



# Recreation Objectives

## 2016-17 OBJECTIVES

- Focus on improving partnerships and sponsors
- Continue to improve programming and events
- Improve marketing and outreach efficiency
- Work with Building Maintenance to enhance the Dimmitt Center's appearance
- Seek more rental opportunities
- Emphasize safety and fun
- Offer a high level of customer service
- Strive for parity in our sports leagues



# Recreation General Expenses and Revenue

## \$800,700 TOTAL OVERALL

- **Personnel:** \$466,500
  - 5.5 FTE
- **Largest Expense Areas:** Special events, professional services, electricity, and sports leagues

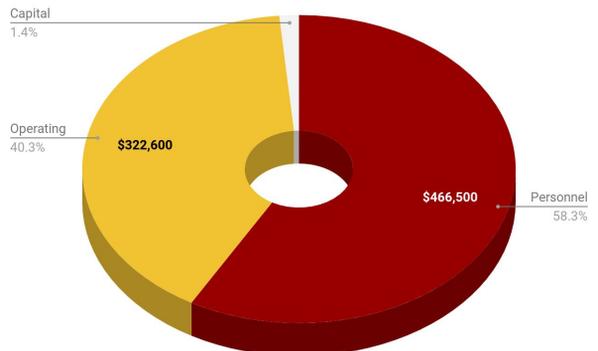
## \$499,550 TOTAL REVENUE

- **Programming:** \$282,750
- **Special events:** \$143,000
- **Rentals:** \$33,800
- **Memberships:** \$26,500
- **Vending:** \$13,500

## \$301,150 NET EXPENSE

- 62% cost recovery
  - National average between 20% - 30% (NRPA)

Recreation Department Expense Distribution



# Capital Equipment Replacement Fund (CERF)

## Capital Equipment Replacement Fund

### USES

- Acts as a savings account for replacement of Fixed assets with a useful life greater than 1 year
- General Fund (001) transfers dollars to (301) for each incremental year during the useful life of the asset
- Replaces depreciation in General Fund
- Eliminates volatility in capital replacement

### ISSUES

- It's frequently short due to straight line methodology
- Doesn't take into account assets we don't know we need yet (bucket truck)
- Used to balance the budget at the expense of the future asset
- Enterprise funds were commingled
- Currently underfunded, but plan would be to reconcile with "one-time" proceeds

# Capital Improvement Plan (CIP)



## PENNY FUNDS UTILIZED FOR CIP

- Nearly 10% of total funding for Infrastructure Fund
  - *Reconstruct roadways and bridges*
  - *Improve waterways*
  - *Maintain historical street lights*
  - *Establish new parks*

## 2017-18 PROJECTS

- Rebuilding Bluff edge to maintain coastline
- Hallett Park renovations
- Historic street lighting replacement plan
- Continuing roadway repairs

## PREVIOUS PROJECTS

- Reconstruction of roadways
  - *Belleair Boulevard*
  - *Bayview Drive*
  - *Rosery Road*
- New storm water collection and treatment systems
- Replaced potable water service lines
- Updated historic street lighting

# 2017-2018 Projects

## HAROLD'S LAKE CLEANOUT

- **November, 2017 - January, 2018**
  - Remove sediment buildup and excess vegetation growth from the lake
  - **Budget:** \$175,000



## PINELLAS/PONCE STORMWATER PROJECT

- **January, 2018 - May, 2019**
  - Provide paving and drainage improvements
  - **Budget:** \$2,770,000
    - 50% of funding from SWFWMD



## PALMETTO ROAD PROJECT

- **January, 2018 - June, 2018**
  - Provide paving and drainage improvements
  - **Budget:** \$761,700

# 2017-2018 Projects

## CARL AVENUE PROJECT

- Provide much needed paving and drainage improvements
  - *Installation of additional curb inlets*
  - *New storm pipe*
  - *Full depth pavement reconstruction*
  - *Water lines*
  - *Street lights*

## BELFOREST DRIVE PROJECT

- Provide milling and resurfacing of the existing roadway
  - *Re-establish a profile to the road*
  - *Crown for drainage*
  - *Large structural deficiencies will be taken care of*



# 5-Year Schedule and Forecast

## 2018-2019 PROJECTS

- Park improvements
- Small roadway projects, microsurfacing, maintenance-focused projects
- Capital parks
- Bluff feasibility
- Bayview to Indian Rocks Road
- Indian Rocks Road to Mehlenbacher Road engineering

