



Town of Belleair

901 Ponce de Leon Blvd.
Belleair, FL 33756

Meeting Agenda Town Commission

Tuesday, July 20, 2021

6:00 PM

Town Hall

Welcome. We are glad to have you join us. If you wish to speak, please use the “raise hand” function and wait to be recognized. If you are attending by phone, dial *9 and you will be called by the last 4 digits of your phone number. Each person will be given 3 minutes to speak, you will need to unmute yourself in order to be heard.

Please enter the link below to join the webinar:

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Webinar ID: 865 9552 2066

PLEDGE OF ALLEGIANCE

COMMISSIONER ROLL CALL

SCHEDULED PUBLIC HEARINGS

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

[21-0192](#) First Reading of Ordinance 535 - Charter Amendment Pertaining to Town Elections

Attachments: [535 - Charter Amend RE election date-FINAL](#)

[21-0156](#) First Reading Ordinance 536 - Renewal of Clearwater Gas Franchise Agreement

Attachments: [536 - Gas Franchise Renewal](#)
[Franchise & Utility Rates](#)

[21-0211](#) Approval of the Maximum Millage Preliminary (MMP)

Attachments: [Commission MMP Discussion \(July 20\)](#)
[MMP Form](#)
[Budget File](#)

CITIZENS COMMENTS

(Discussion of items not on the agenda. Each speaker will be allowed 3 minutes to speak.)

CONSENT AGENDA

- [21-0187](#) Approval of June 15, 2021 Regular Meeting Minutes
Attachments: [RM - 06-15-2021](#)
- [21-0195](#) Resolution 2021-19 Thanking Mrs. Molly Fowler - Recreation Board
Attachments: [2021-19 Thanking Mrs. Molly Fowler](#)
- [21-0196](#) Resolution 2021-20 Thanking Mr. Michael Moore - Recreation Board
Attachments: [2021-20 Thanking Mr. Michael Moore](#)
- [21-0197](#) Resolution 2021-21 Thanking Mr. Michael Mucci - Recreation Board
Attachments: [2021-21 Thanking Mr. Michael Mucci](#)
- [21-0198](#) Resolution 2021-22 Thanking Mrs. Amy Stanton - Recreation Board
Attachments: [2021-22 Thanking Mrs. Amy Stanton](#)
- [21-0199](#) Resolution 2021-23 Thanking Mrs. Estelle DeMuesy - Park and Tree Board
Attachments: [2021-23 Thanking Mrs. Estelle DeMuesy](#)
- [21-0200](#) Resolution 2021-24 Thanking Mr. Dudley Scott - Park and Tree Board
Attachments: [2021-24 Thanking Mr. Dudley Scott](#)
- [21-0201](#) Resolution 2021-25 Thanking Mr. Robert Bender - Park and Tree Board
Attachments: [2021-25 Thanking Mr. Robert Bender](#)
- [21-0202](#) Resolution 2021-26 Thanking Ms. Kathy Gaston - Park and Tree Board
Attachments: [2021-26 Thanking Ms. Kathy Gaston](#)
- [21-0203](#) Resolution 2021-27 Thanking Ms. Lissa Dexter - Park and Tree Board
Attachments: [2021-27 Thanking Ms. Lissa Dexter](#)
- [21-0204](#) Resolution 2021-28 Thanking Mrs. Nancy Hartshorne - Park and Tree Board
Attachments: [2021-28 Thanking Mrs. Nancy Hartshorne](#)

GENERAL AGENDA

- [21-0161](#) Discussion of Advisory Board Term Limits
Attachments: [2021-17 Rules and Regulations for Advisory and Regulatory Boards](#)
- [21-0164](#) Adding 24 Hibiscus Road ("The Hibiscus House") to the Historic Registry
Attachments: [24 Hibiscus Road_Historic Designation Application](#)
- [21-0166](#) Adding 360 Woodlawn Avenue to the Historic Registry
Attachments: [360 Woodlawn Avenue_Historic Designation Application](#)
- [21-0167](#) Resolution 2021-18 - Amending the List of Historically Designated Structures
Attachments: [Resolution 2021-18_Amending the List of Historically Designated Structures](#)
- [21-0189](#) Special Relief Permit Request- Start at Hallett Park and end at 1705 Laurel Road.
Attachments: [Special Relief Permit Application- 7-24-2021](#)
- [21-0208](#) Discussion of Award for ADM21-1
Attachments: [ADM21-1 Bid Tabulation](#)
[ADM21-1 Final Scoring](#)
[ADM21-1_Notice of Intent to Award](#)
[Town of Belleair \(Florida\) Citizen Satisfaction Survey Proposal_June 11 2021_ETCInst](#)
- [21-0210](#) Discussion of the Town Organization Chart
Attachments: [2021 Organizational Chart.pdf](#)
[Organizational Chart Collection](#)
[Personnel Counts](#)
[OC - Vendor Data.pdf](#)
- [21-0216](#) Pay and Compensation Study Related to Non-Exempt, Exempt, and Bargaining Unit Employees
Attachments: [DR - PAY AND CLASS STUDY](#)
[Adjustment breakdowns pay study](#)
[SS Results Belleair to client-avg Exhibit.pdf](#)
- [21-0212](#) Resolution 2021-29 Establishing an LPGA Ad Hoc Committee
Attachments: [2021-29_LPGA Ad Hoc Committee](#)

[21-0215](#) Continuation of Discussion of Town Attorney Solicitation

Sponsors: Town Manager Murphy

Attachments: [ATTORNEY SCOPE OF SERVICES DRAFT.pdf](#)
[Firm Resume](#)

STAFF REPORTS

TOWN MANAGER'S REPORT

TOWN ATTORNEY'S REPORT

MAYOR AND COMMISSIONERS' REPORT/BOARD AND COMMITTEE REPORTS

OTHER BUSINESS

ADJOURNMENT

ANY PERSON WITH A DISABILITY REQUIRING REASONABLE ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING, SHOULD CALL (727) 588-3769 OR FAX A WRITTEN REQUEST TO (727) 588-3767.



Legislation Details (With Text)

File #: 21-0192 **Version:** 1 **Name:**
Type: Ordinance **Status:** Public Hearing
File created: 7/9/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: First Reading of Ordinance 535 - Charter Amendment Pertaining to Town Elections
Sponsors:
Indexes:
Code sections:
Attachments: [535 - Charter Amend RE election date-FINAL](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Mayor and Commissioners
From: Christine Nicole
Date: 7/9/2021

Subject:

First Reading of Ordinance 535 -Charter Amendment Pertaining to Town Elections

Summary:

The Town Charter requires our elections to be held on the second Tuesday of March in a given election year. The Supervisor of Elections holds the municipal elections countywide on the Tuesday, following the second Monday of the month. Based on their schedule, this upcoming election would fall on the third Tuesday of the month, thus conflicting with our charter.

In order to correct this issue now and to provide flexibility for the future, staff recommends an amendment to the Charter to allow for the election date to be set each year to be concurrent with the fluctuating date of the municipal elections established by the Pinellas County Supervisor of Election. Florida Statutes subsection 100.3605(2) authorizes the Town Commission to change the dates for the election of members to the Town Commission and to provide for the orderly transition of office resulting from such date change.

Previous Commission Action: N/A

Background/Problem Discussion: N/A

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: Staff recommends approval

Proposed Motion I move approval of Ordinance 535 on first reading.

ORDINANCE NO. 535

AN ORDINANCE OF THE TOWN OF BELLEAIR, FLORIDA, PROVIDING FOR FINDINGS OF FACT; AMENDING THE TOWN CHARTER SECTION 2.01 CONCERNING DATE OF MUNICIPAL ELECTIONS; RATIFYING UNAMENDED PROVISIONS OF THE TOWN CHARTER; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE

NOW, THEREFORE, BE IT ENACTED BY THE PEOPLE OF THE TOWN OF BELLEAIR, FLORIDA:

SECTION 1. TOWN COMMISSION FINDINGS. In adopting this Ordinance, the Town Commission of Belleair, Florida ("Town"), makes and expresses the following findings, purposes, and intent:

(1) Section 2.01(c) of the Town Charter entitled "Election and terms" sets the date of the municipal election to be held on the second Tuesday in March of the election year.

(2) Florida Statutes, subsection 100.3605(2) authorizes the Town Commission to change the dates for the election of members to the Town Commission and to provide for the orderly transition of office resulting from such date change.

(3) Pursuant to the Town Code of Ordinances, the Town contracts with the Pinellas County Supervisor of Elections to conduct, canvass, and return all elections.

(3) The Pinellas County Supervisor of Elections sets all county municipal elections to be held on the second Tuesday after the first Monday of March; and additional changes occur during Presidential Primary Preference years.

(4) This means the March election date established by the County Supervisor may not be consistent at all times with the Town Charter provision.

(5) The Town Commission seeks to maintain the intent of the Town Charter by continuing to hold elections in the month of March, while also complying with any fluctuating date of the Pinellas County Supervisor of Elections schedule and thus permit the Supervisor of Elections to conduct the Town's elections concurrently.

SECTION 2. AUTHORITY FOR THIS ORDINANCE. This ordinance is enacted pursuant to Chapters 100 and 166, Florida Statutes, and other applicable provisions of law.

SECTION 3. AMENDING SECTION 2.01(C) OF THE TOWN CHARTER.

Section 2.01 (c) of the Charter entitled is amended to read in its entirety as follows:

- (c) *Election and terms.* The Town Commission shall by resolution order an election to be held on a Tuesday in March of each year in which the term of the mayor or commissioner expires. The mayor and commissioners shall hold office for a period of three (3) years from the first commission meeting next succeeding their election or until such time as their successors are elected and qualified.

SECTION 4. RATIFYING UNAMENDED PROVISIONS IN THE TOWN

CHARTER. All unamended provisions in the Town Charter shall remain unchanged, ratified, and confirmed by this ordinance.

SECTION 5. SEVERABILITY. In the event that any word, phrase, clause, sentence or paragraph hereof shall be held invalid by any court of competent jurisdiction, such holding shall not affect any other word, clause, phrase, sentence or paragraph hereof.

SECTION 6. EFFECTIVE DATE. This ordinance shall take effect immediately upon final passage and adoption.

PASSED ON FIRST READING: **July 20, 2021*

PASSED ON SECOND AND FINAL READING: **August 3, 2021*

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0156 **Version:** 1 **Name:**
Type: Discussion Items **Status:** Public Hearing
File created: 6/7/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: First Reading Ordinance 536 - Renewal of Clearwater Gas Franchise Agreement
Sponsors:
Indexes:
Code sections:
Attachments: [536 - Gas Franchise Renewal Franchise & Utility Rates](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town Commission
From: Stefan Massol, Director of Support Services
Date: 7/20/2021

Subject:

First Reading of Ordinance 536: Renewal of Clearwater Gas Franchise Agreement

Summary:

Town Commission will consider renewal of the Town's expiring Gas Franchise agreement with the City of Clearwater.

Background/Problem Discussion: Under Ordinance 298 the Town of Belleair entered into a Gas Franchise Agreement with the City of Clearwater on April 17, 1990. In the agreement, Clearwater would agree to consider requests for extension of service based on a feasibility formula. The formula is in effect system-wide for purposes of determining the financial feasibility of extending services to new addresses. The agreement also establishes a franchise fee rate of 6% for natural gas receipts in Belleair, which would be a slight increase from the 5.5% fee currently in place.

The entire agreement is available for review.

Financial Implications: The updated agreement would reflect a reduction from 30-year term to a 15-year term. Additionally, the franchise fee payment to the Town of Belleair by City of Clearwater would rise slightly from 5.5% to 6%. Payments are made quarterly, and the franchise fee is calculated based on gross gas receipts for addresses located within the jurisdictional boundary of the Town of Belleair.

There are 20 jurisdictions that have gas service agreements with Clearwater Gas. Four jurisdictions have no franchise fees. The remaining 16 have rates varying from 5% to 6%, with 7 at 5% and 9 at 6%. The Town's franchise fee rate of 5.5% is right in the middle of other jurisdictions. This generates approximately \$22,000 annually for the Town's General Fund. If the Town were to increase the franchise rate to 6%, that could result in

additional revenue of roughly \$2,000.

As part of the Strategic Plan, the Town is committed to “develop and maintain a diverse portfolio of funding sources”. As shown in the attachment most other jurisdictions covered by Clearwater Gas charge what is known as a public services tax on gas sales of 10%, which is the maximum rate allowed. Currently the Town charges a utility services tax of 10% on electric sales as a funding source for the Infrastructure Fund, but does not have this tax for other utilities in the Town.

Meanwhile, the Town is forecasting other reductions in electric franchise revenues and electric public services tax revenues resulting from future energy efficiency and continued investments by customers into solar power.

If the Town were to adopt a 10% public services tax on gas sales, consistent with other jurisdictions in Pinellas County, it could generate an estimated \$26,000 per year of additional revenues, which could help offset some anticipated revenue reduction for communication services tax. If Town Commission would like to explore this possibility, staff can request a more precise calculation from Clearwater Gas based on consumption over the past 12-month period.

Recommendation: Approval of Ordinance 536: Renewal of Gas Franchise Agreement.

Proposed Motion: I move approval of Ordinance 536: Renewal of Gas Franchise Agreement.

ORDINANCE 536

AN ORDINANCE OF THE TOWN OF BELLEAIR, FLORIDA, A FLORIDA MUNICIPAL CORPORATION (HEREINAFTER BELLEAIR) GRANTING TO THE CITY OF CLEARWATER, FLORIDA, ITS LEGAL REPRESENTATIVES, SUCCESSOR AND ASSIGNS, (HEREINAFTER "CLEARWATER"), A GAS FRANCHISE AND IMPOSING CERTAIN CONDITIONS RELATING THERETO: PROVIDING FOR REPEAL OF ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, in addition and supplemental to their other powers, BELLEAIR and CLEARWATER, pursuant to Chapter 163, Part I, Florida Statutes, as amended, commonly known as the "Florida Interlocal Cooperation Act of 1969", are authorized and empowered to cooperate with each other on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of government organization that will best accord with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, it is in the best interests of the citizens of BELLEAIR to be provided gas service whenever and wherever feasible; and,

WHEREAS, pursuant to Chapters 166 and 180, Florida Statutes, CLEARWATER, d/b/a CLEARWATER GAS SYSTEM, has the power and the present capability to provide such gas services in BELLEAIR; and

WHEREAS, BELLEAIR and CLEARWATER wish to set forth their grants and conditions with respect to the provisions of such gas service to those areas within the corporate limits of BELLEAIR and BELLEAIR desires by virtue hereof to grant a FRANCHISE to

CLEARWATER pursuant to the provisions of the Florida Interlocal Cooperation Act of 1969, as amended.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COMMISSION OF BELLEAIR, FLORIDA:

SECTION 1. INTERLOCAL AGREEMENT; PURPOSE.

The parties acknowledge that CLEARWATER has the legal authority pursuant to Florida Statutes to provide gas service and, further, that BELLEAIR, upon appropriate exercise of its powers could also provide such service. BELLEAIR and CLEARWATER have determined it is in the best interests of both parties and their citizens for CLEARWATER to provide gas service within the corporate limits of BELLEAIR as defined herein.

SECTION 2. RECITALS.

The recitals and findings contained above are hereby incorporated within this agreement in full.

SECTION 3. DEFINITIONS.

Whenever in this ordinance the words or phrases hereafter in this section defined are used, they shall have the respective meanings assigned to them in the following definitions, unless in the given instance, the context wherein they are used shall clearly import a different meaning:

- (a) CUSTOMER shall mean any person, firm, public or private corporation or governmental agency served by the Grantee within the corporate limits of BELLEAIR.
- (b) GRANTEE or CLEARWATER shall mean the City of Clearwater, a Florida municipal corporation, in its present incorporated form, or as may subsequently be reorganized, consolidated, or reincorporated.

- (c) GRANTOR or BELLEAIR shall mean the Town of Belleair, a Florida municipal corporation, in its present incorporated form, or as may subsequently be reorganized, consolidated, or reincorporated.
- (d) GAS or NATURAL GAS shall mean natural gas and/or manufactured gas and/or a mixture of gases which is distributed in pipes and measured by meter on the CUSTOMER'S premise. It shall not mean propane gas or liquefied petroleum gas (commonly referred to as "bottled gas") or any other fuel that is typically delivered by truck or stored in tanks; however, nothing herein shall be interpreted to prohibit CLEARWATER from engaging in the sale of liquid petroleum (propane) gas.
- (e) GROSS REVENUES shall mean revenues received by CLEARWATER from any CUSTOMER from the sale, transportation, distribution or delivery of GAS under this Franchise Agreement.
- (f) FACILITIES or EQUIPMENT shall mean pipe, pipeline, tube, main, service, trap, vent, vault, manhole, meter, gauge, regulator, valve, conduit, appliance, attachment, structure or structures, and appurtenances used or useful in the distribution of gas, located or to be located in, upon, along, across, or under the streets, within the public rights of way, or on Customer property up to the meter.
- (g) FRANCHISE or FRANCHISE AGREEMENT shall mean this agreement, as passed and adopted by BELLEAIR and accepted by CLEARWATER, as provided in Section 27 below.
- (h) DISTRIBUTION SYSTEM shall mean any and all gas main pipelines and service lines, together with all necessary and desirable appurtenances, that are situated within the

corporate limits of BELLEAIR and are reasonably necessary for the sale, transportation, distribution or delivery of NATURAL GAS for the public and private use of CUSTOMERS.

SECTION 4. TERM; GRANT; DEFINITION OF GAS.

For a period of fifteen (15) years from the effective date the FRANCHISE granted herein becomes effective, BELLEAIR, its successors and assigns, do hereby agree and give and grant to CLEARWATER, its successors and assigns, a FRANCHISE and any necessary right and authority to exercise the power to furnish gas and to construct, operate and maintain within the corporate limits of BELLEAIR, in the rights-of-way, easements, lanes, alleys, sidewalks, squares, or public places which are suitable and otherwise legally available for such use, all facilities required by CLEARWATER to supply Gas to BELLEAIR, its inhabitants and the places of business located within BELLEAIR's corporate limits and other customers and areas now or hereafter supplied, or to be supplied, Gas by CLEARWATER.

If CLEARWATER wishes to renew this FRANCHISE for another fifteen (15) year term, it shall provide written notice to BELLEAIR at least one hundred-eighty (180) days and no more than three-hundred sixty-five (365) days prior to the termination of the term of this FRANCHISE. BELLEAIR shall approve or deny CLEARWATER's request to renew this Franchise by providing written notice of same within ninety (90) days of receipt of CLEARWATER's notice. If the parties mutually agree to the renewal of this Franchise, this Franchise shall continue for another fifteen (15) year term, however, if terminated, this

Agreement shall expire at the end of the initial term. Any rights granted hereunder are non-exclusive.

Notwithstanding any provision herein to the contrary, in the event the Parties have not memorialized in writing, the renewal or termination of this Franchise by the expiration of the then-effective term, this Franchise shall continue on a month-to-month basis in accordance with the existing terms and conditions, until such time as the Franchise is renewed or terminated in writing as provided for herein.

SECTION 5 RATES.

The rates, charges and fees to be charged by CLEARWATER for Gas service within the corporate limits of BELLEAIR during the term of this FRANCHISE shall be as provided in CLEARWATER's standard, system-wide rate schedule now or hereafter approved by CLEARWATER's City Council, or as modified by the CLEARWATER Manager, or other designated CLEARWATER official, to the extent CLEARWATER Manager, or other designated CLEARWATER official is expressly authorized to approve changes to such rates, charges, and fees, or such other agency of the State of Florida as may have proper jurisdiction over such rates and charges of CLEARWATER under the general laws of the State of Florida, or CLEARWATER's charter and ordinances. Such rate schedule shall be no greater than the rate schedule applied to rate payers within the corporate limits of CLEARWATER and other customers in cities that have a franchise or agreement with CLEARWATER for gas service.

SECTION 6. ANNEXATION.

In the event of the annexation of any territory to the present corporate limits of BELLEAIR, such annexed territory and all portions of the Gas system of CLEARWATER located therein shall

become subject to all of the terms and conditions of this FRANCHISE as of the time such annexation becomes effective. It shall be the responsibility of BELLEAIR to notify CLEARWATER in writing within thirty (30) days after the effective date of every such annexation by certified mail, return receipt requested. CLEARWATER shall implement such annexation within thirty (30) days of the receipt of the notice from BELLEAIR.

If the FRANCHISE is noticed to be terminated or will expire by its own terms at any time resulting in the number of years remaining in the FRANCHISE being less than the number of years required to reach feasibility, CLEARWATER may require a Customer requesting new service facilities to contribute a payment in the amount necessary to reach a shortened feasibility formula based on the number of years remaining in the FRANCHISE as opposed to CLEARWATER's then-effective normal feasibility formula. If the Customer does not agree to contribute said payment, CLEARWATER retains the right to refuse expansion of facilities.

SECTION 7. EXTENSION OF SERVICE.

In consideration of the rights granted under this FRANCHISE and the duration of this FRANCHISE, CLEARWATER agrees that its facilities to be installed within the corporate limits of BELLEAIR will be expanded to provide service to new customers on the terms and conditions hereinafter set forth. Gas service shall be extended to customers desiring said service based on a feasibility formula. Such formula shall be the formula currently in effect system wide as then administered by CLEARWATER and as applicable to the citizens of CLEARWATER and other franchise areas.

SECTION 8. FORCE MAJEURE.

In the event by act of God, strike, riot, public enemy or other calamity, or restriction in the supply of Gas beyond the control of CLEARWATER or its interstate supplier or by reason of regulation exerted by the Florida Public Service Commission or the Federal Energy Regulatory Commission or other regulatory body having jurisdiction in the premises, the supply of the Gas should be interrupted, CLEARWATER shall, nevertheless, continue to supply the available Gas to such customers as it is possible, shall employ its full services to remedy such deficiency of Gas supply, and shall resume complete Gas service when that is possible.

SECTION 9. COMPETITION.