## 2019-2020 PROJECTS

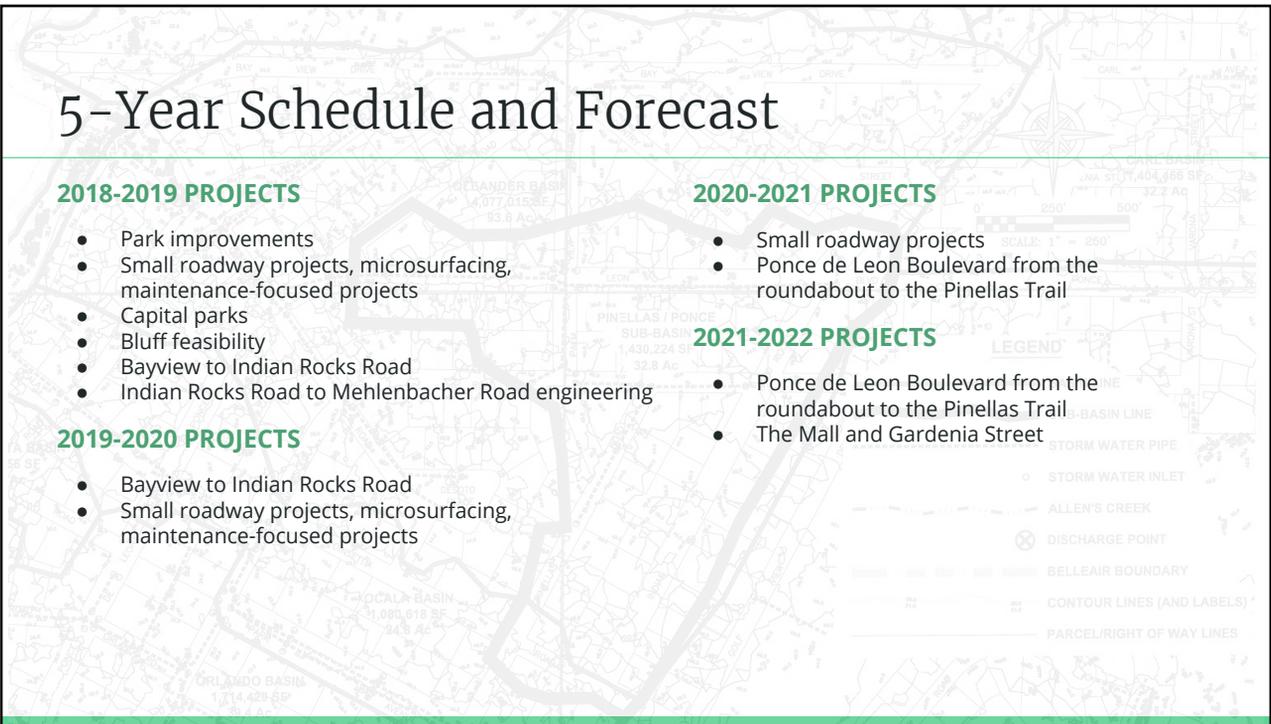
- Bayview to Indian Rocks Road
- Small roadway projects, microsurfacing, maintenance-focused projects

## 2020-2021 PROJECTS

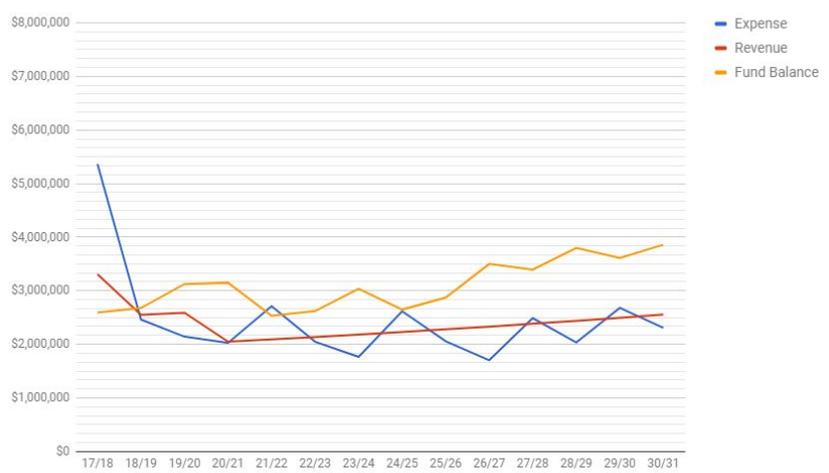
- Small roadway projects
- Ponce de Leon Boulevard from the roundabout to the Pinellas Trail

## 2021-2022 PROJECTS

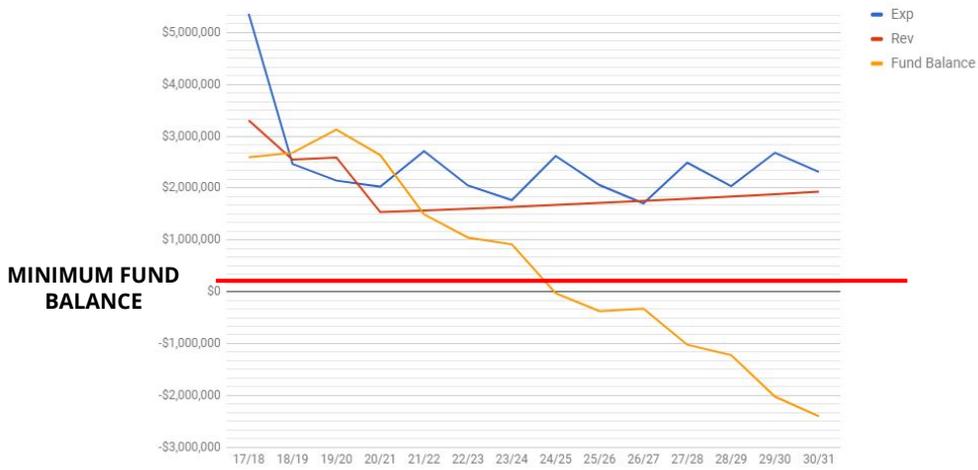
- Ponce de Leon Boulevard from the roundabout to the Pinellas Trail
- The Mall and Gardenia Street



# CIP Funding Projection as Currently Approved



# CIP Projection Without Penny



# Possible CFI Projects



# Unfunded Projects

## BRIDGES

- Bridges are in scour critical condition

## SEAWALL

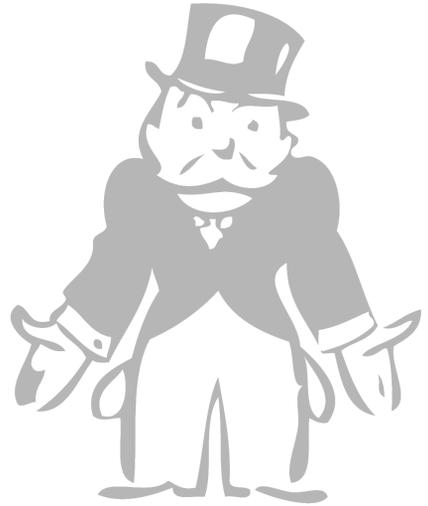
- Hallett Park seawall needs rehabilitation in the near future

## BELLEAIR CREEK

- Not funded but will explore engineering solutions
- Needs a clear out in the near future

## CAPITAL PARK IMPROVEMENTS

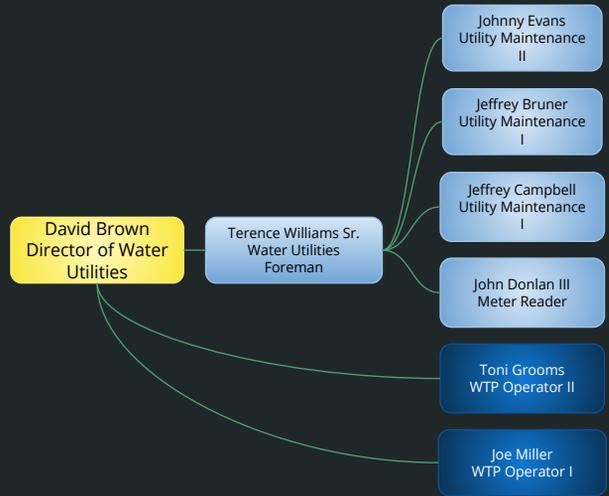
- Not funded
- Staff will evaluate them as they come up in capital roadway projects



# Enterprise Funds

# Water

Fund 401 - Org. 6 - Account Group 533000



## Water Responsibilities

### THE WATER DEPARTMENT IS RESPONSIBLE FOR

- **Daily Water Treatment Operations**
  - 767,968 gallons per day, average
  - Approximately 5,400 customers
  - 7 deep wells
- **Managing Distribution System**
  - 30 miles of pipe
  - 1,589 meters
  - 150 fire hydrants
  - 600+ valves
  - 200+ backflow preventor

# Water Responsibilities

## FIELD MAINTENANCE

- Daily 811 Locates
- Monitoring meter interface units (MIU)
- Meter operations
- Valve exercise and inventory
- Water main upgrade and repair
- Daily maintenance of water plant
- Help residents
- Assist operators and other departments
- Backflow maintenance

## PLANT OPERATORS

- Daily operation of plant
  - Ensure proper chemical dosing as required by FDEP
  - Collect compliance samples
  - Enter data and complete required reports
  - Test water quality
- Test and rebuild meters
- Generate service orders
- Assist residents
- Assist maintenance and other departments