As a further consideration of this interlocal agreement and FRANCHISE granted hereunder, BELLEAIR agrees not to engage in the business of distributing and selling Gas during the life of this FRANCHISE or any extension thereof in competition with CLEARWATER, its successors and assigns, in the service territory within BELLEAIR delineated by the Florida Public Service Commission as CLEARWATER's service territory by PSC Order #00-0371-PAA-GU. CLEARWATER's service territory is shown on Exhibit "A" attached hereto and incorporated herein. Pursuant to Sections 6 and 12 hereof, CLEARWATER and BELLEAIR have agreed to a certain extension of service policy. In the event BELLEAIR desires to provide Gas service where CLEARWATER has notified BELLEAIR in writing said areas do not qualify under the feasibility formula, BELLEAIR may provide CLEARWATER notice of its intent to provide such Gas service in said areas. CLEARWATER shall have sixty (60) days after receipt of said notice to review its decision not to provide Gas service to said areas and to further meet with BELLEAIR regarding said service. In the event CLEARWATER has not delivered written notice to BELLEAIR within

this sixty (60) day period that CLEARWATER shall provide Gas service to said areas, BELLEAIR may provide Gas service in said defined areas thereafter.

SECTION 10. TERMINATION OF AGREEMENT.

Upon expiration of this agreement, CLEARWATER shall have the right, privilege and option of removing all piping and equipment installed or maintained by CLEARWATER in accordance with this FRANCHISE. In the event of the removal of such equipment, CLEARWATER shall repair all of BELLEAIR's and customers' property to the same condition as theretofore existed. CLEARWATER shall also have the right to sell any or all of its piping and equipment to BELLEAIR or a third party at the time of termination or subsequent thereto. In the event of acquisition by BELLEAIR of such piping and equipment by purchase, condemnation, or otherwise, this Franchise shall at once terminate; provided however, excepted from any right to acquire such piping and equipment are piping and equipment owned by CLEARWATER and connected with its general system of distribution used for the purpose of serving customers other than customers located in BELLEAIR municipal boundaries.

Further, violation by either Party of any of the covenants, terms, and conditions hereof, or default by either Party in observing or carrying into effect any of said covenants, terms and conditions, shall authorize and empower the non-defaulting party to declare a termination of this Franchise Agreement; provided, however, that before such action by the non-defaulting Party shall become operative and effective, the defaulting party shall have been served by the non-defaulting Party with a written notice setting forth all matters pertinent to such violation or default, and the defaulting Party shall have had a period of sixty (60) days after service of such notice or, in the event such cure reasonably requires a period of more than sixty (60) days, to present a plan,

satisfactory to the non-defaulting Party, acting reasonably, to effect such cure; and provided further that any violation or default resulting from a strike, lockout, an act of God, or any other cause beyond the control of the defaulting Party shall not constitute grounds for termination.

SECTION 11. FRANCHISE FEE.

In consideration for the granting of this FRANCHISE and the use of the rights-of-way, easements and other public places allowed hereunder, and effective the first day of the month after the effective date of this FRANCHISE, BELLEAIR shall be entitled to receive from CLEARWATER a franchise fee which will equal six percent (6.0%) of the gross receipts from the sale of Gas within the corporate limits of BELLEAIR for the term of this FRANCHISE. Payment of the franchise fee by CLEARWATER to BELLEAIR shall be made for each quarter no later than the forty-fifth (45th) day after the end of each quarter. The franchise fee payment shall be deemed paid on time if postmarked within forty-five (45) days of the end of the preceding quarter.

Gross receipts, for purposes of computing such franchise fee, includes all revenues, less uncollectible accounts, received by CLEARWATER, or any affiliated entity, from or in connection with the distribution of Gas in the Town of Belleair and the transmission of Gas from and through the Town of Belleair by parties other than Clearwater pursuant to the terms of this FRANCHISE provided, however, gross receipts shall not include monies for Gas service or a component thereof paid by customers to a third party, unaffiliated with CLEARWATER and where CLEARWATER receives no payment from the third party or the customer; provided, further, gross receipts shall not include monies for Gas service to an industrial customer engaged in manufacturing or processing activities which create or change raw or unfinished materials into another form or product and who consumes the Gas in such activities, including but not limited to

activities such as laundry and dry cleaning plants; cold storage plants; steam laundries; machine shops; rebuilders of airplanes and airplane engines; mines; fruit, meat and vegetable packing and pre-cooling plants; quarries; railroad shops; water and sewer treatment plants; sewer lift stations; agricultural pumps; or any company whose Standard Industrial Code (SIC) is classified within the range of 0100-3999, as published by the Occupational Safety and Health Administration (OSHA). "Transmission of Gas" as used in this Section shall mean the transmission of natural gas and/or commingled gas through lines operating at a pressure of one hundred (100) pounds per square inch or above.

SECTION 12. FAVORED NATIONS.

In the event CLEARWATER shall hereafter accept a franchise from any other governmental entity with any provision more favorable to the governmental entity than contained in this FRANCHISE where all other conditions of the two franchises are substantially similar, then CLEARWATER shall notify BELLEAIR and CLEARWATER shall be obligated upon written request of BELLEAIR to present to its City Council, an amendment to this FRANCHISE to incorporate said provision. To the extent that any federal or state statute, rule, regulation, or any other law is enacted, adopted, repealed, amended, modified, changed or interpreted in any way during the term of this FRANCHISE so as to enhance BELLEAIR's ability to regulate CLEARWATER and the DISTRIBUTION SYSTEM, or allow BELLEAIR to increase the FRANCHISE FEE, BELLEAIR and CLEARWATER shall negotiate in good faith to amend this FRANCHISE to reflect such enactment, adoption, repeal, amendment, modification, change or interpretation.

SECTION 13. SERVICE STANDARDS; EXTENSION POLICY.

Subject to the parameters of feasibility as set forth herein below, CLEARWATER, its successors and assigns shall furnish twenty four (24) hours of continuous service each and every day to any customer within BELLEAIR desiring the same and failure upon the part of CLEARWATER to: furnish Gas as herein provided for any cause within the control of CLEARWATER for a period of seventy-two (72) hours or more; and/or other breach of term hereof, either not being corrected within thirty (30) days after written notice by BELLEAIR thereof may act as a forfeiture of this FRANCHISE in the discretion of BELLEAIR. CLEARWATER shall have the opportunity to be heard by BELLEAIR's Commission at a duly convened meeting of the Commission prior to consideration of any such forfeiture.

As provided in Section 6 hereof, CLEARWATER, its successors and assigns, shall not be required to lay facilities or equipment beyond such point as it determines to be economically unfeasible, and unless the revenue from such additional facilities or equipment shall warrant such installation on a basis of reasonable compensation or return on CLEARWATER's investment. CLEARWATER covenants and agrees that it will not arbitrarily or unreasonably refuse to make extensions when requested to do so by BELLEAIR.

SECTION 14. COSTS; OWNERSHIP; REPAIRS; RELOCATION.

CLEARWATER shall install the necessary facilities or equipment at its own cost and expense and same shall be and remain the property of CLEARWATER; and CLEARWATER's facilities or equipment and other physical properties used in connection with the furnishing of Gas under this FRANCHISE shall be free from any ad valorem tax of BELLEAIR as long as the same remains the property of CLEARWATER, except as otherwise provided by applicable Florida Statute or applicable Court decision adopted after date of execution hereof. The mains shall be laid

underground and CLEARWATER shall re-pave or re-lay, as promptly as possible, all streets, lanes, alleys, sidewalks, squares, or public places dug or disturbed by it in the installation of said mains or for any other purpose attending such work, and it shall repair and restore such streets, lanes, alleys, sidewalks and public places to their former and safe condition and with the same quality of material or its equivalent as was existing before said work commenced, unless there is a previously agreed upon repair schedule. CLEARWATER shall be permitted to perform work on its facilities or extensions of facilities during all daylight hours and perform emergency work after such hours when necessary to restore service or for safety reasons. In all cases the repair work shall be made passable to traffic during conduct of such work as soon as physically possible. Prior to closing of a street, in part or in whole, CLEARWATER shall notify and consult with BELLEAIR's City Engineer; provided, however, in the case of an emergency, CLEARWATER shall only be required to notify BELLEAIR's City Engineer. Should CLEARWATER neglect or refuse to restore or repair without delay after completion of installation and after ten (10) business days written notice, any streets, alleys, lanes, squares, sidewalks or public places which may have been excavated, dug or disturbed by it, its employees or agents, then BELLEAIR shall have such repairs and restoration done and the expense incident thereto shall be paid by CLEARWATER.

Should, in connection with the doing of any public improvement or other exercise of the powers of BELLEAIR, it become necessary or desirable to relocate installed facilities of CLEARWATER, CLEARWATER covenants and agrees to promptly, at its own expense, relocate said facilities. Prior to requiring CLEARWATER to relocate, BELLEAIR shall give CLEARWATER written notice of such requirement and the opportunity to be heard by BELLEAIR's Commission as to the costs of such relocation to CLEARWATER and possible

alternative locations and routes, for BELLEAIR's improvements. Ultimately, the decision as to such need for relocation shall be BELLEAIR's.

If BELLEAIR shall require CLEARWATER to adapt or conform any portion of its DISTRIBUTION SYSTEM or in any way to alter, relocate or change its property to enable any other person or third party to use said streets alleys, public grounds or other public places of BELLEAIR, BELLEAIR shall require said person or third party desiring or occasioning such alteration, relocation or change to reimburse CLEARWATER for any loss, cost or expense caused by or arising out of such change, alteration or relocation of any portion of CLEARWATER'S facilities. CLEARWATER agrees that it will not intentionally interfere with, change, or injure any water pipes, drains, or sewers of BELLEAIR unless it has received express permission from BELLEAIR or its duly authorized representative.

Should it become necessary in the installation of Gas lines or facilities to relocate water or sewer lines of BELLEAIR now or hereafter installed, then such work shall be done at the expense of CLEARWATER and not BELLEAIR. It is understood that in all instances the facilities of BELLEAIR shall have a reasonable right-of-way and preference over that of CLEARWATER herein.

SECTION 15. INDEMNIFICATION.

CLEARWATER does hereby and shall at all times indemnify, defend and hold BELLEAIR harmless from or on account of any claims, losses, injuries or damages, received or sustained by any person or persons caused by or arising out of CLEARWATER's negligent operation of the DISTRIBUTION SYSTEM within BELLEAIR during the term of this FRANCHISE, or otherwise negligently caused by CLEARWATER in connection with the operation of CLEARWATER's

FRANCHISE pursuant to this Ordinance; or by or in consequence of any negligence, excluding the sole negligence of BELLEAIR, in connection with the same; or by or on account of the use of any improper materials or by or on account of any negligent act or omission of CLEARWATER, its agents, servants, or contractors. CLEARWATER agrees to defend, indemnify and save harmless BELLEAIR against liability arising from or based upon violation of any Federal, State, County or Municipal law, ordinance or regulation by CLEARWATER, its agents, servants, employees, or contractors. This indemnification provision obligates CLEARWATER to defend BELLEAIR from any and all liability claims and all suits and actions that may be brought against BELLEAIR resulting from the sole negligence of CLEARWATER. CLEARWATER may defend BELLEAIR with CLEARWATER's in-house staff counsel at trial and all appellate levels or CLEARWATER may provide for BELLEAIR's defense with outside counsel by paying for all attorney's fees, costs and trial expenses. The decision to defend with in-house counsel or with outside counsel shall be within CLEARWATER's sole discretion. CLEARWATER's obligation to defend BELLEAIR for the acts or omissions of CLEARWATER, its agents, servants, employees or contractors shall be limited to the extent provided in §768.28, Florida Statutes.

Notwithstanding anything contained herein to the contrary, this indemnification provision shall not be construed as a waiver of any immunity from or limitation of liability to which CLEARWATER or BELLEAIR is entitled to pursuant to §768.28, Florida Statutes. Furthermore, this provision is not intended to nor shall be interpreted as limiting or in any way affecting any defense CLEARWATER or BELLEAIR may have under §768.28 and is not intended to and shall not be interpreted to alter the extent of CLEARWATER's or BELLEAIR's waiver of sovereign immunity under §768.28. CLEARWATER and BELLEAIR shall be fully responsible for their

own acts of negligence or their respective agent's acts of negligence when acting within the scope of their employment and agree to be liable for any damages resulting from said negligence. Nothing herein is intended to serve as a waiver of sovereign immunity by either party, and nothing herein shall be construed as consent by either party to be sued by third parties in any manner arising out of this FRANCHISE. The provisions of this section shall survive the expiration or earlier termination of this FRANCHISE agreement.

SECTION 16. INSURANCE.

BELLEAIR shall be furnished proof of insurance coverage by CLEARWATER to include:

General Liability: \$200,000.00 per Person/\$300,000.00 per Occurrence self-insured retention with statutory limits per Section 768.28, Florida Statutes.

Excess Insurance: \$7,000,000.00 per Occurrence, \$14,000,000.00 Aggregate Excess Insurance with self-insurance retention of \$500,000.00.

Automobile Liability: \$200,000.00 per Person/\$300,000.00 per Occurrence self-insured retention with statutory limits per Section 768.28, Florida Statutes.

Excess Insurance: \$7,000,000.00 per Occurrence, \$14,000,000.00 Aggregate Excess Insurance with self-insured retention of \$500,000.00.

Worker's Compensation and Employer's Liability: Statutory coverage as per the State of Florida per Occurrence with self-insured retention of \$600,000.00, as may be amended based on availability in the insurance marketplace. Excess Insurance applicable Per Occurrence.

The insurance coverage required herein may be provided by CLEARWATER by self-insurance, by self-funding, by purchase, or by any combination thereof at the sole option of CLEARWATER. Insurance coverage and limits shall be evidenced by delivery to BELLEAIR by letters of self-insurance or self-funding executed by CLEARWATER's Risk Manager, or by certificates of insurance executed by either the agent for the insurers or the insurers or by copies of policy declaration pages. Such letters, certificates, and policy declaration pages shall list

coverages (including the amount of insurance per claim and per occurrence, any gap in coverage, and the name of the excess insurer) and policy limits with expiration dates. Upon the specific written request of BELLEAIR, a photocopy of each applicable insurance policy, including all endorsements, will be provided to BELLEAIR.

SECTION 17. COMPLIANCE WITH ORDINANCES.

CLEARWATER, its successors and assigns, shall at all times comply with all ordinances, rules and regulations enacted or passed by BELLEAIR not in conflict with the terms of this FRANCHISE and CLEARWATER shall have the right to make, establish and maintain and enforce such reasonable regulations for the operation of its Distribution System as may be reasonably necessary and proper, not inconsistent with the terms of this FRANCHISE and the ordinances of BELLEAIR, and to protect itself from fraud or imposition and may, in its discretion, refuse to furnish Gas and to cut off the supply from any customer or customers who are in default in payment of any bill rendered for such service, as the law may allow.

SECTION 18. AVAILABILITY OF RECORDS; MAPS AND REPORTS.

As soon as practicable after the effective date of this FRANCHISE, CLEARWATER shall provide BELLEAIR with a map showing all CLEARWATER's Gas lines and facilities within BELLEAIR. Upon BELLEAIR's request, CLEARWATER shall provide an update of such map to reflect changes in Clearwater's Gas lines and facilities. Further, CLEARWATER, in accordance with applicable law, shall provide for review and inspection of such maps and also accounts and records of CLEARWATER and/or all such information regarding BELLEAIR that BELLEAIR or its representatives may from time-to-time reasonably request or require. CLEARWATER's financial records shall be kept and maintained in accordance with generally

accepted accounting principles. All of these records shall, on written request of BELLEAIR, be open for examination by BELLEAIR and BELLEAIR's representatives during ordinary business hours, and such records shall be retained by CLEARWATER for a period of three (3) years, or as otherwise required by law. Upon any map information of CLEARWATER becoming available in electronic format, CLEARWATER shall at BELLEAIR's request make any map information available in that format.

SECTION 19. ASSIGNMENT OF GRANT.

This grant or FRANCHISE, or any renewals thereof, shall not be leased, assigned, or otherwise alienated, except with the consent of the BELLEAIR Town Commission expressed by ordinance, which consent shall not be unreasonably withheld, and evidence by a written assignment and consent to same. In consideration of consenting to such assignment the matters which may be considered by the Commission are the financial wherewithal and technical experience and capabilities of the proposed Assignee. Notwithstanding the foregoing, CLEARWATER may, at its option alienate and transfer this FRANCHISE in connection with its merger and consolidation with any other entity or pledge or mortgage of such FRANCHISE in connection with the physical property owned and used by CLEARWATER in the operation of its DISTRIBUTION SYSTEM for the purpose of securing payment of monies borrowed by CLEARWATER, provided that any successor-in-interest to the DISTRIBUTION SYSTEM agrees to be bound by the terms of the FRANCHISE Agreement.

SECTION 20. CONFLICT; FILING.

Upon the effective date of the FRANCHISE, the FRANCHISE provided in BELLEAIR's Ordinance No. 298, dated May 16, 1990, shall be of no further force and effect. Upon full execution

hereof, CLEARWATER shall file with the Clerk a fully executed copy of this agreement for recording in the public records in and for Pinellas County, Florida.

SECTION 21. ALTERNATIVE REMEDIES.

No provision of this ordinance or the FRANCHISE granted hereunder shall be deemed to bar the right of either Party to seek or obtain judicial relief from a violation of any provision of this ordinance, the FRANCHISE or any rule, regulation requirement or directive promulgated under the FRANCHISE, whether administratively, judicially, or both. Neither the existence of other remedies identified in this ordinance, nor the exercise thereof shall be deemed to bar or otherwise limit the right of either Party to recover fines, penalties or monetary damages for such violation by means of specific performance, injunctive relief or mandate or any other administrative remedy or judicial remedy at law or in equity.

SECTION 22. ENTIRE AGREEMENT

- (a) CLEARWATER acknowledges that upon its acceptance of the FRANCHISE it does so relying upon its own investigation and understanding of the power and authority of a municipality generally to enter into a FRANCHISE AGREEMENT.
- (b) Each party, by making this agreement, acknowledges that it has not been induced to accept same by any promise, verbal or written, by or on behalf of the other party or by any third person regarding the FRANCHISE not expressed herein. CLEARWATER further pledges that no promise or inducement, oral or written, has been made to any city employee or official regarding receipt of the FRANCHISE.
- (c) Each party further acknowledges that it has carefully read the terms and conditions of this ordinance and the FRANCHISE AGREEMENT and accepts without reservation

the obligations imposed by the terms and conditions herein and in the FRANCHISE AGREEMENT.

(d) CLEARWATER shall provide timely written notice to BELLEAIR for any waivers, exceptions, or declaratory rulings, filed with the FPSC or any other state or federal regulatory agency, directly affecting the FRANCHISE AGREEMENT with BELLEAIR.

SECTION 23. CHANGES IN PROVISIONS HEREOF

Changes in the terms and conditions hereof may be made by written agreement between BELLEAIR and CLEARWATER.

SECTION 24. GOVERNING LAW

This FRANCHISE shall be governed by the laws of the State of Florida and applicable federal law.

SECTION 25. NOTICE

Notice under this agreement shall be in writing and sent by Registered or Certified Mail, Return Receipt Requested, or by courier, express or overnight delivery, and by confirmed e-mail.

The date such notice shall be deemed to have been given shall be the business day of receipt if received during business hours, the first business day after the business day of receipt if received after business hours on the preceding day, the first business day after the date sent by courier,

express or overnight (“next day delivery”) service, or the third business day after the date of postmark on the envelope if mailed, whichever occurs first.

Notices to CLEARWATER shall be sent to:

Executive Director

Clearwater Gas System

P.O. Box 4748

Clearwater, FL 33758

Notices to BELLEAIR shall be sent to:

Town Manager

Town of Belleair

901 Ponce de Leon Blvd

Belleair, FL 33756

Any party hereto may change its address or designate different or other persons or entities to receive copies by notifying the other party in a manner described in this Section.

SECTION 26. SEVERABILITY.

If any section, sections, part of a section, paragraph, sentence or clause of this ordinance shall be adjudged by a court of competent jurisdiction to be invalid, such invalidity shall not affect the validity of any other portion thereof.

SECTION 27. EFFECTIVE DATE.

This FRANCHISE shall become effective upon the first day of the month after approval by CLEARWATER by resolution, duly passed and adopted by its City Council, accepting the FRANCHISE granted herein.

SECTION 28. This Ordinance shall take effect immediately upon passage and adoption.

PASSED AND ADOPTED BY THE TOWN COMMISSION OF THE TOWN OF BELLEAIR, FLORIDA, THIS _____ DAY OF _____, 2021.

(_____), FLORIDA

By: _____
Michael Wilkinson
Mayor

Reviewed and approved:

David Ottinger
Town Attorney

Attest:

Christine Nicole
Town Clerk

Countersigned:

CITY OF CLEARWATER, FLORIDA

Frank Hibbard
Mayor

By: _____
William B. Horne, II
City Manager

Approved as to form:

Attest:

Laura Mahony
Assistant City Attorney

Rosemarie Call
City Clerk

MUNICIPALITIES SERVED BY THE CLEARWATER GAS SYSTEM

<u>CITIES (20 TOTAL)</u>	<u>UTILITY TAX RATE</u>	<u>FRANCHISE FEE RATE</u>	<u>FRANCHISE EFFECTIVE DATES</u>
BELLEAIR	None	5.5% (1) (3)	6/14/90-6/13/20
BELLEAIR BEACH	10.0%	6.0% (14)	10/1/18-9/30/33
BELLEAIR BLUFFS	None	6.0% (3) (14)	9/01/17-8/31/32
BELLEAIR SHORE	None	None (8)	4/03/97-4/02/27
CLEARWATER	10.0%	6.0% (4)	None/Ordinance
DUNEDIN	10.0% (5)	5.0%	5/01/90-4/30/20
INDIAN ROCKS BEACH	None	6.0% (14)	12/1/18-11/30/33
INDIAN SHORES	10.0% (1/1/05)	5.0% (11)	6/18/98-6/17/28
LARGO	10.0%	6.0% (14)	2/01/17-1/31/32
MADEIRA BEACH (LP Only)	10.0%	None	Not Applicable
NEW PORT RICHEY	10.0% (5)	6.0%	1/01/96-12/31/25
NORTH REDINGTON BEACH	None	5.0% (9)	7/16/98-7/15/28
OLDSMAR	9.0% (6)	5.0% (13)	1/01/15-12/31/34
PINELLAS PARK (LP Only)	10.0%	None	Not Applicable
PORT RICHEY	10.0%	5.0%	4/20/95-4/19/25
REDINGTON BEACH	None	5.0%	7/16/98-7/15/28
REDINGTON SHORES	None	6.0% (10)	11/5/98-11/4/28
SAFETY HARBOR	10.0% (5)	6.0% (3)	6/01/05-5/31/35
SEMINOLE (LP Only)	6% Res/9% Com	None	Not Applicable
TARPON SPRINGS	10.0%	6.0% (3) (12)	8/01/14-7/31/29

Notes:

- (1) 4.5% for 1st 10 years, 5.0% for 2nd 10 years, and 5.5% for 3rd 10 years.
- (2) 4.0% for 1st 10 years, 4.5% for 2nd 10 years, and 5.0% for 3rd 10 years.
- (3) exempts industrial customer revenues.
- (4) exempts interruptible customer revenues, and contract rates were billed @ 2% 4/1/99-9/30/99, 4% 10/1/99-9/30/00, & 6% beginning 10/1/00.
- (5) does not tax fuel oil
- (6) only taxes fuel oil @ 3.6¢/gal. vs. 4¢/gal. as authorized by FL statute.
- (7) Pinellas & Pasco Counties do not impose utility taxes or franchise fees.
- (8) Belleair Shore provides for the right to bill up to a 5.0% franchise but has elected not to bill a franchise to their customers at present.
- (9) North Redington Beach reduced the franchise for new contracts after 7/8/99 as follows: 0% for 7/9/99-9/30/00, 2% for 10/1/00-9/30/01, 4% for 10/1/01-9/30/02, & 5% for 10/1/02 & thereafter.
- (10) Redington Shores reduced the franchise for new contracts after 7/13/99 as follows: 0% for 7/14/99-9/30/00, 2% for 10/1/00-9/30/01, 4% for 10/1/01-9/30/02, & 6% for 10/1/02 & thereafter.
- (11) Indian Shores reduced the franchise for new contracts after 9/30/99 as follows: 0% for 10/1/99-9/30/00, 2% for 10/1/00-9/30/01, 4% for 10/1/01-9/30/02, & 5% for 10/1/02 & thereafter.
- (12) provides for extensions to up to 30 years, i.e. potentially to 7/31/44.
- (13) provides for extension of 20 years, i.e. potentially to 12/31/54.
- (14) provides for extension of 15 years.