# Accomplishments and Objectives

## 2016-17 ACCOMPLISHMENTS

- EPA, DEP, SWFWMD Compliance
- Hands-on Cross-training of 2 Utility Maintenance I for Operations
- Reverse Osmosis Training
- Water Use Permit Renewal
- Provided Assistance With Rosary Rd. Project and Bayview Project to Completion
- Over 700 Service Orders Processed:
  - More Than 190 Non-Payment Turn Offs
  - 80 Leak Checks
  - 300 MIU replacements
  - 130 Meter Related Work
- 800+ Sunshine Locate Tickets Processed
- Nearly 500 Watering Violations

## 2017-18 OBJECTIVES

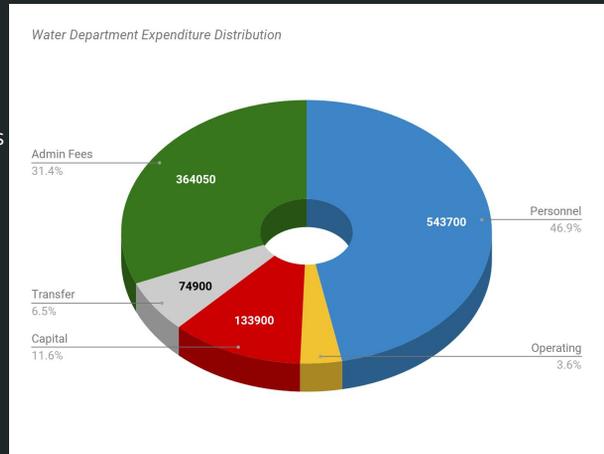
- Classroom Training Treatment Plant Operator for 2 Utility Maintenance I
- Stated Test for 2 Utility Maintenance I for Treatment Operator Certification
- Recondition and Upgrade Three Wells
- Reverse Osmosis Training
- Complete Valve Exercise Program
- Update GIS Map using Project As-Builts
- Continue to explore cooperative funding opportunities
- Continue Excellent Service to Residents

# Water General Expenses

**\$614,290 TOTAL OVERALL**

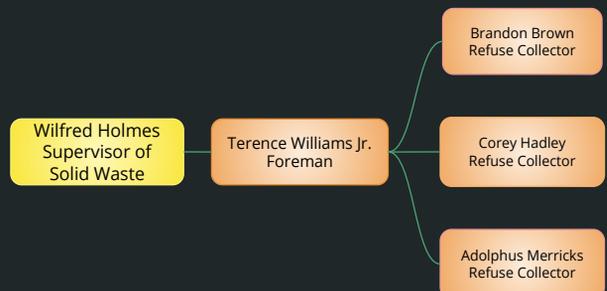
- **Personnel: \$543,700**
  - 7.5 FTE
    - Employees require extensive trainings
      - Annual CEU requirements
      - Advanced certification training
      - Reverse osmosis training
      - Safety training and equipment
- **Largest Expense Areas: Electricity, depreciation, and capital purchases**
  - Clearwell and filters
  - Well rehab

**\$1,536,600 ESTIMATED 17-18 REVENUE**



## Solid Waste

Fund 402 - Org. 7 - Account Group 534000



# Solid Waste

## THE SOLID WASTE DEPARTMENT IS RESPONSIBLE FOR

- Operating and maintaining the Town's solid waste collection in a safe and effective manner
- Collecting garbage from 1600 homes, businesses, and other facilities TWICE every week
- Recycling program
- Hosting disposal events
  - Haz-To-Go collection event
  - Shredding Event



# Accomplishments and Objectives

## 2016-2017 ACCOMPLISHMENTS

- Purchased a new 2017 Hino garbage truck with an automated tipper for a more efficient route collection
- Held 3 special collection days with Pro-Shed and Pinellas County Haz-To-Go
- Began recycle pilot test for in-house collection
- Collected over 650 special pick-ups, totaling over 192
- Collected over **2,682 TONS** of refuse
- Participated in Recreation's Touch-a-Truck event
- Featured in May addition of Belleair Living as Belleair's "Unsung Heroes"

## 2017-2018 OBJECTIVES

- Department will continue it's
  - Shredding events
  - 2 Haz-To-Go collection events
- Purchase two additional trucks
  - Trade in three older ones to keep the fleet at 3 refuse vehicles
- Request the Purchase a satellite collection vehicle
  - Replace two outdated scooters
- Continue to assess the feasibility of providing in-house recycling to eliminate expense of Clearwater recycling
- Daily maintenance of equipment and vehicles
- Focus on safety of all employees, reducing workers compensation claims

# Solid Waste

**\$1,019,000 TOTAL OVERALL**

- **Personnel:** \$332,550
  - 5.5 FTE
- **Largest Expense Areas:** Garbage and trash disposal, gasoline and oil, capital expenses and depreciation