Legislation Details (With Text)

File #: 21-0211 **Version:** 1 **Name:**
Type: Action Item **Status:** General Agenda
File created: 7/16/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Approval of the Maximum Millage Preliminary (MMP)
Sponsors:
Indexes:
Code sections:
Attachments: [Commission MMP Discussion \(July 20\)](#)
[MMP Form](#)
[Budget File](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town Commission
From: Ashley L. A. Bernal
Date: 7/20/2021

Subject:
Approval of Maximum Millage Preliminary (MMP)

Summary:

As part of the Truth-in-Millage process (TRIM), the Town of Belleair is required to set a maximum millage levy in the month of July. This is a not-to-exceed millage rate that is included in the TRIM notices that are mailed to property owners in the town before the final budget is approved. Summarized below is a high-level summary of current revenue and expenditure expectations received from the General, Water, and Solid Waste Funds.

Previous Commission Action: Budget workshop for FY 2021-22 and discussion of budget updates.

Background/Problem Discussion: Staff has prepared assumptions for the upcoming fiscal year, which includes revenue and expenditure expectations. This year is the Town's fourth year of programmatic budgeting, which is also the year where we will be connecting our budget to the strategic plan that was approved by commission. Attached is a high level summary of changes within the budget process, while there are departmental line item details attached to this item.

At this time, the budget is balanced. This number includes updated rates from the salary and compensation study, per the recommended options for each class of employee, as well as some new requests for programs.

Staff has worked to support the budgeting process as the Town and the State of Florida resumes normal operations after COVID-19. While there are still existing repercussions from the pandemic, numerous efficiencies have been identified this year to ensure a successful budget.

Ad Valorem is experiencing a budgetary increase of 7% based on official numbers released by the Pinellas County Property Appraiser on July 1. This results in an increase of \$332,775, with the acceptance rate currently set at 95%.

Recommendation for Maximum Millage Levy

At this time, staff is not recommending an increase in the millage rate.

Expenditure Challenges: COVID-19 residual impacts will continue to affect consumption and participation based revenues, such as State Sales Tax. Staff expects these numbers to resume their pre-COVID baselines next year after restrictions have been lifted entirely.

Financial Implications: 6.5000 mills results in \$5,911,775 of Ad Valorem collections on total taxable value of \$957,358,415 based on the numbers released by Pinellas County Property Appraisers Office.

Recommendation: Staff recommends setting the Preliminary Maximum Millage (MMP) to remain at 6.5000 Mill.

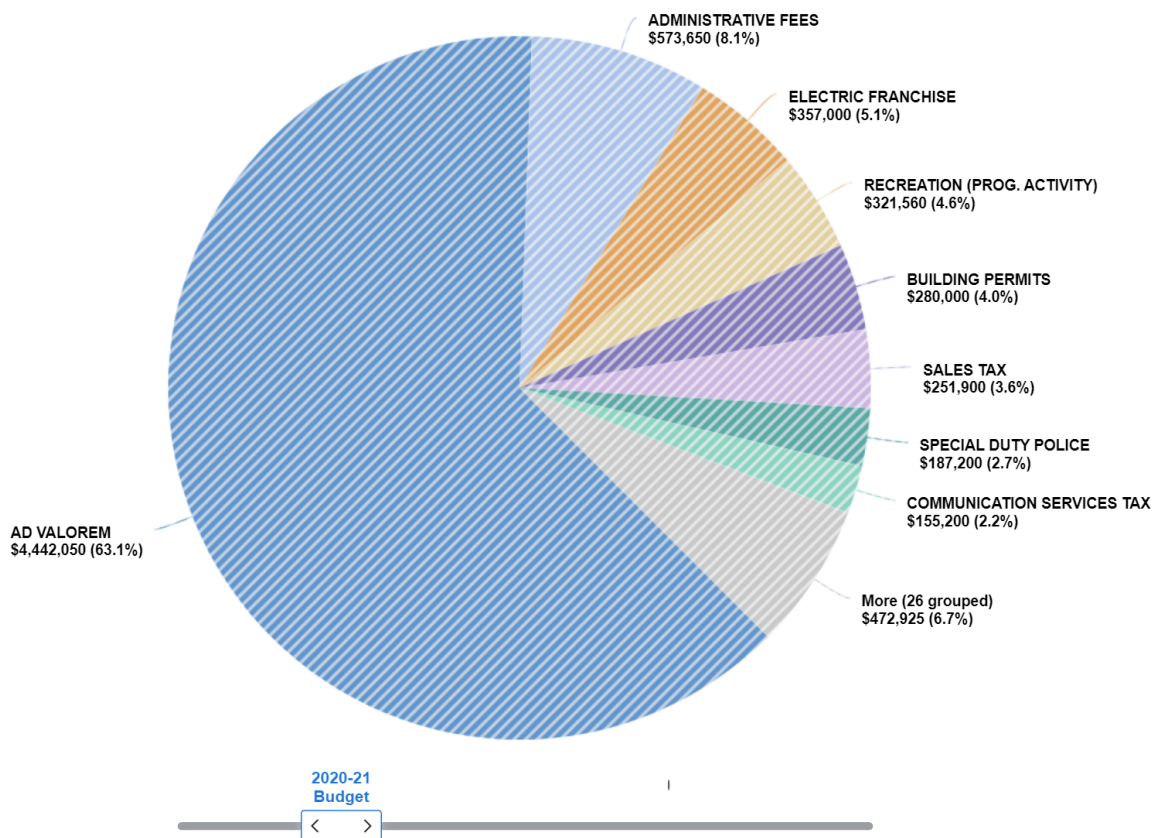
Proposed Motion: I move to set the Preliminary Maximum Millage at 6.5000 Mill.

GENERAL FUND

	20-21	21-22
Revenues	\$7,081,485	\$7,438,169
Expenditures	\$7,081,485	\$7,438,169
	\$0.00	\$0.00

REVENUES

Revenues for the General Fund are experiencing a slight increase as compared to the prior year. Some sources will resume their usual baseline as the state comes out of COVID-19 precautions. Electric Franchise is one of these accounts, which will experience a 6% increase (\$23,000), raising the number back to \$380,000. Two accounts have been released by the State, with State Revenue Sharing arriving at a 12% increase, totaling \$113,950. The other account, Sales Tax, also increased by 12%.



Property values have increased by 8.43% this fiscal year, which is the fifth largest increase in total taxable value for Pinellas County. Total Taxable Value is certified to now be \$953,102,892. Tangible personal property is increasing by 74.46%, largely due to the Pelican and Belleview Inn properties. Considering these values, staff will continue to budget at the 95% acceptance level with the current millage rate of 6.5000, bringing the Ad Valorem proceeds to \$5,885,411, with 1 mill representing \$905,448. The split of 5.2500 mill to General

Fund and 1.2500 mill to Infrastructure Fund, this results in \$4,753,601 and \$1,131,810 supporting the respective funds.

Other accounts are also estimated to decrease, largely because of the continuous impacts of COVID-19. Interest is an account that will experience a sizable decrease of 90%, reducing to an estimate of \$2,500. Additionally, Communication Services Tax is reduced by 8% (\$12,200), as the account is currently trending at \$12,000 of incoming revenue per month, bringing the total to \$143,000, and has steadily decreased year over year.

EXPENDITURES

The current rendition of the budget contains the approved rates from the salary and compensation, which are as follows:

- Non-exempt employees: Range-penetration
- Exempt Employees: Range-penetration with midpoint cap
- Contractual Employees: Flat percentage increase to be negotiated into their respective contracts

For individuals who were not eligible for a raise under either of these options, a flat percentage increase has been included in the proposed budget. It is important to note that this percentage is likely to change in future renditions of the budget.

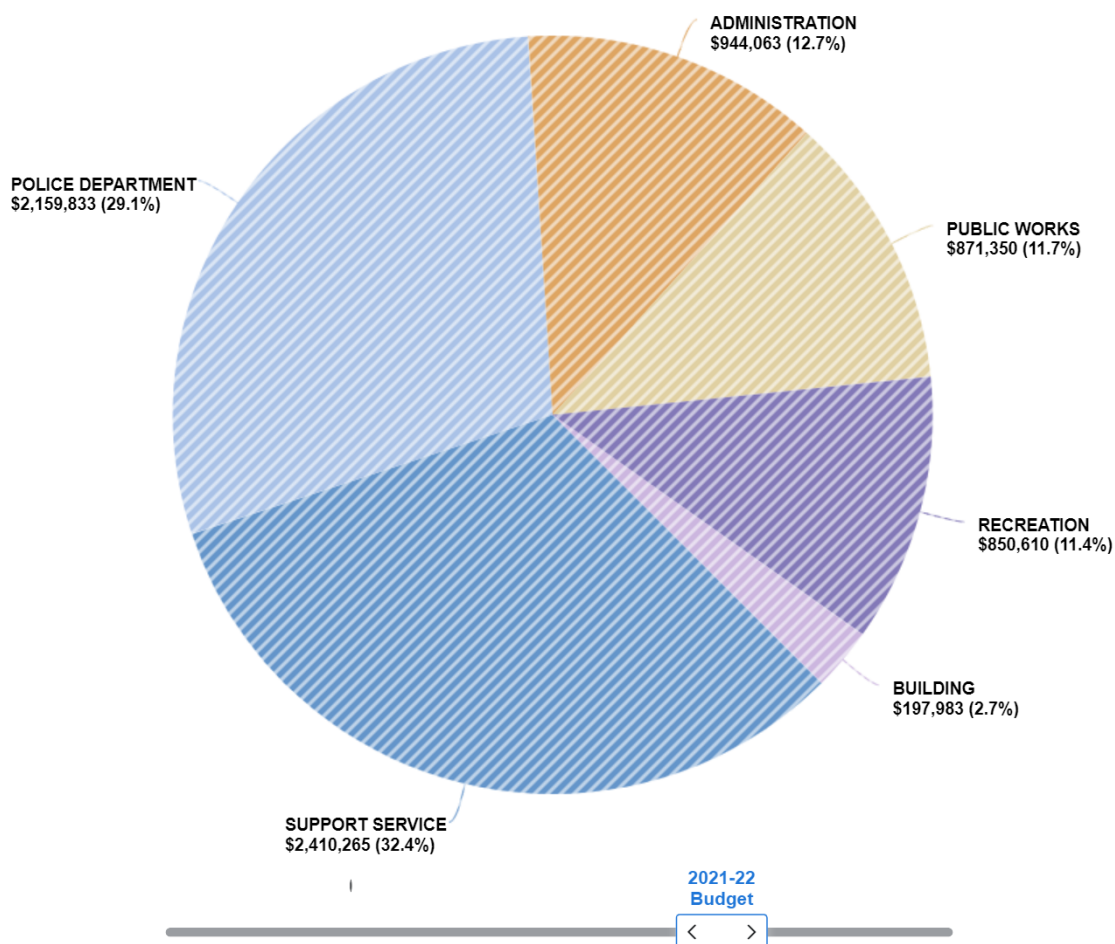
Sick leave will likely decrease across all departments, as the Town offered a sick leave payout option in the early phases of COVID-19. Accruals have not had time to catch up above minimum limits. This number will not be finalized until near the closing of the budget season, as staff members are still responding.

Final contractual numbers, such as Largo Fire, health increases, and pension amounts have come back as well. Largo Fire Services has increased by 5%, which is the maximum that the contract allows. The health insurance renewals came back lower than what staff originally expected.

Vehicle Debt Service is dissolving across multiple departments, resulting in savings of \$36,900.

DEPARTMENTS

Department	Expenditures	Revenues	Net
Administration	\$956,968	\$28,000	-\$928,968
Building	\$195,840	\$350,000	\$154,160
Support Services	\$2,395,065	\$54,700	-\$2,340,365
Police	\$2,178,865	\$193,450	-\$1,985,415
Public Works	\$855,055	\$0	-\$855,055
Recreation	\$835,567	\$545,819	-\$289,748



ADMINISTRATION

Revenues are to remain relatively stable, as the only consistent source of revenue listed within this department is the Business Tax Receipts. However, this year is also one of the years that the Resident Information Guide will be renewed, which happens every two years. This revenue will largely be offset by the cost of producing the Guides, but it will be recorded in Miscellaneous revenue. Additional sponsorships for the RIG may produce additional revenue.

Elections expenditures are proposed to increase by \$2,000 as Belleair will have a charter amendment during November's elections. Staff is currently researching total costs of a citizen satisfaction survey, to be included in final numbers. Additionally, the new ADA captioning software, Verbit, is included in the Legislative program at \$10,000. Finally, \$20,000 has been added to Professional Services for a consultant to evaluate the Town's current records management system, policies, and practices, as well as to educate employees on how to appropriately handle and respond to records requests.

BUILDING

Despite historically decreased projections, Building Permit revenue consistently generates around \$350,000 within the General Fund. Belleair is a popular community for home improvement enthusiasts, with over 700 permits being processed each year. Because of this, staff feels comfortable raising the revenue by \$70,000 (25%) as compared to the prior year budget. Below is an analysis of the line item for the past three years. At the time of creating this document, the Building department has already met the 2021 estimate. Because of the consistent surplus in this item, as well as the fact that this year will fall in a similar pattern, staff feels comfortable increasing this account.

Within the Building department, the expenditure lines cannot withstand any further reductions. However, Contract Labor is a line that will reduce by 26% or \$21,530. While this object has previously been budgeted at over \$80,000, the efficiency in inspections has resulted in this number arriving between \$40,000 - \$50,000. In order to conservatively estimate the budget, staff has included a buffer of \$10,000 until this year comes closer to a close.

SUPPORT SERVICES

Increases in expenditures within this department are largely fixed. Items such as General Liability Insurance, Largo Fire Services, and other contractual services are estimated conservatively in order to provide a better understanding of the maximum increase scenario. As of the last meeting, staff received the insurance renewal numbers, which came back at a substantially lower renewal than expected.

There is one request for a Management Analyst position, geared primarily toward pursuing additional grant opportunities and management, finance operations, as well as other typical Management Analyst duties. This position would replace the vacant Assistant Finance Director position permanently, resulting in a savings of \$15,000. Additionally, there is a new \$2,000 request for FLC grant support as part of a new program where we have access to a whole suite of new grant opportunities.

POLICE

Revenues within the Police department will remain consistent with the prior years, as the contract with the Pelican Special Duty is set to continue.

Most items within the Police Department will continue to be flat, though Maintenance of Vehicles will be increasing. Staff has worked to identify expected costs for each vehicle within the fleet, creating an accurate estimate for a year's worth of maintenance or repairs, resulting in an increase of \$10,000 for this account.

Additionally, the Police Retirement object is experiencing a decrease of \$7,000 this year, where it has historically increased.

PUBLIC WORKS

There is some reallocation of funds within the Public Works department this year. Program #812, Customer Service, is reducing expenditures within Professional Services by \$6,000 and is reallocating these funds to Program 821, Contract Mowing, and 832, Contract Trimming.

RECREATION

The Recreation department is piloting new programs this year, such as:

- Casino Night (#921 - Leisure Events)
- Health Fair (#922 - Community Outreach)
- Fishing Tourney (#923 - Athletic Events)
- Field Day (#923 - Athletic Events)
- Drop-in Flag Football (#931 - Flag Football)
- Tournaments (#933 - Tournaments)

These new programs present an opportunity for more revenue generation as the town continues to return to pre-COVID19 operations. These new programs total around \$41,000 of an increase in revenue lines, with only \$27,000 of additional expenditures. Some revenue accounts are experiencing a decrease as the effects of COVID-19 are residual. These lines are expected to resume their pre-COVID19 amounts in the next fiscal year.. Staff is being conservative when it comes to estimating participation with these programs, though summer activities will be a better indicator of participation levels. Finally, the Townwide Garage Sale event is returning as COVID-19 restrictions are being lifted.

As the revenue accounts are decreasing, the offsetting expenditures will also decrease. This is prominent in programs such as Afterschool and Summer Camp. Martial Arts programs will cease, resulting in a savings of \$3,000 overall.

There is also a new program, titled Tournaments (Program #933), that will consist of Adult Kickball and Youth Football. This program is currently set at an \$11,500 surplus in revenue, but staff time will be reallocated in the next rendition of the budget.

ENTERPRISE FUNDS

	2020-21	2021-22	(Def) / Sur
Solid Waste	\$1,098,624	\$1,098,624	\$0
Water	\$1,773,200	\$1,773,200	\$0

WATER

The Water department has consistently maintained a surplus of revenues at the end of the budgeting cycle, which results in a transfer of reserves. In the prior years, staff has worked to calculate a precise stream for the revenue source, which has confidently found a new baseline after the Pelican and Belleview properties have settled.

Staff has not completed the budgeting of the enterprise funds but it is expected that the Water department budget will remain flat, given the ongoing evaluation of future water supply. Though the commission may want to consider planned rate increases as in all scenarios the water rates will likely increase.

SOLID WASTE

Solid Waste revenue will experience a slight increase as there are more condos and carriage homes, as well as an expanded commercial collection, resulting in an additional \$3,800 of commercial revenue. After identifying the new monthly baseline, staff feels comfortable estimating the new refuse revenue stream to settle at around \$950,000.

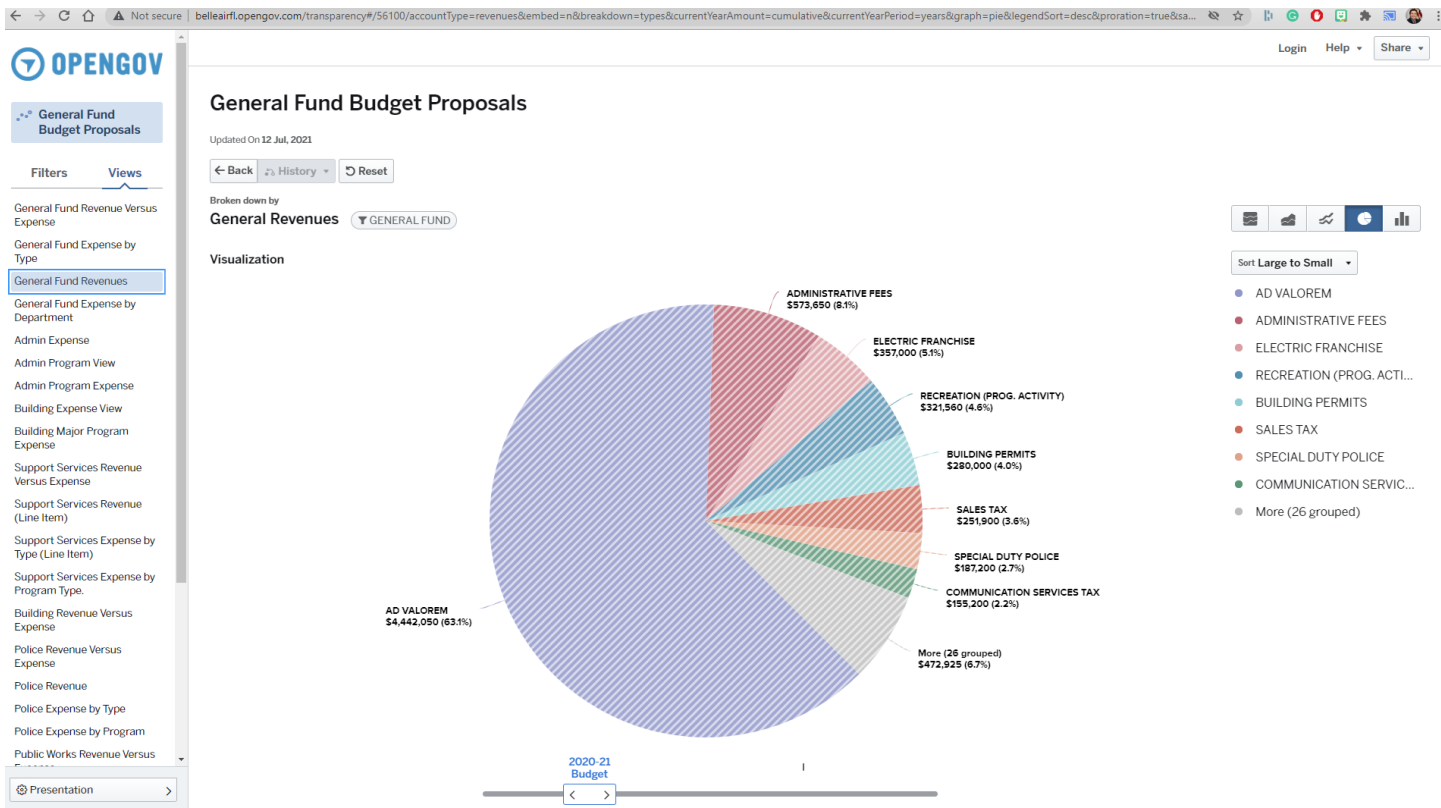
The Commission is still considering options related to the Recycling program offered within the town. Top options presented to the town include collecting recyclables through an automated sideloading program or not recycling at all. Presently, the department collects around 38 tons of recyclable material per month, which totals around 455 tons per year. If the transition was to be made from collecting this material as recyclables to being collected as waste, that would result in an additional processing fee of around \$19,000 per year, as waste material is processed at \$42.15 per ton. This would also decrease to zero, fees paid to Clearwater for collection. Additional considerations would include new equipment, alteration of revenues, and additional route times for transportation to the Pinellas County Solid Waste Landfill.

Previously, the Finance Board recommended that staff move forward with a rate analysis. Staff intends to bring these numbers to the next meeting for review.

OPENGOV

Staff is testing a new online feature of our budgeting tool, Opengov. This feature, available at www.Belleairfl.Opengov.com allows staff to publish reports and budget requests to the web so that citizens, Commissioners, and board members alike can view and drill down through various budget reports and charts. Presently, only the General Fund requests are published, but staff will be updating the reports as

requests are completed. Sample screenshots are provided below. Please take a moment to view the site and provide staff with feedback.



General Fund Budget Proposals

Updated On 12 Jul, 2021

← Back History ↻ Reset

Broken down by

General Expenses

Visualization

Sort Large to Small

- AD VALOREM
- ADMINISTRATIVE FEES
- ELECTRIC FRANCHISE
- RECREATION (PROG. ACTIVITY)
- BUILDING PERMITS
- SALES TAX
- SPECIAL DUTY POLICE
- COMMUNICATION SERVICES TAX
- More (26 grouped)

2020-21 Budget

	2020-21 Budget	2021-22 Budget
Preventative Patrol	\$ 248,191	\$ 255,253
Calls for Service	234,325	230,212
Miscellaneous	217,900	217,900
Traffic	192,114	189,659
Investigations	164,090	188,390
Employee Life Cycle	161,219	163,625
Outreach/Investigations	149,921	153,570
Training/Meetings/Education	134,343	155,232
Special Events	115,489	131,045
Special Watches	71,959	71,404
Supervision/Discipline	47,022	74,172
Asset/Fleet Mgmt	50,457	62,363
Dispatch/Communications	52,595	58,197
Case Mgmt	50,343	56,802
Compliance	45,295	46,470
Property/Evidence	35,472	41,592
Prosecution	35,348	36,739
Permitting/Records	20,044	27,210
Total	\$ 2,026,128	\$ 2,159,833



Reset Form

Print Form

MAXIMUM MILLAGE LEVY CALCULATION PRELIMINARY DISCLOSURE

For municipal governments, counties, and special districts


DR-420MM-P

R. 5/12

Rule 12D-16.002

Florida Administrative Code

Effective 11/12

Year: 2021		County: PINELLAS	
Principal Authority : TOWN OF BELLEAIR		Taxing Authority: TOWN OF BELLEAIR	
1.	Is your taxing authority a municipality or independent special district that has levied ad valorem taxes for less than 5 years?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No (1)
IF YES,  STOP HERE. SIGN AND SUBMIT. You are not subject to a millage limitation.			
2.	Current year rolled-back rate from Current Year Form DR-420, Line 16	6.2560	per \$1,000 (2)
3.	Prior year maximum millage rate with a majority vote from 2020 Form DR-420MM, Line 13	6.3969	per \$1,000 (3)
4.	Prior year operating millage rate from Current Year Form DR-420, Line 10	6.5000	per \$1,000 (4)
If Line 4 is equal to or greater than Line 3, skip to Line 11. If less, continue to Line 5.			
Adjust rolled-back rate based on prior year majority-vote maximum millage rate			
5.	Prior year final gross taxable value from Current Year Form DR-420, Line 7	\$	0 (5)
6.	Prior year maximum ad valorem proceeds with majority vote (Line 3 multiplied by Line 5 divided by 1,000)	\$	0 (6)
7.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value from Current Year Form DR-420 Line 12	\$	0 (7)
8.	Adjusted prior year ad valorem proceeds with majority vote (Line 6 minus Line 7)	\$	0 (8)
9.	Adjusted current year taxable value from Current Year form DR-420 Line 15	\$	0 (9)
10.	Adjusted current year rolled-back rate (Line 8 divided by Line 9, multiplied by 1,000)	0.0000	per \$1,000 (10)
Calculate maximum millage levy			
11.	Rolled-back rate to be used for maximum millage levy calculation (Enter Line 10 if adjusted or else enter Line 2)	6.2560	per \$1,000 (11)
12.	Adjustment for change in per capita Florida personal income (See Line 12 Instructions)		1.0443 (12)
13.	Majority vote maximum millage rate allowed (Line 11 multiplied by Line 12)	6.5331	per \$1,000 (13)
14.	Two-thirds vote maximum millage rate allowed (Multiply Line 13 by 1.10)	7.1864	per \$1,000 (14)
15.	Current year proposed millage rate	6.5000	per \$1,000 (15)
16.	Minimum vote required to levy proposed millage: (Check one)		
<input checked="" type="checkbox"/>	a. Majority vote of the governing body: Check here if Line 15 is less than or equal to Line 13. The maximum millage rate is equal to the majority vote maximum rate. Enter Line 13 on Line 17.		
<input type="checkbox"/>	b. Two-thirds vote of governing body: Check here if Line 15 is less than or equal to Line 14, but greater than Line 13. The maximum millage rate is equal to proposed rate. Enter Line 15 on Line 17.		
<input type="checkbox"/>	c. Unanimous vote of the governing body, or 3/4 vote if nine members or more: Check here if Line 15 is greater than Line 14. The maximum millage rate is equal to the proposed rate. Enter Line 15 on Line 17.		
<input type="checkbox"/>	d. Referendum: The maximum millage rate is equal to the proposed rate. Enter Line 15 on Line 17.		
17.	The selection on Line 16 allows a maximum millage rate of (Enter rate indicated by choice on Line 16)	6.5331	per \$1,000 (17)
18.	Current year gross taxable value from Current Year Form DR-420, Line 4	\$	953,102,892 (18)

Continued on page 2

Taxing Authority : TOWN OF BELLEAIR		DR-420MM-P R. 5/12 Page 2	
19.	Current year proposed taxes <i>(Line 15 multiplied by Line 18, divided by 1,000)</i>	\$ 6,195,169	(19)
20.	Total taxes levied at the maximum millage rate <i>(Line 17 multiplied by Line 18, divided by 1,000)</i>	\$ 6,226,717	(20)
DEPENDENT SPECIAL DISTRICTS AND MSTUs		STOP HERE. SIGN AND SUBMIT.	
21. Enter the current year proposed taxes of all dependent special districts & MSTUs levying a millage. <i>(The sum of all Lines 19 from each district's Form DR-420MM-P)</i>		\$ 0	(21)
22. Total current year proposed taxes <i>(Line 19 plus Line 21)</i>		\$ 6,195,169	(22)
Total Maximum Taxes			
23. Enter the taxes at the maximum millage of all dependent special districts & MSTUs levying a millage <i>(The sum of all Lines 20 from each district's Form DR-420MM-P)</i>		\$ 0	(23)
24. Total taxes at maximum millage rate <i>(Line 20 plus Line 23)</i>		\$ 6,226,717	(24)
Total Maximum Versus Total Taxes Levied			
25.	Are total current year proposed taxes on Line 22 equal to or less than total taxes at the maximum millage rate on Line 24? (Check one)	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	(25)
S I G N H E R E	Taxing Authority Certification		I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.
	Signature of Chief Administrative Officer :		Date :
	Title : JP Murphy, TOWN MANAGER.	Contact Name and Contact Title : Stefan Massol, Finance Director,	
	Mailing Address : 901 PONCE DE LEON BLVD	Physical Address : 901 PONCE DE LEON BLVD	
	City, State, Zip : BELLEAIR, FL 33756	Phone Number : 7276477483	Fax Number : 7275883778

Complete and submit this form DR-420MM-P, Maximum Millage Levy Calculation-Preliminary Disclosure, to your property appraiser with the form DR-420, Certification of Taxable Value.

**MAXIMUM MILLAGE LEVY CALCULATION
PRELIMINARY DISCLOSURE
INSTRUCTIONS**

DR-420MM-P
R. 5/12
Page 3

General Instructions

Each of the following taxing authorities must complete a DR-420MM-P.

- County
- Municipality
- Special district dependent to a county or municipality
- County MSTU
- Independent special district, including water management districts
- Water management district basin

Voting requirements for millages adopted by a two-thirds or a unanimous vote are based on the full membership of the governing body, not on the number of members present at the time of the vote.

This form calculates the maximum tax levy for 2021 allowed under s. 200.065(5), F.S. Counties and municipalities, including dependent special districts and MSTUs, which adopt a tax levy at the final hearing higher than allowed under s. 200.065, F.S., may be subject to the loss of their half-cent sales tax distribution.

DR-420MM-P shows the preliminary maximum millages and taxes levied based on your proposed adoption vote. Each taxing authority must complete, sign, and submit this form to their property appraiser with their completed DR-420, Certification of Taxable Value.

The vote at the final hearing and the resulting maximum may change. After the final hearing, each taxing authority will file a final Form DR-420MM, Maximum Millage Levy Calculation Final Disclosure, with Form DR-487, Certification of Compliance, with the Department of Revenue.

Specific tax year references in this form are updated each year by the Department.

Line Instructions

Lines 5-10

Only taxing authorities that levied a 2020 millage rate less than their maximum majority vote rate must complete these lines. The adjusted rolled-back rate on Line 10 is the rate that would have been levied if the maximum vote rate for 2020 had been adopted. If these lines are completed, enter the adjusted rate on Line 11.

Line 12

This line is entered by the Department of Revenue. The same adjustment factor is used statewide by all taxing authorities. It is based on the change in per capita Florida personal income (s. 200.001(8)(i), F.S.), which Florida Law requires the Office of Economic and Demographic Research to report each year.

Lines 13 and 14

Millage rates are the maximum that could be levied with a majority or two-thirds vote of the full membership of the governing body. With a unanimous vote of the full membership (three-fourths vote of the full membership if the governing body has nine or more members) or a referendum, the maximum millage rate that can be levied is the taxing authority's statutory or constitutional cap.

Line 16

Check the box for the minimum vote necessary at the final hearing to levy your adopted millage rate.

Line 17

Enter the millage rate indicated by the box checked in Line 16. If the proposed millage rate is equal to or less than the majority vote maximum millage rate, enter the majority vote maximum. If a two-thirds vote, a unanimous vote, or a referendum is required, enter the proposed millage rate. For a millage requiring more than a majority vote, the proposed millage rate must be entered on Line 17, rather than the maximum rate, so that the comparisons on Lines 21 through 25 are accurate.

GENERAL FUND REVENUES

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
AD VALOREM	4,442,050	4,753,600	311,550	7.0%
ADMINISTRATIVE FEES	573,650	573,650	0	0.0%
ELECTRIC FRANCHISE	357,000	380,000	23,000	6.4%
RECREATION (PROG. ACTIVITY)	321,560	343,975	22,415	7.0%
BUILDING PERMITS	280,000	350,000	70,000	25.0%
SALES TAX	251,900	276,300	24,400	9.7%
SPECIAL DUTY POLICE	169,200	187,200	18,000	10.6%
COMMUNICATION SERVICES TAX	155,200	143,000	(12,200)	-7.9%
SPECIAL EVENTS	102,750	124,650	21,900	21.3%
STATE REVENUE SHARING	102,100	114,250	12,150	11.9%
RESERVES (PRIOR YEARS)	40,000	40,000	0	0.0%
MISCELLANEOUS	54,700	3,000	(51,700)	-94.5%
OCCUPATIONAL LICENSE (TOWN LICENSE)	25,000	25,000	0	0.0%
GAS FRANCHISE	22,000	22,000	0	0.0%
RECREATION PERMITS	21,750	21,450	(300)	-1.4%
SPECIAL EVENTS-ATHLETIC PROGRAMS	20,400	18,000	(2,400)	-11.8%
INTEREST	25,000	2,500	(22,500)	-90.0%
POL. EQUIPMENT	18,000	0	(18,000)	-100.0%
Concession Stand Sales	10,694	11,944	1,250	11.7%
DONATION-COMMUNITY PROJECTS	10,000	10,000	0	0.0%
SPECIAL EVENTS-Private Parties	6,150	5,800	(350)	-5.7%
RENTAL INCOME	4,800	4,800	0	0.0%
SALE OF AUCTIONED ASSETS	4,000	4,000	0	0.0%
GASOLINE REBATE	3,500	3,500	0	0.0%
COURT FINES (POLICE FINES)	3,200	3,200	0	0.0%
LOT MOWING	3,000	3,000	0	0.0%
REC-VENDING MACHINE SALES	3,231	2,500	(731)	-22.6%
TENNIS ANNUAL PERMITS	2,500	2,700	200	8.0%
JAG GRANT	2,000	2,000	0	0.0%
BCF CONTRIBUTION HUNTER PARK (EQUIP)	1,700	1,700	0	0.0%
RESTITUTION	1,500	1,500	0	0.0%
ZONING & VARIANCE FEES	1,200	1,200	0	0.0%
ALCOHOL BEVERAGE LICENSE	1,200	1,200	0	0.0%
POLICE ACADEMY	300	300	0	0.0%
OTC FINES AND TICKETS	250	250	0	0.0%
Total	7,041,485	7,438,169	396,684	5.6%

ADMINISTRATION

Revenue

BUSINESS TAX RECEIPTS	25,000	25,000	0	0.0%
MISCELLANEOUS	0	3,000	3,000	-
REVENUE TOTAL	25,000	28,000	3,000	0.0%

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
EXEC. SALARIES	9,600	9,600	0	0.0%
SALARIES	431,625	463,578	31,953	7.4%
LIFE/HOSP. INS.	72,300	64,320	(7,980)	-11.0%
RETIREMENT-401K GENERAL PENSION	38,846	40,642	1,796	4.6%
FICA	33,019	34,546	1,527	4.6%
SICK LEAVE	23,350	14,050	(9,300)	-39.8%
SALARIES:EXEC.	9,600	9,600	0	0.0%
MEDICAL BENEFIT	6,000	6,000	0	0.0%
SUBTOTAL	614,740	632,736	17,996	2.9%

Expenditures

Operating

PROF. SERVICES	72,150	97,150	25,000	34.7%
MEMBERSHIPS	10,800	10,800	0	0.0%
OPERATING SUPPL	9,550	9,550	0	0.0%
TRAV & PER DIEM	9,400	9,400	0	0.0%
RECORDS MGMT.-FEES	8,750	8,750	0	0.0%
TRAINING, AIDS	8,100	8,100	0	0.0%
COMPUTER SYSTEM	0	15,000	15,000	-%
ELECTIONS	5,000	7,000	2,000	40.0%
BOARDS EXPENSES	5,000	5,000	0	0.0%
ORDINANCE CODES	5,000	5,000	0	0.0%
TELEPHONE	4,400	4,400	0	0.0%
OFFICE SUPPLIES	3,100	3,100	0	0.0%
ADVERTISING	2,550	2,550	0	0.0%
POSTAGE	1,600	1,600	0	0.0%
FILING FEES	1,250	1,250	0	0.0%
MAIN. - VEHICLE	1,000	1,000	0	0.0%
UNIFORMS	650	650	0	0.0%
ARCHIVES	400	400	0	0.0%
PROTECT. CLOTH.	250	250	0	0.0%
SUBTOTAL	148,950	190,950	42,000	28.2%

Capital

TRANSFER TO 301	0	39,342	39,342	-
TRANSFER OF RESERVES	93,940	93,940	0	0.0%
SUBTOTAL	93,940	133,282	39,342	0.0%

DEPARTMENT TOTAL 857,630 956,968 99,338 11.6%

DEPARTMENT NET -832,630 -928,968

SUM of Period 1 Proposed											
Category	Account Code	Account Name	Asset Management	Budget	Business Tax Receipts	Communication Projects	Contract Management	Elections	Emergency Management	Fiscal Analysis	Internal Communications
Personnel	51100	SALARIES:EXEC.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	51200	SALARIES	\$2,449	\$44,897	\$19,419	\$17,334	\$12,771	\$13,593	\$6,454	\$29,452	\$13,593
Operating	51210	Unused Medical	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	51500	SICK LEAVE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	52100	FICA	\$187	\$2,976	\$1,486	\$1,326	\$977	\$1,040	\$494	\$2,253	\$1,040
	52200	RETIREMENT-401K GENERAL PENSION	\$220	\$3,501	\$1,748	\$1,560	\$1,149	\$1,223	\$581	\$2,651	\$1,223
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	52300	LIFE/HOSP. INS.	\$409	\$6,253	\$2,045	\$2,753	\$1,973	\$1,431	\$1,018	\$4,446	\$1,917
	52301	MEDICAL BENEFIT	\$48	\$630	\$240	\$300	\$240	\$168	\$120	\$306	\$228
	53151	PROF. SERVICES	\$600	\$7,100	\$7,500	\$3,750	\$1,550	\$5,300	\$0	\$3,000	\$1,500
	54000	TRAV & PER DIEM		\$0							
	54100	TELEPHONE									\$0
	54200	POSTAGE	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0
	54620	MAIN. - VEHICLE	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	54670	MAINT. - EQUIP									
	54700	ORDINANCE CODES	\$0	\$800	\$0	\$0	\$0	\$700	\$0	\$0	\$200
	54930	ADVERTISING		\$250		\$0		\$1,500			
	54940	FILING FEES	\$0	\$0	\$350	\$0	\$0	\$200	\$0	\$0	\$0
	55100	OFFICE SUPPLIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	55101	BOARDS EXPENSES									
	55210	OPERATING SUPPL	\$250	\$5,250	\$400	\$300	\$0	\$300	\$100	\$250	\$100
	55222	RECORDS MGMT.-FEES									
	55240	UNIFORMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	55260	PROTECT. CLOTH.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	55290	ELECTIONS						\$7,000			
	55410	MEMBERSHIPS									
	55420	TRAINING, AIDS									
	56405	COMPUTER SYSTEM									
	57900	ARCHIVES									
Capital & Transf	58001	TRANSFER OF RESERVES		\$93,940							
	58102	TRANSFER TO 301	\$39,342								
Grand Total			44,105	165,597	33,188	27,523	18,660	32,455	8,767	42,358	19,801

SUM of Period 1 Proposed											
Category	Account Code	Account Name	Legislative Coordination	Meetings	Planning	Policy Management	Procurement	Project Management	Prosecution	Public Outreach	Public Records
Personnel	51100	SALARIES:EXEC.	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	51200	SALARIES	\$64,945	\$20,720	\$20,563	\$21,867	\$10,340	\$31,214		\$27,139	\$13,020
Operating	51210	Unused Medical	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	51500	SICK LEAVE	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	52100	FICA	\$4,968	\$1,585	\$1,573	\$1,673	\$791	\$2,388		\$1,617	\$996
	52200	RETIREMENT-401K GENERAL PENSION	\$5,845	\$1,865	\$1,851	\$1,968	\$931	\$2,809		\$1,903	\$1,172
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	52300	LIFE/HOSP. INS.	\$8,799	\$3,119	\$3,032	\$3,181	\$1,555	\$4,596		\$3,324	\$1,597
	52301	MEDICAL BENEFIT	\$636	\$372	\$228	\$216	\$120	\$444		\$378	\$156
	53151	PROF. SERVICES	\$5,400	\$2,100	\$2,400	\$2,000	\$1,100	\$5,450		\$3,750	\$30,300
	54000	TRAV & PER DIEM									
	54100	TELEPHONE									
	54200	POSTAGE	\$0	\$0	\$0	\$0	\$0	\$0		\$100	\$0
	54620	MAIN. - VEHICLE	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	54670	MAINT. - EQUIP									
	54700	ORDINANCE CODES	\$750	\$200	\$0	\$300	\$0	\$0		\$0	\$700
	54930	ADVERTISING								\$0	
	54940	FILING FEES	\$200	\$150	\$0	\$0	\$0	\$0		\$0	\$0
	55100	OFFICE SUPPLIES	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	55101	BOARDS EXPENSES	\$0								
	55210	OPERATING SUPPL	\$250	\$200	\$150	\$150	\$0	\$350	\$0	\$300	\$350
	55222	RECORDS MGMT.-FEES									\$8,750
	55240	UNIFORMS	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	55260	PROTECT. CLOTH.	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0
	55290	ELECTIONS									
	55410	MEMBERSHIPS									
	55420	TRAINING, AIDS									
	56405	COMPUTER SYSTEM	\$15,000								
	57900	ARCHIVES									\$400
Capital & Trans	58001	TRANSFER OF RESERVES									
	58102	TRANSFER TO 301									
Grand Total			106,793	30,311	29,797	31,355	14,837	47,251	0	38,511	57,441

SUM of Period 1 Proposed								
Category	Account Code	Account Name	Public/Board Meetings	Street Lights	Town Attorney	Training	Vendor/Grant (CFI) Management	Grand Total
Personnel	51100	SALARIES:EXEC.	\$9,600	\$0	\$0	\$0	\$0	\$9,600
	51200	SALARIES	\$54,928	\$15,526	\$12,347	\$3,586	\$7,420	\$463,577
Operating	51210	Unused Medical	\$0	\$0	\$0	\$0	\$0	\$0
	51500	SICK LEAVE	\$0	\$0	\$0	\$14,050	\$0	\$14,050
	52100	FICA	\$4,202	\$1,188	\$945	\$274	\$568	\$34,547
	52200	RETIREMENT-401K GENERAL PENSION	\$4,943	\$1,397	\$1,111	\$323	\$668	\$40,642
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0
	52300	LIFE/HOSP. INS.	\$7,220	\$2,283	\$1,771	\$507	\$1,090	\$64,319
	52301	MEDICAL BENEFIT	\$666	\$252	\$96	\$60	\$96	\$6,000
	53151	PROF. SERVICES	\$6,000	\$3,000	\$3,200	\$900	\$1,250	\$97,150
	54000	TRAV & PER DIEM				\$9,400		\$9,400
	54100	TELEPHONE				\$4,400		\$4,400
	54200	POSTAGE	\$300	\$0	\$0	\$1,000	\$0	\$1,600
	54620	MAIN. - VEHICLE	\$0	\$400	\$0	\$0	\$0	\$1,000
	54670	MAINT. - EQUIP					\$0	\$0
	54700	ORDINANCE CODES	\$850	\$0	\$500	\$0	\$0	\$5,000
	54930	ADVERTISING	\$800					\$2,550
	54940	FILING FEES	\$350	\$0	\$0	\$0	\$0	\$1,250
	55100	OFFICE SUPPLIES	\$0	\$0	\$0	\$3,100	\$0	\$3,100
	55101	BOARDS EXPENSES	\$5,000					\$5,000
	55210	OPERATING SUPPL	\$300	\$150	\$300	\$0	\$100	\$9,550
	55222	RECORDS MGMT.-FEES						\$8,750
	55240	UNIFORMS	\$0	\$0	\$0	\$650	\$0	\$650
	55260	PROTECT. CLOTH.	\$0	\$0	\$0	\$250	\$0	\$250
	55290	ELECTIONS						\$7,000
	55410	MEMBERSHIPS				\$10,800		\$10,800
	55420	TRAINING, AIDS				\$8,100		\$8,100
	56405	COMPUTER SYSTEM						\$15,000
	57900	ARCHIVES						\$400
Capital & Trans	58001	TRANSFER OF RESERVES						\$93,940
	58102	TRANSFER TO 301						\$39,342
Grand Total			95,159	24,196	20,270	57,400	11,192	956,967

BUILDING DEPT.**Revenues**

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
BUILDING PERMITS	280,000	350,000	70,000	25.0%
SUBTOTAL	280,000	350,000	70,000	25.0%

Personnel

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	51,669	58,822	7,153	13.8%
LIFE/HOSP. INS.	11,666	10,224	(1,442)	-12.4%
RETIREMENT-401K GENERAL PENSION	4,650	5,294	644	13.8%
FICA	3,953	4,500	547	13.8%
SICK LEAVE	2,300	2,200	(100)	-4.3%
MEDICAL BENEFIT	1,200	1,200	0	0.0%
SUBTOTAL	75,438	82,240	6,802	9.0%

Operating

CONTRAC. LABOR	81,530	60,000	(21,530)	-26.4%
COMMUNITY DEVELOPMENT SERVICES	40,000	40,000	0	0.0%
PLANNING & ZON.	10,000	10,000	0	0.0%
OPERATING SUPPL	950	950	0	0.0%
TRAV & PER DIEM	600	600	0	0.0%
OFFICE SUPPLIES	500	500	0	0.0%
MAINT. - EQUIP	500	500	0	0.0%
TRAINING, AIDS	300	300	0	0.0%
MEMBERSHIPS	300	300	0	0.0%
TELEPHONE	250	250	0	0.0%
UNIFORMS	200	200	0	0.0%
SUBTOTAL	135,130	113,600	(21,530)	-15.9%

DEPARTMENT TOTAL	210,568	195,840	(14,728)	-7.0%
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SUM of Period 1 Proposed			Building					
Category	Account Code	Account Name	Employee Administration	Floodplain Management	Inspections	NPDES	Permitting	Grand Total
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0
	51200	SALARIES	2,941	2,941	9,412	4,706	38,823	58,823
	51500	SICK LEAVE	2,200	0	0	0	0	2,200
	52100	FICA	225	225	720	360	2,970	4,500
	52200	RETIREMENT-401K GENERAL PENSION	265	265	847	424	3,494	5,295
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0
	52300	LIFE/HOSP. INS.	511	511	1,636	818	6,748	10,224
Operating	52301	MEDICAL BENEFIT	60	60	192	96	792	1,200
	53155	COMMUNITY DEVELOPMENT SERVICES					40,000	40,000
	53160	CONTRAC. LABOR			60,000			60,000
	54000	TRAV & PER DIEM	600					600
	54100	TELEPHONE	250			0		250
	54670	MAINT. - EQUIP	50	50	100		300	500
	55100	OFFICE SUPPLIES	0	500	0	0	0	500
	55210	OPERATING SUPPL	0	550	50	50	300	950
	55215	PLANNING & ZON.					10,000	10,000
	55240	UNIFORMS	200			0		200
	55410	MEMBERSHIPS	300					300
	55420	TRAINING, AIDS	300					300
Grand Total			7,902	5,102	72,957	6,454	103,427	195,842

SUPPORT SERVICES

Revenue

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
MISCELLANEOUS	54,700	30,000	(24,700)	-45.2%
REVENUE TOTAL	54,700	30,000	(24,700)	-45.2%

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	426,296	489,836	63,540	14.9%
LIFE/HOSP. INS.	94,272	93,096	(1,176)	-1.2%
RETIREMENT-401K GENERAL PENSION	37,422	44,085	6,663	17.8%
FICA	31,808	37,472	5,664	17.8%
SICK LEAVE	7,170	12,220	5,050	70.4%
MEDICAL BENEFIT	10,800	10,800	0	0.0%
PT SALARIES	6,000	6,000	0	0.0%
OVERTIME	1,500	1,500	0	0.0%
SUBTOTAL	615,268	695,009	79,741	13.0%

Expenditures

Operating				
FIRE SERVICES	653,625	686,306	32,681	5.0%
INS. GEN. LIAB.	327,800	369,050	41,250	12.6% [1]
COMPUTER SYSTEM	217,950	225,950	8,000	3.7%
TOWN ATTORNEY	75,750	75,750	0	0.0%
PROF. SERVICES	60,500	62,500	2,000	3.3%
GASOLINE & OIL	47,150	47,150	0	0.0%
ACCTG. & AUDIT.	45,000	45,000	0	0.0%
MAINT.-BLDG.	37,300	30,800	(6,500)	-17.4%
TELEPHONE	18,600	27,700	9,100	48.9%
EQUIP LEASING	18,100	18,100	0	0.0%
LIBRARY	15,000	15,000	0	0.0%
EMPLOY.RELATION	13,000	13,000	0	0.0%
ELECTRICITY	13,000	13,000	0	0.0%
OPERATING SUPPL	9,700	9,700	0	0.0%
BANK FEES	7,400	7,400	0	0.0%
OFFICE SUPPLIES	4,700	4,500	(200)	-4.3%
TRAINING, AIDS	4,350	4,350	0	0.0%
TRAV & PER DIEM	4,050	4,050	0	0.0%
POSTAGE	3,900	3,900	0	0.0%
WATER	3,500	3,500	0	0.0%
SEWER	3,300	3,300	0	0.0%
VEHICLE DEBT SERVICE	3,000	0	(3,000)	-100.0%
MAIN. - VEHICLE	2,000	2,000	0	0.0%
MEMBERSHIPS	1,200	1,200	0	0.0%
UNIFORMS	1,200	1,200	0	0.0%
GAS (NATURAL)	1,000	1,000	0	0.0%
TOOLS	650	650	0	0.0%
PROTECT. CLOTH.	600	600	0	0.0%
PHYSICAL EXAMS	500	500	0	0.0%
SANITATION	400	400	0	0.0%
SUBTOTAL	1,594,225	1,677,556	83,331	5.2%
Capital	22,500	22,500		
TRANSFER OF RESERVES	40,000	0	(40,000)	-100.0%
TRANSFER TO 301	22,500	22,500	0	0.0%
SUBTOTAL	62,500	22,500	(40,000)	-64.0%
DEPARTMENT TOTAL	2,271,993	2,395,065	123,072	5.4%

SUM of Period 1 Proposed											
Category	Account Code	Account Name	Accounting & Audit	Accounts Payable	Asset Management	Billing and Accounts Receivable	Budget	Building	Cash Management	Claims Prevention	Contract Management
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0	0	0	0
	51200	SALARIES	25,591	40,479	8,013	64,637	32,274	25,417	3,949	6,040	2,152
	51201	PT SALARIES	6,000			0					
	51210	Unused Medical	0	0		0			0	0	
	51305	BANK FEES							7,400		
	51400	OVERTIME	0	0		0		500	0		
	51500	SICK LEAVE	0	0	0	0	0	170	0	0	0
	52100	FICA	4,574	3,097	613	4,945	2,468	1,944	302	462	165
	52200	RETIREMENT-401K GENERAL PENSION	5,381	3,643	721	5,817	2,904	2,288	355	544	194
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0	0	0	0
	52300	LIFE/HOSP. INS.	12,740	7,104	1,590	15,029	3,392	5,214	635	1,033	226
Operating	52301	MEDICAL BENEFIT	1,494	816	186	1,764	180	612	72	120	24
	53100	PHYSICAL EXAMS									
	53110	TOWN ATTORNEY									
	53151	PROF. SERVICES									
	53152	FIRE SERVICES									
	53155	COMMUNITY DEVELOPMENT SERVICES									
	53200	ACCTG. & AUDIT.	45,000								
	54000	TRAV & PER DIEM									
	54100	TELEPHONE	0	0	0	0	0	0	0	0	0
	54200	POSTAGE				900					
	54300	ELECTRICITY									
	54301	WATER									
	54302	SANITATION									
	54303	SEWER									
	54320	GAS (NATURAL)									
	54401	EQUIP LEASING									
	54510	INS. GEN. LIAB.									
	54620	MAIN. - VEHICLE									
	54630	MAINT.-BLDG.									
	54905	AHLF PROPERTY									
	54950	EMPLOY.RELATION									
	55100	OFFICE SUPPLIES	0	0	0	0	0	0	0	0	0
	55210	OPERATING SUPPL		900	400	1,900	300	0	300	50	50
	55215	PLANNING & ZON.									
	55220	GASOLINE & OIL							100		
	55221	TOOLS									
	55240	UNIFORMS									
	55260	PROTECT. CLOTH.									
	55290	ELECTIONS	0								
	55410	MEMBERSHIPS									
	55420	TRAINING, AIDS									
	56405	COMPUTER SYSTEM									
	57001	VEHICLE DEBT SERVICE									
	57100	LIBRARY									
Capital & Transfers	58101	CAPITAL PURCH.									
	58102	TRANSFER TO 301									
Grand Total			134,980	56,039	11,523	94,992	41,518	36,145	13,113	8,249	2,811

SUM of Period 1 Proposed										
Category	Account Code	Account Name	Custodial	Dispatch/Communications	Employee Administration	Fire Services	Grants	Hardware	Human Resources	Network Administration
Personnel	51100	SALARIES:EXEC.	0		0		0	0	0	
	51200	SALARIES	63,750	0	55,116		21,516	2,152	46,150	
	51201	PT SALARIES		0						
	51210	Unused Medical	0						0	
	51305	BANK FEES								
	51400	OVERTIME								
	51500	SICK LEAVE	0		11,950		100	0	0	
	52100	FICA	4,877		4,216		1,646	165	3,531	
	52200	RETIREMENT-401K GENERAL PENSION	5,737		4,960		1,936	194	4,154	
	52220	RETIREMENT-POLICE OFFICERS	0		0		0	0	0	
	52300	LIFE/HOSP. INS.	15,540		8,014		2,260	226	6,823	
	52301	MEDICAL BENEFIT	1,824		900		120	24	792	
Operating	53100	PHYSICAL EXAMS							500	
	53110	TOWN ATTORNEY								
	53151	PROF. SERVICES					2,000			12,000
	53152	FIRE SERVICES				686,306				
	53155	COMMUNITY DEVELOPMENT SERVICES								
	53200	ACCTG. & AUDIT.								
	54000	TRAV & PER DIEM			4,050					
	54100	TELEPHONE	0		4,600		0	0	0	
	54200	POSTAGE								
	54300	ELECTRICITY								
	54301	WATER								
	54302	SANITATION								
	54303	SEWER								
	54320	GAS (NATURAL)								
	54401	EQUIP LEASING			18,100					
	54510	INS. GEN. LIAB.								
	54620	MAIN. - VEHICLE								
	54630	MAINT.-BLDG.	20,300							
	54905	AHLF PROPERTY								
	54950	EMPLOY.RELATION							13,000	
	55100	OFFICE SUPPLIES			4,500		0	0	0	
	55210	OPERATING SUPPL	1,300		250		300	0	1,000	
	55215	PLANNING & ZON.								
	55220	GASOLINE & OIL	0						0	
	55221	TOOLS								
	55240	UNIFORMS			1,200					
	55260	PROTECT. CLOTH.								
	55290	ELECTIONS								
	55410	MEMBERSHIPS			1,200					
	55420	TRAINING, AIDS			4,350					
	56405	COMPUTER SYSTEM						9,500	0	91,650
	57001	VEHICLE DEBT SERVICE								
	57100	LIBRARY								
Capital & Transfers	58101	CAPITAL PURCH.						0		
	58102	TRANSFER TO 301			22,500					
Grand Total			113,328	0	145,906	686,306	29,878	12,261	75,950	103,650

SUM of Period 1 Proposed											
Category	Account Code	Account Name	Payroll	Property/Casualty	Records Management	Repairs/Maintenance	Software	Solid Waste	Support Svcs Financial Mgmt	Town Planner	Townwide Management Services
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0	0		
	51200	SALARIES	24,559	18,484	2,994	24,307	2,152	1,495	10,767		
	51201	PT SALARIES									
	51210	Unused Medical		0		0					
	51305	BANK FEES									
	51400	OVERTIME						1,000			
	51500	SICK LEAVE	0	0	0	0	0	0	0		
	52100	FICA	1,879	1,414	229	1,859	165	114	824		
	52200	RETIREMENT-401K GENERAL PENSION	2,210	1,664	269	2,188	194	135	969		
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0	0		
	52300	LIFE/HOSP. INS.	5,112	2,736	568	5,634	226	307	1,456		
Operating	52301	MEDICAL BENEFIT	600	318	66	660	24	36	162		
	53100	PHYSICAL EXAMS									
	53110	TOWN ATTORNEY									75,750
	53151	PROF. SERVICES				43,500					
	53152	FIRE SERVICES									
	53155	COMMUNITY DEVELOPMENT SERVICES									0
	53200	ACCTG. & AUDIT.									
	54000	TRAV & PER DIEM									
	54100	TELEPHONE	0	0	0	0		0	0		
	54200	POSTAGE					0	3,000			
	54300	ELECTRICITY				13,000		0			
	54301	WATER				3,500		0			
	54302	SANITATION				400		0			
	54303	SEWER				3,300		0			
	54320	GAS (NATURAL)				1,000		0			
	54401	EQUIP LEASING									
	54510	INS. GEN. LIAB.		369,050							
	54620	MAIN. - VEHICLE				2,000					
	54630	MAINT.-BLDG.				10,500					
	54905	AHLF PROPERTY									0
	54950	EMPLOY.RELATION									
	55100	OFFICE SUPPLIES	0	0	0		0	0	0		
	55210	OPERATING SUPPL	800	350	250	1,250	50	0	250		
	55215	PLANNING & ZON.								0	
	55220	GASOLINE & OIL		50		0		47,000			
	55221	TOOLS				650					
	55240	UNIFORMS									
	55260	PROTECT. CLOTH.				600					
	55290	ELECTIONS									
	55410	MEMBERSHIPS									
	55420	TRAINING, AIDS									
	56405	COMPUTER SYSTEM					120,300				
	57001	VEHICLE DEBT SERVICE							0		
	57100	LIBRARY									15,000
Capital & Transfers	58101	CAPITAL PURCH.									
	58102	TRANSFER TO 301									
Grand Total			35,160	394,066	4,376	114,348	123,111	53,087	14,428	0	90,750

SUM of Period 1 Proposed					
Category	Account Code	Account Name	Training/Meetings/ Education	VOIP System/Internet	Grand Total
Personnel	51100	SALARIES:EXEC.		0	0
	51200	SALARIES		538	482,532
	51201	PT SALARIES	0		6,000
	51210	Unused Medical			0
	51305	BANK FEES			7,400
	51400	OVERTIME			1,500
	51500	SICK LEAVE		0	12,220
	52100	FICA	0	41	39,530
	52200	RETIREMENT-401K GENERAL PENSION		48	46,505
	52220	RETIREMENT-POLICE OFFICERS		0	0
	52300	LIFE/HOSP. INS.		57	95,922
	52301	MEDICAL BENEFIT		6	10,800
Operating	53100	PHYSICAL EXAMS			500
	53110	TOWN ATTORNEY			75,750
	53151	PROF. SERVICES		5,000	62,500
	53152	FIRE SERVICES			686,306
	53155	COMMUNITY DEVELOPMENT SERVICES			0
	53200	ACCTG. & AUDIT.			45,000
	54000	TRAV & PER DIEM			4,050
	54100	TELEPHONE		23,100	27,700
	54200	POSTAGE		0	3,900
	54300	ELECTRICITY			13,000
	54301	WATER			3,500
	54302	SANITATION			400
	54303	SEWER			3,300
	54320	GAS (NATURAL)			1,000
	54401	EQUIP LEASING			18,100
	54510	INS. GEN. LIAB.			369,050
	54620	MAIN. - VEHICLE			2,000
	54630	MAINT.-BLDG.			30,800
	54905	AHLF PROPERTY			0
	54950	EMPLOY.RELATION			13,000
	55100	OFFICE SUPPLIES		0	4,500
	55210	OPERATING SUPPL		0	9,700
	55215	PLANNING & ZON.			0
	55220	GASOLINE & OIL			47,150
	55221	TOOLS			650
	55240	UNIFORMS			1,200
	55260	PROTECT. CLOTH.			600
	55290	ELECTIONS			0
	55410	MEMBERSHIPS			1,200
	55420	TRAINING, AIDS			4,350
	56405	COMPUTER SYSTEM		4,500	225,950
	57001	VEHICLE DEBT SERVICE			0
	57100	LIBRARY			15,000
Capital & Transfers	58101	CAPITAL PURCH.			0
	58102	TRANSFER TO 301			22,500
Grand Total			0	33,290	2,395,065

POLICE**Revenue**

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SPECIAL DUTY POLICE	187,200	187,200	0	0.0%
COURT FINES (POLICE FINES)	3,200	3,200	0	0.0%
RESTITUTION	1,500	1,500	0	0.0%
JAG GRANT	1,000	1,000	0	0.0%
POLICE ACADEMY	300	300	0	0.0%
OTC FINES AND TICKETS	250	250	0	0.0%
SUBTOTAL	193,450	193,450	0	0.0%

Expenditure

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
INCENTIVE PAY	13,000	13,000	0	0.0%
SALARIES	970,728	1,123,012	152,284	15.7%
RETIREMENT-POLICE OFFICERS	314,500	316,000	1,500	0.5%
LIFE/HOSP. INS.	158,147	155,026	(3,121)	-2.0%
SPECIAL DUTY PAY	156,700	156,700	0	0.0%
PT SALARIES	88,000	88,000	0	0.0%
FICA	76,899	79,321	2,422	3.1%
SICK LEAVE	20,650	25,750	5,100	24.7%
OVERTIME	18,750	18,750	0	0.0%
MEDICAL BENEFIT	17,300	18,000	700	4.0%
RETIREMENT-401K GENERAL PENSION	7,005	7,606	601	8.6%
SUBTOTAL	1,841,679	2,001,165	159,486	8.7%

Operating

PROF. SERVICES	27,000	27,000	0	0.0%
MAIN. - VEHICLE	7,900	17,900	10,000	126.6%
VEHICLE DEBT SERVICE	11,650	0	(11,650)	-100.0%
TRAINING, AIDS	10,000	10,000	0	0.0%
UNIFORMS	9,700	9,700	0	0.0%
MAINT. - RADIOS	9,550	9,550	0	0.0%
OPERATING SUPPL	9,100	9,100	0	0.0%
PROTECT. CLOTH.	8,100	8,100	0	0.0%
TELEPHONE	7,000	7,000	0	0.0%
EQUIP LEASING	5,000	5,000	0	0.0%
CODE ENFORCE.	3,200	3,200	0	0.0%
OFFICE SUPPLIES	2,350	2,350	0	0.0%
CRIME PREVENTIO	1,750	1,750	0	0.0%
PHYSICAL EXAMS	1,500	1,500	0	0.0%
TRAV & PER DIEM	1,000	1,000	0	0.0%
POSTAGE	800	800	0	0.0%
MEMBERSHIPS	700	700	0	0.0%
TOOLS	550	550	0	0.0%
SUBTOTAL	116,850	115,200	(1,650)	-1.4%

Capital

TRANSFER TO 301	72,500	62,500	(10,000)	-13.8%
TRANSFER OF RESERVES	18000	0	(18,000)	-100.0%
SUBTOTAL	90,500	62,500	(28,000)	-30.9%

DEPARTMENT TOTAL	2,049,029	2,178,865	129,836	6.3%
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DEPARTMENT NET	-1,855,579	-1,985,415
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SUM of Period 1 Proposed										
Category	Account Code	Account Name	Asset/Fleet Mgmt	Calls for Service	Case Mgmt	Compliance	Dispatch/Communica tions	Employee Life Cycle	Financial Operations	Investigations
Personnel	51000	INCENTIVE PAY	0	2,300	400	400	800	650	0	1,250
	51100	SALARIES:EXEC.	0	0	0	0	0	0		0
	51200	SALARIES	35,140	103,915	38,390	27,747	35,826	32,598	0	121,761
	51201	PT SALARIES	0	20,800	0		0	0		0
	51202	SPECIAL DUTY PAY	0	0			0			
	51210	Unused Medical	0	0	0		0	0	0	0
	51400	OVERTIME	4,400	2,600	2,000		0	0	0	2,600
	51500	SICK LEAVE	0	0	0		0	23,900		0
	52100	FICA	2,688	7,949	2,937	2,123	2,741	2,494	0	9,315
	52200	RETIREMENT-401K GENERAL PENSION	1,531	0	0	0	3,224	191	0	0
	52220	RETIREMENT-POLICE OFFICERS	0	61,900	7,435	8,435	0	1,500		30,450
	52300	LIFE/HOSP. INS.	5,914	15,868	4,932	4,876	7,595	3,937	0	16,178
	52301	MEDICAL BENEFIT	660	1,980	624	480	1,020	420	0	1,920
Operating	52900	CODE ENFORCE.		550	150	300	300			200
	53100	PHYSICAL EXAMS	0	0	0		0	1,500		0
	53151	PROF. SERVICES	450	4,600	950	950	1,500	150		3,050
	54000	TRAV & PER DIEM								
	54100	TELEPHONE	0	0	0		0	7,000		0
	54200	POSTAGE	0	0	0		0	800		0
	54401	EQUIP LEASING	0	0	0		0	5,000		0
	54620	MAIN. - VEHICLE	10,000	1,450	250	250	450	0		850
	54650	MAINT. - RADIOS	100	1,750	300	300	450	0		950
	54670	MAINT. - EQUIP	0	0	0		0	0		0
	55100	OFFICE SUPPLIES	0	0	0		0	2,350		0
	55209	CRIME PREVENTIO								
	55210	OPERATING SUPPL	0	1,700	300	300	550	0		900
	55221	TOOLS	0	0	0		0	550		0
	55240	UNIFORMS	0	0	0		0	9,700		0
	55260	PROTECT. CLOTH.	0	0	0		0	8,100		0
	55410	MEMBERSHIPS								
	55420	TRAINING, AIDS								
	57001	VEHICLE DEBT SERVICE	0	0	0		0	0		0
Capital & Transfers	58101	CAPITAL PURCH.	0	0	0		0	0		0
	58102	TRANSFER TO 301	0	0	0		0	62,500		0
Grand Total			60,883	227,362	58,668	46,161	54,456	163,340	0	189,424

SUM of Period 1 Proposed									
Category	Account Code	Account Name	Miscellaneous	Outreach/Investigations	Permitting/Records	Preventative Patrol	Property/Evidence	Prosecution	Special Events
Personnel	51000	INCENTIVE PAY	0	1,250	0	2,300	300	300	650
	51100	SALARIES:EXEC.		0	0	0	0	0	0
	51200	SALARIES	53,750	88,472	21,713	156,654	28,657	22,455	85,026
	51201	PT SALARIES	0	0	0	20,750	0	0	0
	51202	SPECIAL DUTY PAY	156,700	0		0		0	0
	51210	Unused Medical	0	0	0	0	0	0	0
	51400	OVERTIME	0	0	0	2,600	200	0	1,750
	51500	SICK LEAVE	0	1,750	0	0	0	100	0
	52100	FICA	0	6,768	1,661	9,507	2,192	1,718	6,505
	52200	RETIREMENT-401K GENERAL PENSION	0	0	761	0	0	0	1,328
	52220	RETIREMENT-POLICE OFFICERS	7,450	30,450	0	61,900	5,840	5,290	15,725
	52300	LIFE/HOSP. INS.	0	15,788	2,748	17,809	3,498	4,338	13,197
	52301	MEDICAL BENEFIT	0	1,584	420	2,220	456	396	1,500
Operating	52900	CODE ENFORCE.		50		550	400	300	0
	53100	PHYSICAL EXAMS	0	0	0	0	0	0	0
	53151	PROF. SERVICES	0	3,050	150	4,600	700	700	1,000
	54000	TRAV & PER DIEM							
	54100	TELEPHONE	0	0	0	0	0	0	0
	54200	POSTAGE	0	0	0		0	0	0
	54401	EQUIP LEASING	0	0	0	0	0	0	0
	54620	MAIN. - VEHICLE	0	850	0	1,450	200	200	450
	54650	MAINT. - RADIOS	0	950	0	1,750	200	200	500
	54670	MAINT. - EQUIP	0	0	0	0	0	0	0
	55100	OFFICE SUPPLIES	0	0	0	0	0	0	0
	55209	CRIME PREVENTIO							1,750
	55210	OPERATING SUPPL	0	900	0	1,700	200		450
	55221	TOOLS	0	0	0	0	0	0	0
	55240	UNIFORMS	0	0	0	0	0	0	0
	55260	PROTECT. CLOTH.	0	0	0	0	0	0	0
	55410	MEMBERSHIPS							
	55420	TRAINING, AIDS							
	57001	VEHICLE DEBT SERVICE	0	0	0	0	0	0	0
Capital & Transfers	58101	CAPITAL PURCH.	0	0	0	0	0	0	0
	58102	TRANSFER TO 301	0	0	0	0	0	0	0
Grand Total			217,900	151,862	27,453	283,790	42,843	35,997	129,831

SUM of Period 1 Proposed								
Category	Account Code	Account Name	Special Watches	Supervision/Disciplin e	Traffic	Training/Meetings/Ed ucation	Grand Total	
Personnel	51000	INCENTIVE PAY	800	0	1,600	0	13,000	
	51100	SALARIES:EXEC.	0	0	0	0	0	
	51200	SALARIES	24,961	61,067	88,349	96,531	1,123,012	
	51201	PT SALARIES	20,300	0	20,700	5,450	88,000	
	51202	SPECIAL DUTY PAY	0		0	0	156,700	
	51210	Unused Medical	0	0	0	0	0	
	51400	OVERTIME	650	0	1,950	0	18,750	
	51500	SICK LEAVE	0	0	0	0	25,750	
	52100	FICA	1,910	4,672	6,759	7,385	79,324	
	52200	RETIREMENT-401K GENERAL PENSION	0	0	0	572	7,607	
	52220	RETIREMENT-POLICE OFFICERS	14,725	3,000	46,175	15,725	316,000	
	52300	LIFE/HOSP. INS.	3,839	6,438	13,997	14,072	155,024	
	52301	MEDICAL BENEFIT	480	780	1,620	1,440	18,000	
	Operating	52900	CODE ENFORCE.			400		3,200
53100		PHYSICAL EXAMS	0	0	0	0	1,500	
53151		PROF. SERVICES	1,550	300	2,700	600	27,000	
54000		TRAV & PER DIEM				1,000	1,000	
54100		TELEPHONE	0	0	0	0	7,000	
54200		POSTAGE	0	0	0	0	800	
54401		EQUIP LEASING	0	0	0	0	5,000	
54620		MAIN. - VEHICLE	450	0	1,050	0	17,900	
54650		MAINT. - RADIOS	550	200	1,150	200	9,550	
54670		MAINT. - EQUIP	0	0	0	0	0	
55100		OFFICE SUPPLIES	0	0	0	0	2,350	
55209		CRIME PREVENTIO				0	1,750	
55210		OPERATING SUPPL	550	0	1,100	450	9,100	
55221		TOOLS	0	0	0	0	550	
55240		UNIFORMS	0	0	0	0	9,700	
55260		PROTECT. CLOTH.	0	0	0	0	8,100	
55410		MEMBERSHIPS				700	700	
55420		TRAINING, AIDS				10,000	10,000	
57001		VEHICLE DEBT SERVICE	0	0	0	0	0	
Capital & Transfers		58101	CAPITAL PURCH.	0	0	0	0	0
		58102	TRANSFER TO 301	0	0	0	0	62,500
Grand Total			70,765	76,457	187,550	154,125	2,178,867	

PUBLIC WORKS

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	378,836	381,086	2,250	0.6%
LIFE/HOSP. INS.	100,164	78,299	(21,865)	-21.8%
RETIREMENT-401K GENERAL PENSION	34,095	34,294	199	0.6%
FICA	28,891	29,151	260	0.9%
MEDICAL BENEFIT	10,100	9,000	(1,100)	-10.9%
SICK LEAVE	3,600	5,200	1,600	44.4%
OVERTIME	850	850	0	0.0%
SUBTOTAL	556,536	537,880	(18,656)	-3.4%
Operating				
CONTRAC. LABOR	55,700	58,500	2,800	5.0%
ENERGY	40,250	40,250	0	0.0%
TREE TRIMMING	36,000	38,500	2,500	6.9%
ROAD MATERIALS & SUPPLIES	23,700	23,700	0	0.0%
STREET SWEEPING	14,000	19,500	5,500	39.3%
MAINT.-GROUNDS	18,800	19,000	200	1.1%
VEHICLE DEBT SERVICE	17,850	0	(17,850)	-100.0%
FIELDS/COURTS	15,000	15,000	0	0.0%
CHEMICALS	10,000	10,000	0	0.0%
PROF. SERVICES	12,000	6,000	(6,000)	-50.0%
MAINT. - EQUIP	8,850	8,850	0	0.0%
HOLIDAY LIGHTIN	7,000	7,000	0	0.0%
MAINT.-HUNTER PARK	5,600	5,600	0	0.0%
OPERATING SUPPL	5,550	5,550	0	0.0%
PLANTINGS	4,700	4,700	0	0.0%
TRAINING, AIDS	3,200	3,200	0	0.0%
MEMBERSHIPS	3,050	3,050	0	0.0%
MAIN. - VEHICLE	2,900	2,900	0	0.0%
TELEPHONE	2,500	2,500	0	0.0%
PROTECT. CLOTH.	2,125	2,125	0	0.0%
TRAV & PER DIEM	2,000	2,000	0	0.0%
UNIFORMS	1,600	1,600	0	0.0%
TOOLS	1,200	1,200	0	0.0%
OFFICE SUPPLIES	800	800	0	0.0%
COMPUTER SYSTEM	500	500	0	0.0%
PHYSICAL EXAMS	500	500	0	0.0%
SUBTOTAL	295,375	282,525	(12,850)	-4.4%
Capital				
TRANSFER TO 301	34,650	34,650	0	0.0%
SUBTOTAL	34,650	34,650	0	0.0%
DEPARTMENT TOTAL	886,561	855,055	(31,506)	-3.6%

SUM of Period 1 Proposed										
Category	Account Code	Account Name	Capital Improvement	Chemicals	Contract Mowing	Contract Service	Contract Trimming	Customer Service	Debris Maintenance	Employee Management
Undefined	5400	Description Pending								0
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0	0	0
	51200	SALARIES	25,393	9,075	5,859	4,542	4,581	15,350	21,816	33,410
	51210	Unused Medical	0	0	0	0	0	0	0	0
Operating	51400	OVERTIME	0	0	0	0	0	0	0	850
	51500	SICK LEAVE	0	0	0	0	0	0	0	5,200
	52100	FICA	1,943	694	448	347	350	1,174	1,669	2,556
	52200	RETIREMENT-401K GENERAL PENSION	2,285	817	527	409	412	1,381	1,963	3,007
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0	0	0
	52300	LIFE/HOSP. INS.	3,288	1,851	1,227	635	635	2,314	5,715	4,720
	52301	MEDICAL BENEFIT	372	216	144	72	72	264	648	540
	52400	WORKMEN'S COMP.								
	53100	PHYSICAL EXAMS	0	0	0	0	0	0	0	500
	53151	PROF. SERVICES						0		
	53160	CONTRAC. LABOR	10,000		36,500	7,000		0		
	53410	STREET SWEEPING							19,500	
	54000	TRAV & PER DIEM								0
	54100	TELEPHONE								2,500
	54310	ENERGY	40,250							
	54601	MAINT.-HUNTER PARK								
	54618	TENNIS COURTS-MAINT								
	54619	FIELDS/COURTS				12,000				
	54620	MAIN. - VEHICLE		200					200	
	54670	MAINT. - EQUIP		600					600	
	54680	MAINT.-GROUNDS		1,400						
	54682	TREE TRIMMING					33,500			
	54686	HOLIDAY LIGHTIN								
	54910	PLANTINGS								
	55100	OFFICE SUPPLIES						0		800
	55210	OPERATING SUPPL								2,500
	55221	TOOLS								
	55230	CHEMICALS		10,000						
	55240	UNIFORMS								1,600
	55260	PROTECT. CLOTH.								2,125
	55300	ROAD MATERIALS & SUPPLIES								
	55410	MEMBERSHIPS								0
	55420	TRAINING, AIDS								0
	56405	COMPUTER SYSTEM								500
Capital & Transfers	57001	VEHICLE DEBT SERVICE								0
	58101	CAPITAL PURCH.								0
	58102	TRANSFER TO 301								34,650
Grand Total			83,531	24,853	44,705	25,005	39,550	20,483	52,111	95,458

SUM of Period 1 Proposed									
Category	Account Code	Account Name	Holiday Lights	Irrigation	Maintenance	Maintenance of Traffic (MOT)	Miscellaneous	NPDES	Park Irrigation
Undefined	5400	Description Pending							
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0	0
	51200	SALARIES	8,359	14,305	31,702	3,125	12,310	28,826	10,220
	51210	Unused Medical	0	0	0	0	0	0	0
	51400	OVERTIME	0	0	0	0	0	0	0
	51500	SICK LEAVE	0	0	0	0	0	0	0
	52100	FICA	639	1,094	2,425	239	942	2,205	782
	52200	RETIREMENT-401K GENERAL PENSION	752	1,287	2,853	281	1,108	2,594	920
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0	0
	52300	LIFE/HOSP. INS.	1,647	2,486	8,142	737	3,062	6,738	1,953
Operating	52301	MEDICAL BENEFIT	192	288	924	84	348	768	228
	52400	WORKMEN'S COMP.							
	53100	PHYSICAL EXAMS	0	0	0	0	0	0	0
	53151	PROF. SERVICES						6,000	
	53160	CONTRAC. LABOR							
	53410	STREET SWEEPING							
	54000	TRAV & PER DIEM							
	54100	TELEPHONE							
	54310	ENERGY							
	54601	MAINT.-HUNTER PARK							
	54618	TENNIS COURTS-MAINT							
	54619	FIELDS/COURTS							
	54620	MAIN. - VEHICLE		200	150		200	150	200
	54670	MAINT. - EQUIP		600	350		950	350	600
	54680	MAINT.-GROUNDS		4,000					
	54682	TREE TRIMMING							
	54686	HOLIDAY LIGHTIN	7,000						
	54910	PLANTINGS							
	55100	OFFICE SUPPLIES							
	55210	OPERATING SUPPL							1,050
	55221	TOOLS			500				0
	55230	CHEMICALS							
	55240	UNIFORMS							
	55260	PROTECT. CLOTH.							
	55300	ROAD MATERIALS & SUPPLIES				300	1,000	1,000	
	55410	MEMBERSHIPS							
	55420	TRAINING, AIDS							
	56405	COMPUTER SYSTEM							
	57001	VEHICLE DEBT SERVICE							
Capital & Transfers	58101	CAPITAL PURCH.							
	58102	TRANSFER TO 301							
Grand Total			18,589	24,260	47,046	4,766	19,920	48,631	15,953

SUM of Period 1 Proposed										
Category	Account Code	Account Name	Park Maintenance	Permit & Tree Assessment	Sidewalks	Sod Maintenance	Street Name Signs	Streets	Tennis	Traffic Signs
Undefined	5400	Description Pending								
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0		0
	51200	SALARIES	39,124	5,442	14,924	24,605	5,549	14,223		6,250
	51210	Unused Medical	0		0	0	0	0		0
	51400	OVERTIME	0	0	0	0	0	0		0
	51500	SICK LEAVE	0	0	0	0	0	0		0
	52100	FICA	2,993	416	1,142	1,882	425	1,088		478
	52200	RETIREMENT-401K GENERAL PENSION	3,521	490	1,343	2,214	499	1,280		562
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0		0
	52300	LIFE/HOSP. INS.	8,701	565	3,584	4,940	1,372	3,482		1,475
Operating	52301	MEDICAL BENEFIT	1,020	60	408	576	156	396		168
	52400	WORKMEN'S COMP.						0		
	53100	PHYSICAL EXAMS	0	0	0	0	0	0		0
	53151	PROF. SERVICES								
	53160	CONTRAC. LABOR				5,000				
	53410	STREET SWEEPING								
	54000	TRAV & PER DIEM								
	54100	TELEPHONE								
	54310	ENERGY								
	54601	MAINT.-HUNTER PARK	5,600							
	54618	TENNIS COURTS-MAINT							0	
	54619	FIELDS/COURTS				3,000				
	54620	MAIN. - VEHICLE	200	200	200	200	200	200		200
	54670	MAINT. - EQUIP	600	600	600	600	600	600		600
	54680	MAINT.-GROUNDS	10,600	200		2,000				
	54682	TREE TRIMMING								
	54686	HOLIDAY LIGHTIN								
	54910	PLANTINGS	4,700							
	55100	OFFICE SUPPLIES								
	55210	OPERATING SUPPL	1,500	500						
	55221	TOOLS	700							
	55230	CHEMICALS								
	55240	UNIFORMS								
	55260	PROTECT. CLOTH.								
	55300	ROAD MATERIALS & SUPPLIES			7,000		1,200	11,400		1,800
	55410	MEMBERSHIPS								
	55420	TRAINING, AIDS								
	56405	COMPUTER SYSTEM								
	57001	VEHICLE DEBT SERVICE								
Capital & Transfers	58101	CAPITAL PURCH.								
	58102	TRANSFER TO 301								
Grand Total			79,259	8,473	29,201	45,017	10,001	32,669	0	11,533

SUM of Period 1 Proposed

Category	Account Code	Account Name	Training	Tree Trimming	Grand Total
Undefined	5400	Description Pending			0
Personnel	51100	SALARIES:EXEC.		0	0
	51200	SALARIES		42,096	381,086
	51210	Unused Medical		0	0
	51400	OVERTIME		0	850
	51500	SICK LEAVE		0	5,200
	52100	FICA		3,220	29,151
	52200	RETIREMENT-401K GENERAL PENSION		3,789	34,294
	52220	RETIREMENT-POLICE OFFICERS		0	0
	52300	LIFE/HOSP. INS.		9,030	78,299
	52301	MEDICAL BENEFIT		1,056	9,000
Operating	52400	WORKMEN'S COMP.			0
	53100	PHYSICAL EXAMS		0	500
	53151	PROF. SERVICES			6,000
	53160	CONTRAC. LABOR			58,500
	53410	STREET SWEEPING			19,500
	54000	TRAV & PER DIEM	2,000		2,000
	54100	TELEPHONE			2,500
	54310	ENERGY			40,250
	54601	MAINT.-HUNTER PARK			5,600
	54618	TENNIS COURTS-MAINT			0
	54619	FIELDS/COURTS			15,000
	54620	MAIN. - VEHICLE		200	2,900
	54670	MAINT. - EQUIP		600	8,850
	54680	MAINT.-GROUNDS		800	19,000
	54682	TREE TRIMMING		5,000	38,500
	54686	HOLIDAY LIGHTIN			7,000
	54910	PLANTINGS			4,700
	55100	OFFICE SUPPLIES			800
	55210	OPERATING SUPPL			5,550
	55221	TOOLS			1,200
	55230	CHEMICALS			10,000
	55240	UNIFORMS			1,600
	55260	PROTECT. CLOTH.			2,125
	55300	ROAD MATERIALS & SUPPLIES			23,700
	55410	MEMBERSHIPS	3,050		3,050
	55420	TRAINING, AIDS	3,200		3,200
	56405	COMPUTER SYSTEM			500
	57001	VEHICLE DEBT SERVICE			0
Capital & Transfers	58101	CAPITAL PURCH.			0
	58102	TRANSFER TO 301			34,650
Grand Total			8,250	65,791	855,055

RECREATION

Revenue

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
RECREATION (PROG. ACTIVITY)	321,560	343,975	22,415	7.0%
SPECIAL EVENTS	102,750	124,650	21,900	21.3%
RECREATION PERMITS	21,750	21,450	(300)	-1.4%
SPECIAL EVENTS-ATHLETIC PROGRAMS	20,400	18,000	(2,400)	-11.8%
Concession Stand Sales	10,694	11,944	1,250	11.7%
DONATION-COMMUNITY PROJECTS	10,000	10,000	0	0.0%
SPECIAL EVENTS-Private Parties	6,150	5,800	(350)	-5.7%
RENTAL INCOME	4,800	4,800	0	0.0%
REC-VENDING MACHINE SALES	3,231	2,500	(731)	-22.6%
TENNIS ANNUAL PERMITS	2,500	2,700	200	8.0%
SUBTOTAL	503,835	545,819	41,984	6.51%

Expenditures

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	258,179	282,079	23,900	9.3%
PT SALARIES	126,950	127,900	950	0.7%
LIFE/HOSP. INS.	65,224	56,772	(8,452)	-13.0%
FICA	29,576	21,579	(7,997)	-27.0%
RETIREMENT-401K GENERAL PENSION	23,236	25,387	2,151	9.3%
SICK LEAVE	14,500	11,800	(2,700)	-18.6%
MEDICAL BENEFIT	7,050	6,600	(450)	-6.4%
OVERTIME	850	850	0	0.0%
SUBTOTAL	525,565	532,967	7,402	1.4%

Operating

SPECIAL EVENTS	77,500	101,450	23,950	30.9%
PROF. SERVICES	46,500	43,500	(3,000)	-6.5%
SUMMER CAMP	31,000	28,000	(3,000)	-9.7%
SPORTS LEAGUES	18,800	26,800	8,000	42.6%
ELECTRICITY	21,200	21,200	0	0.0%
FUNKY FRIDAY	7,800	7,800	0	0.0%
OPERATING SUPPL	6,500	7,000	500	7.7%
COMPUTER SYSTEM	6,000	6,000	0	0.0%
SPECIALTY CAMPS	5,200	5,500	300	5.8%
TRAV & PER DIEM	5,200	5,200	0	0.0%
COPIES	5,000	5,000	0	0.0%
TELEPHONE	4,600	4,600	0	0.0%
TRAINING, AIDS	4,400	4,400	0	0.0%
VEHICLE DEBT SERVICE	4,400	0	(4,400)	-100.0%
FOOD SERVICE	3,700	3,400	(300)	-8.1%
REC-VENDING	3,000	3,500	500	16.7%
DAY CAMPS	3,200	3,200	0	0.0%
TENNIS COURTS-MAINT	2,000	2,000	0	0.0%
MAINT. - EQUIP	2,000	2,000	0	0.0%
MEMBERSHIPS	1,800	1,800	0	0.0%
UNIFORMS	1,700	1,700	0	0.0%
OFFICE SUPPLIES	1,300	1,300	0	0.0%
PHYSICAL EXAMS	650	650	0	0.0%
PROTECT. CLOTH.	250	250	0	0.0%
TOOLS	200	200	0	0.0%
SUBTOTAL	263,900	286,450	22,550	8.5%

Capital

TRANSFER TO 301	16,150	16,150	0	0.0%
SUBTOTAL	16,150	16,150	0	0.0%

DEPARTMENT TOTAL 805,615 835,567 29,952 3.7%

DEPARTMENT NET -301,780 -289,748

SUM of Period 1 Proposed										
Category	Account Code	Account Name	Afterschool	Athletic Events	Basketball	Community Health	Community Outreach	Contract Management	Contractual Services	Customer Service
Personnel	51100	SALARIES:EXEC.	0	0	0	0	0	0	0	0
	51200	SALARIES	17,780	15,044	7,513	2,038	30,379	10,336	4,168	66,484
	51201	PT SALARIES	29,500	5,868	2,500		7,274	4,100		28,000
	51210	Unused Medical	0	0	0	0	0	0	0	0
	51310	INVESTMENT FEE								
	51400	OVERTIME	0	0	0	0	0	0	0	0
	51500	SICK LEAVE						0		0
	52100	FICA	1,360	1,151	575	156	2,324	791	319	5,086
	52200	RETIREMENT-401K GENERAL PENSION	1,600	1,354	676	183	2,734	930	375	5,984
	52220	RETIREMENT-POLICE OFFICERS	0	0	0	0	0	0	0	0
	52300	LIFE/HOSP. INS.	4,601	2,760	1,840	511	5,257	2,147	1,022	13,859
	52301	MEDICAL BENEFIT	540	324	216	60	612	252	120	1,614
Operating	53100	PHYSICAL EXAMS						0		0
	53151	PROF. SERVICES							4,000	
	53153	COPIES								
	53154	FOOD SERVICE								
	54000	TRAV & PER DIEM								
	54100	TELEPHONE								
	54300	ELECTRICITY								
	54618	TENNIS COURTS-MAINT								
	54670	MAINT. - EQUIP	2,000							
	55100	OFFICE SUPPLIES								
	55210	OPERATING SUPPL								
	55221	TOOLS								
	55231	SUMMER CAMP								
	55232	TEEN CAMP								
	55233	SPORTS LEAGUES	0		9,800		0			
	55234	SPECIAL EVENTS		67,050			18,000			
	55237	DAY CAMPS	2,200							
	55238	FUNKY FRIDAY								
	55239	SPECIALTY CAMPS								
	55240	UNIFORMS								
	55260	PROTECT. CLOTH.								
	55410	MEMBERSHIPS								
	55420	TRAINING, AIDS								
	56405	COMPUTER SYSTEM								
	57001	VEHICLE DEBT SERVICE								
	57201	REC-VENDING	1,000							
Capital & Transfers	58102	TRANSFER TO 301								
Grand Total			60,581	93,551	23,120	2,948	66,580	18,556	10,004	121,027

Recreation											
Day Camps	Dodgeball	Employee Management	Enrichment	Flag Football	Food & Beverage	Leisure Events	Recreation Facilities	Summer Camps	Tennis	Training	Grand Total
0		0	0	0		0		0	0	0	0
6,190	3,503	55,016	1,622	9,882		10,401		31,528	788	9,408	282,080
3,800	800	0	2,500	3,700		2,357		37,500		0	127,899
0	0	0	0	0		0		0	0	0	0
				0							0
0	0	850	0	0		0		0	0	0	850
		11,800								0	11,800
474	268	4,209	124	756		796		2,412	60	720	21,581
557	315	4,951	146	889		936		2,837	71	847	25,385
0		0	0	0		0		0	0	0	0
1,534	818	7,962	409	2,454		1,943		7,872	204	1,577	56,770
180	96	894	48	288		228		924	24	180	6,600
		650								0	650
			1,500					38,000			43,500
							5,000				5,000
700								2,700			3,400
		0								5,200	5,200
							4,600				4,600
							21,200				21,200
									2,000		2,000
											2,000
							1,300				1,300
	500						6,500				7,000
							200				200
								28,000			28,000
								0			0
	9,000	0		8,000							26,800
						16,400					101,450
1,000											3,200
			7,800								7,800
								5,500			5,500
		1,700									1,700
		250									250
		0								1,800	1,800
		0								4,400	4,400
							6,000				6,000
							0				0
	700			600			0	1,200			3,500
		16,150			0						16,150
14,435	16,000	104,432	14,149	26,569	0	33,061	44,800	158,473	3,147	24,132	835,565

WATER**Revenue**

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
WATER UTILITY REVENUE	1,766,600	1,766,600	0	0.0%
WATER TAP FEES	5,600	5,600	0	0.0%
INTEREST	1,000	1,000	0	0.0%
REVENUE TOTAL	1,773,200	1,773,200	0	0.0%

Expenditure**Personnel**

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	396,185	449,238	53,053	13.4%
LIFE/HOSP. INS.	100,164	97,128	(3,036)	-3.0%
RETIREMENT-401K GENERAL PENSION	35,657	40,431	4,774	13.4%
FICA	30,308	34,367	4,059	13.4%
PT SALARIES	25,350	25,350	0	0.0%
MEDICAL BENEFIT	10,400	11,400	1,000	9.6%
OVERTIME	8,000	8,000	0	0.0%
SICK LEAVE	5,000	5,000	0	0.0%
SUBTOTAL	611,064	670,914	59,850	9.8%

Operating

MAINT. - METERS	65,000	65,000	0	0.0%
ELECTRICITY	60,000	60,000	0	0.0%
PROF. SERVICES	55,000	55,000	0	0.0%
MAINT. - EQUIP	48,000	48,000	0	0.0%
REPAY-LOAN-GF	40,000	40,000	0	0.0%
CHEMICALS	29,000	29,000	0	0.0%
LABORATORY TEST	20,000	20,000	0	0.0%
PIN. CTY. WATER	18,000	18,000	0	0.0%
COMPUTER SYSTEM	13,250	13,250	0	0.0%
LAB SUPPLIES	8,550	8,550	0	0.0%
TOOLS	8,350	8,350	0	0.0%
MISCELLANEOUS	8,000	8,000	0	0.0%
OPERATING SUPPL	8,000	8,000	0	0.0%
MAINT.-BLDG.	8,000	8,000	0	0.0%
GASOLINE & OIL	7,500	7,500	0	0.0%
POSTAGE	6,000	6,000	0	0.0%
TELEPHONE	6,000	6,000	0	0.0%
TRAINING, AIDS	5,000	5,000	0	0.0%
MAIN. - VEHICLE	4,000	4,000	0	0.0%
PROTECT. CLOTH.	3,500	3,500	0	0.0%
MEMBERSHIPS	3,000	3,000	0	0.0%

EQUIP. RENTAL	2,750	2,750	0	0.0%
OFFICE SUPPLIES	2,500	2,500	0	0.0%
TRAV & PER DIEM	2,500	2,500	0	0.0%
SANITATION	2,300	2,300	0	0.0%
UNIFORMS	2,000	2,000	0	0.0%
BAD DEBT	400	400	0	0.0%
WATER	300	300	0	0.0%
PHYSICAL EXAMS	300	300	0	0.0%
SEWER	200	200	0	0.0%
SUBTOTAL	437,400	437,400	0	0.0%

Capital

FEES-SPT SERVIC	275,300	275,300	0	0.0%
DEPRECIATION	142,000	142,000	0	0.0%
FEES-PUB. WORKS	88,750	88,750	0	0.0%
TRANSFER OF RESERVES	138,686	28836	(109,850)	-79.2%
CAPITAL PURCH.	80,000	130,000	50,000	62.5%
SUBTOTAL	724,736	664,886	(59,850)	-8.3%

DEPARTMENT TOTAL	1,773,200	1,773,200	0	0.0%
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DEPARTMENT NET	0	0
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Category	Account Code	Account Name	Aeration	Billing	Chart Records	Chemical Processing	Chlorine Management	Fire Hydrant Maintenance	Maintenance	Meetings/Communications
Personnel	51200	SALARIES	\$2,249	\$13,710	\$2,454	\$1,636	\$2,454	\$10,652	\$14,782	\$17,360
	51201	PT SALARIES	\$1,040	\$900	\$1,040	\$1,040	\$1,040	\$0	\$0	\$0
	51210	Unused Medical	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	51400	OVERTIME	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	51500	SICK LEAVE	\$100	\$200	\$50	\$100	\$100	\$250	\$250	\$250
	52100	FICA	\$172	\$1,049	\$188	\$125	\$188	\$815	\$1,131	\$1,328
	52200	RETIREMENT-401K GENERAL PENSION	\$202	\$1,234	\$221	\$147	\$221	\$959	\$1,330	\$1,562
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	52300	LIFE/HOSP. INS.	\$511	\$2,863	\$767	\$511	\$767	\$2,147	\$2,658	\$2,965
Operating	52301	MEDICAL BENEFIT	\$60	\$336	\$90	\$60	\$90	\$252	\$312	\$348
	53100	PHYSICAL EXAMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	53151	PROF. SERVICES							\$5,750	
	54000	TRAV & PER DIEM								
	54100	TELEPHONE								\$6,000
	54200	POSTAGE		\$6,000						
	54300	ELECTRICITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	54301	WATER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	54302	SANITATION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	54303	SEWER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	54315	PIN. CTY. WATER								
	54400	EQUIP. RENTAL								
	54614	MAINT. - METERS								
	54620	MAIN. - VEHICLE							\$500	
	54630	MAINT.-BLDG.								
	54670	MAINT. - EQUIP				\$7,000	\$7,000	\$6,000		
	54900	BAD DEBT								
	55100	OFFICE SUPPLIES		\$0	\$0					\$2,500
	55210	OPERATING SUPPL			\$2,000					\$1,000
	55213	LABORATORY TEST				\$10,000				
	55214	LAB SUPPLIES				\$2,150	\$2,150			
	55220	GASOLINE & OIL							\$0	
	55221	TOOLS						\$1,000	\$800	
	55230	CHEMICALS				\$14,500	\$14,500			
	55240	UNIFORMS								
	55260	PROTECT. CLOTH.				\$700			\$700	
	55410	MEMBERSHIPS								
	55420	TRAINING, AIDS								
	56405	COMPUTER SYSTEM								\$13,250
	56739	CAPITAL IMPROVEMENTS								
	57301	MISCELLANEOUS								
Capital & Transfers	58001	TRANSFER OF RESERVES								
	58101	CAPITAL PURCH.			\$10,000		\$120,000			
	59200	REPAY-LOAN-GF								
	59900	DEPRECIATION								
	59904	FEES-SPT SERVIC								
	59906	FEES-PUB. WORKS								
Grand Total			\$4,334	\$26,292	\$16,810	\$37,969	\$148,510	\$22,075	\$28,213	\$46,563

Category	Account Code	Account Name	Meter Maintenance	Plant Maintenance	Process Control Testing	Scheduling/Payroll	Testing	Trainings/Certifications	Upgrades/Additions	Usage/Leak Checks
Personnel	51200	SALARIES	\$95,121	\$20,807	\$7,648	\$18,617	\$21,787	\$8,511	\$17,299	\$71,302
	51201	PT SALARIES	\$6,800	\$2,500	\$0	\$0	\$1,750	\$0	\$450	\$3,250
	51210	Unused Medical	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	51400	OVERTIME	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0
	51500	SICK LEAVE	\$400	\$200	\$100	\$150	\$150	\$150	\$450	\$850
	52100	FICA	\$7,277	\$1,592	\$585	\$1,424	\$1,667	\$651	\$1,323	\$5,455
	52200	RETIREMENT-401K GENERAL PENSION	\$8,561	\$1,873	\$688	\$1,676	\$1,961	\$766	\$1,557	\$6,417
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	52300	LIFE/HOSP. INS.	\$23,515	\$3,783	\$2,198	\$2,556	\$4,959	\$1,380	\$3,527	\$14,518
Operating	52301	MEDICAL BENEFIT	\$2,760	\$444	\$258	\$300	\$582	\$162	\$414	\$1,704
	53100	PHYSICAL EXAMS	\$0	\$0	\$0	\$0	\$0	\$300	\$0	\$0
	53151	PROF. SERVICES	\$33,500							
	54000	TRAV & PER DIEM						\$2,500		
	54100	TELEPHONE								
	54200	POSTAGE								
	54300	ELECTRICITY	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0
	54301	WATER	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$0
	54302	SANITATION	\$0	\$2,300	\$0	\$0	\$0	\$0	\$0	\$0
	54303	SEWER	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$0
	54315	PIN. CTY. WATER								
	54400	EQUIP. RENTAL								
	54614	MAINT. - METERS	\$60,000				\$2,500			\$2,500
	54620	MAIN. - VEHICLE						\$1,000		\$1,000
	54630	MAINT.-BLDG.		\$8,000						
	54670	MAINT. - EQUIP		\$10,000						
	54900	BAD DEBT				\$400				
	55100	OFFICE SUPPLIES								\$0
	55210	OPERATING SUPPL	\$1,000	\$1,000	\$2,000		\$1,000			
	55213	LABORATORY TEST			\$10,000					
	55214	LAB SUPPLIES			\$4,250					
	55220	GASOLINE & OIL						\$7,500		\$0
	55221	TOOLS	\$550	\$3,000						
	55230	CHEMICALS								
	55240	UNIFORMS				\$2,000				
	55260	PROTECT. CLOTH.		\$700						\$700
	55410	MEMBERSHIPS						\$3,000		
	55420	TRAINING, AIDS						\$5,000		
	56405	COMPUTER SYSTEM								
	56739	CAPITAL IMPROVEMENTS			\$0					
Capital & Transfers	57301	MISCELLANEOUS	\$8,000							
	58001	TRANSFER OF RESERVES		\$28,836						
	58101	CAPITAL PURCH.								
	59200	REPAY-LOAN-GF				\$40,000				
	59900	DEPRECIATION				\$142,000				
	59904	FEES-SPT SERVIC		\$275,300						
	59906	FEES-PUB. WORKS		\$88,750						
Grand Total			\$247,484	\$509,585	\$27,727	\$217,123	\$36,356	\$30,920	\$25,020	\$107,696

Category	Account Code	Account Name	Valves	Water Lines	Wells	Grand Total
Personnel	51200	SALARIES	\$29,913	\$86,718	\$6,216	\$449,236
	51201	PT SALARIES	\$1,750	\$2,750	\$1,040	\$25,350
	51210	Unused Medical	\$0	\$0		\$0
	51400	OVERTIME	\$0	\$0		\$8,000
	51500	SICK LEAVE	\$450	\$450	\$350	\$5,000
	52100	FICA	\$2,288	\$6,634	\$476	\$34,368
	52200	RETIREMENT-401K GENERAL PENSION	\$2,692	\$7,805	\$559	\$40,431
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0		\$0
	52300	LIFE/HOSP. INS.	\$6,441	\$19,119	\$1,943	\$97,128
Operating	52301	MEDICAL BENEFIT	\$756	\$2,244	\$228	\$11,400
	53100	PHYSICAL EXAMS	\$0	\$0		\$300
	53151	PROF. SERVICES	\$10,000		\$5,750	\$55,000
	54000	TRAV & PER DIEM				\$2,500
	54100	TELEPHONE				\$6,000
	54200	POSTAGE				\$6,000
	54300	ELECTRICITY	\$0	\$0		\$60,000
	54301	WATER	\$0	\$0		\$300
	54302	SANITATION	\$0	\$0		\$2,300
	54303	SEWER	\$0	\$0		\$200
	54315	PIN. CTY. WATER		\$18,000		\$18,000
	54400	EQUIP. RENTAL		\$2,750		\$2,750
	54614	MAINT. - METERS				\$65,000
	54620	MAIN. - VEHICLE		\$1,000	\$500	\$4,000
	54630	MAINT.-BLDG.				\$8,000
	54670	MAINT. - EQUIP	\$5,000	\$10,000	\$3,000	\$48,000
	54900	BAD DEBT				\$400
	55100	OFFICE SUPPLIES				\$2,500
	55210	OPERATING SUPPL				\$8,000
	55213	LABORATORY TEST				\$20,000
	55214	LAB SUPPLIES				\$8,550
	55220	GASOLINE & OIL		\$0	\$0	\$7,500
	55221	TOOLS		\$3,000		\$8,350
	55230	CHEMICALS				\$29,000
	55240	UNIFORMS				\$2,000
	55260	PROTECT. CLOTH.		\$700		\$3,500
	55410	MEMBERSHIPS				\$3,000
	55420	TRAINING, AIDS				\$5,000
	56405	COMPUTER SYSTEM				\$13,250
	56739	CAPITAL IMPROVEMENTS		\$0		\$0
	57301	MISCELLANEOUS				\$8,000
Capital & Transfers	58001	TRANSFER OF RESERVES				\$28,836
	58101	CAPITAL PURCH.			\$0	\$130,000
	59200	REPAY-LOAN-GF				\$40,000
	59900	DEPRECIATION				\$142,000
	59904	FEES-SPT SERVIC				\$275,300
	59906	FEES-PUB. WORKS				\$88,750
Grand Total			\$59,290	\$161,170	\$20,062	\$1,773,199

SOLID WASTE MANAGEMENT/RECYCLING

Revenue

	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SANITATION	897,868	949,695	51,827	5.8%
RESERVES (PRIOR YEARS)	145,150	94,629	(50,521)	-34.8%
RECYC GRANT (STATE OF FLORIDA)	3,300	3,300	0	0.0%
INTEREST	500	500	0	0.0%
GAIN/LOSS ON FIXED ASSETS	0	50000	50,000	-
PERMIT-ROLL OFF CONTAINER	500	500	0	0.0%
REVENUE TOTAL	1,047,318	1,098,624	51,306	-29.03%

Expenditures

Personnel	2020-21 Budget	2021-22 Budget	Amount Change	Percent Change
SALARIES	237,301	274,768	37,467	15.8%
LIFE/HOSP. INS.	70,812	63,732	(7,080)	-10.0%
RETIREMENT-401K GENERAL PENSION	21,357	24,729	3,372	15.8%
FICA	18,153	21,020	2,867	15.8%
MEDICAL BENEFIT	6,650	6,600	(50)	-0.8%
SICK LEAVE	3,950	3,950	0	0.0%
OVERTIME	2,500	2,500	0	0.0%
SUBTOTAL	360,723	397,299	36,576	10.1%

Operating

GAR. & TRA DIS.	141,775	150,282	8,507	6.0%
RECYCLING	128,620	134,843	6,223	4.8%
MAIN. - VEHICLE	20,000	20,000	0	0.0%
GASOLINE & OIL	16,000	16,000	0	0.0%
PROF. SERVICES	7,550	7,550	0	0.0%
OPERATING SUPPL	6,500	6,500	0	0.0%
MAINT. - EQUIP	2,600	2,600	0	0.0%
POSTAGE	2,500	2,500	0	0.0%
PROTECT. CLOTH.	2,350	2,350	0	0.0%
UNIFORMS	2,350	2,350	0	0.0%
TELEPHONE	1,450	1,450	0	0.0%
COMPUTER SYSTEM	1,200	1,200	0	0.0%
OFFICE SUPPLIES	500	500	0	0.0%
BAD DEBT	500	500	0	0.0%
PHYSICAL EXAMS	500	500	0	0.0%
DEPRECIATION	142,200	142,200	0	0.0%
TOOLS	400	400	0	0.0%
SUBTOTAL	476,995	491,725	14,730	3.1%

Capital and Transfers

FEES-SPT SERVIC	158,500	158,500	0	0.0%
FEES-PUB. WORKS	51,100	51,100	0	0.0%
SUBTOTAL	209,600	209,600	0	0.0%

DEPARTMENT TOTAL	1,047,318	1,098,624	51,306	4.9%
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DEPARTMENT NET	0	0
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Solid Waste										
Category	Account Code	Account Name	Collection - Commercial	Collection - Residential	Disposal - Commercial	Disposal - Residential	Employee Administration - External	Employee Administration - Internal	Recycling - Commercial	Recycling - Residential
Personnel	51200	SALARIES	\$23,351	\$111,918	\$11,151	\$11,151	\$50,888	\$50,888	\$7,710	\$7,710
	51210	Unused Medical	\$0	\$0	\$0	\$0		\$0		
	51400	OVERTIME	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0
	51500	SICK LEAVE	\$300	\$1,800	\$50	\$300	\$100	\$1,150	\$50	\$200
	52100	FICA	\$1,786	\$8,562	\$853	\$853	\$3,893	\$3,893	\$590	\$590
	52200	RETIREMENT-401K GENERAL PENSION	\$2,102	\$10,073	\$1,004	\$1,004	\$4,580	\$4,580	\$694	\$694
	52220	RETIREMENT-POLICE OFFICERS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating	52300	LIFE/HOSP. INS.	\$5,460	\$26,460	\$2,604	\$2,604	\$11,625	\$11,625	\$1,677	\$1,677
	52301	MEDICAL BENEFIT	\$588	\$3,000	\$288	\$288	\$1,074	\$1,074	\$144	\$144
	53100	PHYSICAL EXAMS					\$0	\$500		
	53151	PROF. SERVICES	\$1,150	\$6,400						
	54100	TELEPHONE						\$1,450		
	54200	POSTAGE					\$750	\$1,750	\$0	\$0
	54340	GAR. & TRA DIS.			\$22,528	\$127,753				
	54342	RECYCLING				\$0			\$3,160	\$131,683
	54402	Enterprise Vehicle Lease						\$0		
	54620	MAIN. - VEHICLE	\$2,550	\$14,450	\$350	\$2,050		\$500		\$100
	54670	MAINT. - EQUIP	\$150	\$500	\$150	\$500		\$650	\$150	\$500
	54900	BAD DEBT						\$500		
	55100	OFFICE SUPPLIES						\$500		
	55210	OPERATING SUPPL	\$350	\$2,050	\$350	\$2,050		\$1,700		
	55220	GASOLINE & OIL	\$2,050	\$11,750	\$300	\$1,600		\$300		
	55221	TOOLS	\$0	\$0	\$0	\$0	\$0	\$400		
	55240	UNIFORMS						\$2,350		
	55260	PROTECT. CLOTH.	\$100	\$650	\$100	\$650	\$150	\$700		
	56405	COMPUTER SYSTEM						\$1,200		
Capital & Transfers	58001	TRANSFER OF RESERVES						\$0		
	59900	DEPRECIATION	\$13,300	\$128,900						
	59904	FEES-SPT SERVIC						\$158,500		
	59906	FEES-PUB. WORKS						\$51,100		
Grand Total			\$53,237	\$326,513	\$39,728	\$150,803	\$75,560	\$295,310	\$14,175	\$143,298

Category	Account Code	Account Name	Grand Total
Personnel	51200	SALARIES	\$274,767
	51210	Unused Medical	\$0
	51400	OVERTIME	\$2,500
	51500	SICK LEAVE	\$3,950
	52100	FICA	\$21,020
	52200	RETIREMENT-401K GENERAL PENSION	\$24,731
	52220	RETIREMENT-POLICE OFFICERS	\$0
	52300	LIFE/HOSP. INS.	\$63,732
	52301	MEDICAL BENEFIT	\$6,600
	53100	PHYSICAL EXAMS	\$500
Operating	53151	PROF. SERVICES	\$7,550
	54100	TELEPHONE	\$1,450
	54200	POSTAGE	\$2,500
	54340	GAR. & TRA DIS.	\$150,281
	54342	RECYCLING	\$134,843
	54402	Enterprise Vehicle Lease	\$0
	54620	MAIN. - VEHICLE	\$20,000
	54670	MAINT. - EQUIP	\$2,600
	54900	BAD DEBT	\$500
	55100	OFFICE SUPPLIES	\$500
	55210	OPERATING SUPPL	\$6,500
	55220	GASOLINE & OIL	\$16,000
	55221	TOOLS	\$400
	55240	UNIFORMS	\$2,350
	55260	PROTECT. CLOTH.	\$2,350
	56405	COMPUTER SYSTEM	\$1,200
Capital & Transfers	58001	TRANSFER OF RESERVES	\$0
	59900	DEPRECIATION	\$142,200
	59904	FEES-SPT SERVIC	\$158,500
	59906	FEES-PUB. WORKS	\$51,100
Grand Total			\$1,098,624



Legislation Details (With Text)

File #: 21-0187 **Version:** 1 **Name:**

Type: Minutes **Status:** Consent Agenda

File created: 6/21/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Approval of June 15, 2021 Regular Meeting Minutes

Sponsors:

Indexes:

Code sections:

Attachments: [RM - 06-15-2021](#)

Date	Ver.	Action By	Action	Result
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Town of Belleair

901 Ponce de Leon Blvd.
Belleair, FL 33756

Meeting Minutes Town Commission

Tuesday, June 15, 2021

6:00 PM

Town Hall

Zoom Meeting ID: 815 0040 4621

Meeting called to order at 6:01 PM with Mayor Wilkinson presiding.

PLEDGE OF ALLEGIANCE

COMMISSIONER ROLL CALL

Present: 4 - Mayor Michael Wilkinson
Deputy Mayor Tom Kurey
Commissioner Coleen Chaney
Commissioner Thomas Nessler

Excused: 1 - Commissioner Tom Shelly

SCHEDULED PUBLIC HEARINGS

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

CITIZENS COMMENTS

(Discussion of items not on the agenda. Each speaker will be allowed 3 minutes to speak.)

Lissa Dexter-resident-commented on recent merger of Park and Tree and Recreation Boards.

Mayor Wilkinson thanked Ms. Dexter for her service; spoke on reason for merger.

CONSENT AGENDA

Deputy Mayor Kurey moved to approve the consent agenda. Seconded by Commissioner Chaney.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

[21-0149](#)

Approval of May 10, 2021 Special Meeting Minutes and May 18, 2021 Regular Meeting Minutes

GENERAL AGENDA[21-0173](#)

Presentation of ABM Performance

JP Murphy-Town Manager-briefly reviewed background of ABM services; facility repairs and energy savings; introduced Sam Giese to provide presentation.

Sam Geise-ABM representative-provided company information for new commissioners; overall savings; discussed statutory requirements of report; reported Year 1 savings breakdown by category; available for questions.

There were no questions.

[21-0159](#)

Solid Waste Collection and Recycling Draft Report

Mr. Murphy introduced Chaz Jordan to provide presentation; Kessler has previously provided consulting services for projects; discussed current recycling with City of Clearwater; cost increases; consultant hired to review options.

Chaz Jordan-Kessler Consulting-provided highlights of report findings; discussed current solid waste and recycling collection services; current recycling fees projected to increase annually; provided available options; purchasing of truck to automate trash collection which can be also used for recycling.

Discussion regarding automated truck; can numbers and sizes; primary collection, rear-load truck to pick up yard waste and special pick ups; process of how routes could run.

Mr. Jordan finalized presentation showing how to take on recycling with no additional costs; early capital costs, but savings would provide a return on investment; recommends this as a way to provide services.

Mr. Murphy discussed a part time staff position that could help fill in; not a requirement for this recommended process.

Mr. Jordan spoke on redundancy in trucks to account for any issues; addressed question regarding life span of vehicle.

Mayor Wilkinson questioned Town ability to provide recycling services to neighboring communities; Mr. Murphy stated not addressed in study, unsure of their contract obligations.

Lil Cromer-former resident-questioned where recycling materials are going.

Mr. Murphy provided information, one facility in county which is near capacity; county is looking into. Mr. Jordan addressed processing issues, Kessler is currently conducting feasibility study. Costs discussed.

Mr. Murphy spoke on costs and option to continue curbside.

Karla Rettstatt-resident-commented on costs; getting cities to come together to get Pinellas county to build facility.

Discussions regarding number of residents recycling; estimated numbers; contaminated loads; sorting methods.

Marc Jordan-resident-questioned if items are being recycled; Mr. Jordan addressed question.

Mayor Wilkinson questioned impact of not recycling. Mr. Murphy stated \$96,000 savings, ability to still transition to automated system and expand services elsewhere.

Wilfred Holmes-Director of Solid Waste-spoke on amount of accumulated waste if recycling is cut; total tons of waste disposed of last year.

Mr. Murphy echoed comments; waste stream would increase by 1/4.

Deputy Mayor Kurey questioned second truck redundancy; Mr. Jordan stated it is included in numbers, also addressed question regarding specialized containers, public education would be needed. Deputy Mayor Kurey would like to see a financing option.

Mr. Murphy spoke on borrowing options; can bring back numbers.

[21-0177](#)

Discussion of Town Attorney Solicitation

Mr. Murphy stated item was previously requested by Commission; questioned how to proceed with solicitation; does not believe staff has experience to determine, suggests recruiter or Commission to conduct interviews; questioned time frame; having a third party attorney to oversee process.

Commissioner Chaney questioned use of community based volunteers; Mr. Murphy unaware if there would be interest.

Mayor Wilkinson would like assistance; Commissioner Nessler also feels it should be outsourced; Deputy Mayor Kurey in agreement; Commissioner Chaney in support of a search firm.

Mr. Murphy spoke on potential timeline; if town manager has ability to select firm, can move forward faster.

Karla Rettstatt - Resident - spoke on Commission defining clearly what expectations of an attorney are; will help in process.

Mayor Wilkinson is in agreement to provide authority for Mr. Murphy to select a recruiting firm. Mr. Murphy recommends allowing him to collect 3 quotes and he will make selection if wanting to move up time frame.

Deputy Mayor Kurey move approval to give JP the ability to select a firm not to exceed \$35,000. Seconded by Commissioner Nessler.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

21-0161 Discussion of Advisory Board Term Limits

Deputy Mayor Kurey moved to continue 21-0161 Discussion of Advisory Board Term Limits. Seconded by Commissioner Chaney.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

21-0152 2021-22 Budget Status Update.

Mr. Murphy stated preliminary numbers received from property appraiser; Maximum preliminary millage to be set at July 20th; no projected increases; numbers are still estimates, awaiting state revenues; fairness in taxation act revenue should increase; second in the county regarding new construction; discussed increases in property values.

21-0162 Vehicle Replacements Approval

Mr. Murphy spoke on shortage in automotive industry; prior orders were canceled; seeking other vehicles in interim; Enterprise recommending getting order in as soon as possible to direct from factory instead of waiting for a dealer who has extra stock; longer waiting time, but fleet currently in good shape; resale market is good; seeking ability to either order or purchase previously approved vehicles.

Stefan Massol-Director of Support Services-spoke on limited inventory with dealers, pricing higher than FSA pricing; will continue to pursue government pricing but not expecting; will continue to research best options.

Deputy Mayor Kurey move approval of vehicle replacements and leases of up to five-year terms based on alternative purchasing method of best available price. Seconded by Commissioner Nessler.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

21-0154 Discussion of COVID Policies for Leaves and Payments

Mr. Murphy recommends sunseting the extended leave; spoke on time accrued during COVID, staff unable to use, suggested ways to reduce accruals.

It was the consensus of the Commission to eliminate COVID leave.

Mayor Wilkinson open to suggestions from Commission; Deputy Mayor Kurey suggests a blend, extending ability to use to next September; consensus return to 240 limit; Town Manager to have 360 limit.

Mr. Murphy provided final numbers; \$73,600- employees reduced to 200 plus his reduction to 360 hours.

Deputy Mayor Kurey move to eliminate COVID related leave as of July and extend vacation time to September 2022, reduce to 200 hours vacation accruals to all staff except for our Town Manager to 360 hours by way of buy back. Seconded by Commissioner Nessler.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

STAFF REPORTS

Chief of Police, Rick Doyle- Nothing to report.

Rachel Hobbs, Special Events Coordinator- Nothing to report

Stefan Massol, Director of Support Services - spoke on Susan Lee's retirement; thanked her for 25-years of service; celebration tomorrow.

TOWN ATTORNEY'S REPORT

David Ottinger - Nothing to report; reminded Commissioners to submit form 1.

TOWN MANAGER'S REPORT

Mr. Murphy spoke on upcoming LPGA, questioned whether to have a dedicated board; commission consensus to have another ad hoc committee, will submit names.

Mr. Murphy discussed voter delegate from FLC, Tom Shelly will be reappointed if no concerns.

Discussed date conflict with Supervisor of Elections regarding upcoming election to be held in March; conflicts with charter; options to have an amendment on November ballot; may also include PD ballot question requiring a unanimous vote of Commission and voter referendum.

Ms. Rettstatt spoke on a petition to be brought suggesting ballot language; Discussion regarding referendum ballot and language. Mr. Murphy spoke on procedures and advertising.

MAYOR AND COMMISSIONERS' REPORT/BOARD AND COMMITTEE REPORTS

Deputy Mayor Kurey - received state funding, thanks to representatives

Commissioner Nessler - Historic Preservation board will have two properties at next meeting , will discuss fundraising opportunities

Commissioner Chaney - Parks, Recreation and Tree board will have 1st meeting next week

Mayor Wilkinson-Finance board meeting upcoming, thanks to former members, congrats to Susan Lee; review of organizational chart

OTHER BUSINESS

No other business

ADJOURNMENT

No further business. Meeting adjourned in due form at 8:05 PM.

Deputy Mayor Kurey moved to adjourn. Seconded by Commissioner Nessler.

Aye: 4 - Mayor Wilkinson, Deputy Mayor Kurey, Commissioner Chaney, and Commissioner Nessler

Absent: 1 - Commissioner Shelly

TOWN CLERK

MAYOR



Legislation Details (With Text)

File #: 21-0195 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-19 Thanking Mrs. Molly Fowler - Recreation Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-19 Thanking Mrs. Molly Fowler](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-19

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MRS. MOLLY FOWLER FOR HER SERVICE
TO BELLEAIR AS A MEMBER OF THE RECREATION BOARD**

WHEREAS, Mrs. Molly Fowler served as a member of the Town of Belleair's Recreation Board from May, 2000 through May, 2021; and

WHEREAS, the Recreation Board played an essential and governing party in the shaping and maintenance of public safety and welfare of our community via the promotion of family-based recreational programs and activities; and

WHEREAS, Mrs. Fowlers's work on the Recreation Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the creation and support of such family-friendly programs, activities, and events; and

WHEREAS, the Town of Belleair is thankful to Mrs. Fowler for her commitment to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mrs. Fowler for her service, and the Commission hence extends its gratitude by presenting this resolution to her and her family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mrs. Molly Fowler.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0196 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-20 Thanking Mr. Michael Moore - Recreation Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-20 Thanking Mr. Michael Moore](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-20

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MR. MICHAEL MOORE FOR HIS
SERVICE TO BELLEAIR AS A MEMBER OF THE
RECREATION BOARD**

WHEREAS, Mr. Michael Moore served as a member of the Town of Belleair's Recreation Board from May, 2019 through May, 2021; and

WHEREAS, the Recreation Board played an essential and governing party in the shaping and maintenance of public safety and welfare of our community via the promotion of family-based recreational programs and activities; and

WHEREAS, Mr. Moore's work on the Recreation Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the creation and support of such family-friendly programs, activities, and events; and

WHEREAS, the Town of Belleair is thankful to Mr. Moore for his commitment to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mr. Moore for his service, and the Commission hence extends its gratitude by presenting this resolution to him and his family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mr. Michael Moore.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0197 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-21 Thanking Mr. Michael Mucci - Recreation Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-21 Thanking Mr. Michael Mucci](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-21

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MR. MICHAEL MUCCI FOR HIS
SERVICE TO BELLEAIR AS A MEMBER OF THE
RECREATION BOARD**

WHEREAS, Mr. Michael Mucci served as a member of the Town of Belleair's Recreation Board from May, 2019 through May, 2021; and

WHEREAS, the Recreation Board played an essential and governing party in the shaping and maintenance of public safety and welfare of our community via the promotion of family-based recreational programs and activities; and

WHEREAS, Mr. Mucci's work on the Recreation Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the creation and support of such family-friendly programs, activities, and events; and

WHEREAS, the Town of Belleair is thankful to Mr. Mucci for his commitment to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mr. Mucci for his service, and the Commission hence extends its gratitude by presenting this resolution to him and his family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mr. Michael Mucci.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0198 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-22 Thanking Mrs. Amy Stanton - Recreation Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-22 Thanking Mrs. Amy Stanton](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-22

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MRS. AMY STANTON FOR HER
SERVICE TO BELLEAIR AS A MEMBER OF THE
RECREATION BOARD**

WHEREAS, Mrs. Amy Stanton served as a member of the Town of Belleair's Recreation Board from July, 2018 through May, 2021; and

WHEREAS, the Recreation Board played an essential and governing party in the shaping and maintenance of public safety and welfare of our community via the promotion of family-based recreational programs and activities; and

WHEREAS, Mrs. Stanton's work on the Recreation Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the creation and support of such family-friendly programs, activities, and events; and

WHEREAS, the Town of Belleair is thankful to Mrs. Stanton for her commitment to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mrs. Stanton for her service, and the Commission hence extends its gratitude by presenting this resolution to her and her family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mrs. Amy Stanton.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0199 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-23 Thanking Mrs. Estelle DeMuesy - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-23 Thanking Mrs. Estelle DeMuesy](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-23

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MRS. ESTELLE DEMUESY FOR
HER SERVICE TO BELLEAIR AS A MEMBER OF
THE PARK AND TREE BOARD**

WHEREAS, Mrs. Estelle DeMuesy served as a member of the Town of Belleair's Park and Tree Board from May, 2019 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Mrs. DeMuesy's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Mrs. DeMuesy for her dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mrs. DeMuesy for her service, and the Commission hence extends its gratitude by presenting this resolution to her and her family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mrs. Estelle DeMuesy.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this **20th** day of **July A.D., 2021.**

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0200 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-24 Thanking Mr. Dudley Scott - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-24 Thanking Mr. Dudley Scott](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-24

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MR. DUDLEY SCOTT FOR HIS
SERVICE TO BELLEAIR AS A MEMBER OF THE
PARK AND TREE BOARD**

WHEREAS, Mr. Dudley Scott served as a member of the Town of Belleair's Park and Tree Board from June, 2003 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Mr. Scott's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Mr. Scott for his dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mr. Scott for his service, and the Commission hence extends its gratitude by presenting this resolution to him and his family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mr. Dudley Scott.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this **20th** day of **July A.D., 2021**.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0201 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-25 Thanking Mr. Robert Bender - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-25 Thanking Mr. Robert Bender](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-25

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MR. ROBERT BENDER FOR
HIS SERVICE TO BELLEAIR AS A MEMBER OF
THE PARK AND TREE BOARD**

WHEREAS, Mr. Robert Bender served as a member of the Town of Belleair's Park and Tree Board from July, 2005 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Mr. Bender's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Mr. Bender for his dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mr. Bender for his service, and the Commission hence extends its gratitude by presenting this resolution to him and his family.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mr. Robert Bender.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0202 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-26 Thanking Ms. Kathy Gaston - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-26 Thanking Ms. Kathy Gaston](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-26

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MS. KATHY GASTON FOR HER
SERVICE TO BELLEAIR AS A MEMBER OF THE
PARK AND TREE BOARD**

WHEREAS, Ms. Kathy Gaston served as a member of the Town of Belleair's Park and Tree Board from December, 1996 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Ms. Gaston's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Ms. Gaston for her dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Ms. Gaston for her service, and the Commission hence extends its gratitude by presenting this resolution to her.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Ms. Kathy Gaston.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0203 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-27 Thanking Ms. Lissa Dexter - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-27 Thanking Ms. Lissa Dexter](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-27

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MS. LISSA DEXTER FOR HER
SERVICE TO BELLEAIR AS A MEMBER OF THE
PARK AND TREE BOARD**

WHEREAS, Ms. Lissa Dexter served as a member of the Town of Belleair's Park and Tree Board from September, 2010 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Ms. Dexter's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Ms. Dexter for her dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Ms. Dexter for her service, and the Commission hence extends its gratitude by presenting this resolution to her.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Ms. Lissa Dexter.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0204 **Version:** 1 **Name:**

Type: Resolution **Status:** Consent Agenda

File created: 7/12/2021 **In control:** Town Commission

On agenda: 7/20/2021 **Final action:**

Title: Resolution 2021-28 Thanking Mrs. Nancy Hartshorne - Park and Tree Board

Sponsors:

Indexes:

Code sections:

Attachments: [2021-28 Thanking Mrs. Nancy Hartshorne](#)

Date	Ver.	Action By	Action	Result
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RESOLUTION NO. 2021-28

**A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA,
THANKING MRS. NANCY HARTSHORNE
FOR HER SERVICE TO BELLEAIR AS A
MEMBER OF THE PARK AND TREE BOARD**

WHEREAS, Mrs. Nancy Hartshorne served as a member of the Town of Belleair's Park and Tree Board from May, 2017 through May, 2021; and

WHEREAS, the Park and Tree Board played an essential and governing party in the shaping and maintenance of public park spaces and the overall beautification our community; and

WHEREAS, Mrs. Hartshorne's work on the Park and Tree Board enhanced the quality of life of our residents and those of surrounding neighborhoods through the support of beautification initiatives, landscape planning for the Town's parks and public areas, participation in the Tree City USA program, and the annual Arbor Day event; and

WHEREAS, the Town of Belleair is thankful to Mrs. Hartshorne for her dedication to serving and bettering our community;

NOW, THEREFORE, BE IT RESOLVED, that the Town of Belleair is indebted to Mrs. Hartshorne for her service, and the Commission hence extends its gratitude by presenting this resolution to her.

FURTHER RESOLVED, that a copy of this Resolution shall be presented to Mrs. Nancy Hartshorne and her family.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of July A.D., 2021.

Mayor

ATTEST:

Town Clerk



Legislation Details (With Text)

File #: 21-0161 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 6/9/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Discussion of Advisory Board Term Limits
Sponsors:
Indexes:
Code sections:
Attachments: [2021-17 Rules and Regulations for Advisory and Regulatory Boards](#)

Date	Ver.	Action By	Action	Result
6/15/2021	1	Town Commission	continued	Pass

Summary

To: Mayor and Commissioners
From: Town Staff
Date: 6/24/2021

Subject:

Discussion of Advisory Board Term Limits

Summary:

The Commission continued this item on June 15th to allow for a discussion with full attendance. The associated resolution (resolution 2021-17) relating to advisory board rules and procedures was tabled at the May 18th meeting to allow for discussion of term limits and possible inclusion in the rules.

Previous Commission Action: N/A

Background/Problem Discussion: N/A

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: N/A

Proposed Motion N/A

RESOLUTION NO. 2021-17

A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA ESTABLISHING RULES AND REGULATIONS FOR ALL ADVISORY BOARDS AND REGULATORY BOARDS CREATED BY THE BELLEAIR TOWN COMMISSION, PROVIDING FOR REPEAL OF RESOLUTION 95-13.

WHEREAS, Article II, TOWN COMMISSION, Section 2.08 of the Belleair Charter provides for the Commission to appoint by resolution or ordinance such advisory boards or regulatory boards as it deems necessary;

WHEREAS, said resolution or ordinance shall define the terms of appointment, the function, duties, and authority of any board created; and

WHEREAS, the Town Commission previously adopted Resolution No. 95-13 which prescribes the procedural rules and regulations for all advisory boards and regulatory boards of the Town; and

WHEREAS, the Town Commission now deems it in the best interest of the Town to amend the rules and regulations for all advisory boards and regulatory boards.

NOW, THEREFORE BE IT RESOLVED BY THE TOWN COMMISSION OF THE TOWN OF BELLEAIR, FLORIDA:

Section I. That all boards created shall be governed by the following provisions:

(1) Membership: Organization:

- a) Each board shall have no more than seven (7) voting members appointed by the Commission.
- b) Each member shall be appointed for a two-year term, unless otherwise defined in the resolution or ordinance which created the board. In order to provide continuity, a majority number of members shall be appointed in odd numbered years and a minority number of members shall be appointed in even numbered years. (Example – on a 7 member board, 4 members shall be appointed in odd numbered years, and 3 will be appointed in even numbered years)
- c) When a position becomes vacant before the end of the term, the Town Commission shall appoint a substitute member to fill the vacancy for the duration of the vacated term. A member whose term expires may continue to serve until a successor is appointed and qualified.

- d) If any member fails to attend four (4) consecutive meetings, the member is automatically removed from the seat and the Town Commission is notified of the vacancy.
- e) Members may be removed without notice and without assignment of cause by a majority vote of the Town Commission.
- f) The members of each board shall annually elect a Chair and Vice Chair from among the members and may create and fill other offices as the board deems necessary.
- g) The Town Manager shall appoint town employees to serve as the Staff Representative and Secretary to the board as he deems necessary.
- h) The Town Clerk is custodian of all board minutes.
- i) Each board shall create whatever sub-committee it deems necessary to carry out the purposes of the board.
- j) The Chair of the Board shall annually appoint the membership of each sub-committee from members of the board.
- k) The Commission may appoint a consultant(s) to a board. A consultant may not vote or hold office.
- l) The Mayor shall appoint a member of the Town Commission to serve as Commission Advisor to the board. The Advisor shall serve as Chair pro-tem when necessary; shall endeavor to keep the board informed of Town matters that are related to the duties and responsibilities of the board; may be the instrument through which the board asks for assistance or guidance from the Town; and provide further that the Commission Advisor shall not vote, hold office, nor actively participate in the decision making process of the board.
- m) An appointed member of any board must resign from said board if the member is elected to the Town Commission. The resignation to be effective prior to the date the Commission term begins.

(2) Rules of Procedure: Meetings:

- a) Each board shall adopt rules of procedure to carry out its purposes. All rules must conform to the Town Charter, Town Ordinances, and State Law. In the absence of specific rules, Robert's Rules of Order (current edition) shall govern the deliberations of the board. Boards may not interfere with the operations of any department.
- b) Except for the purpose of inquiries and investigations under section 2.06(c) of the Town Charter, the Commission, its members, or by extension, advisory boards shall deal only

through the manager with employees who are subject to the direction and supervision of the manager. Neither the Commission nor board members shall give orders to any employee either publicly or privately.

- c) Each board shall meet at regular intervals, such meetings to be called by the Town, the Board Chair, or schedule by the board. Any cancellations of previously scheduled meetings shall be made with consent of the Board Chair and Commission Advisor.
- d) Minutes of all board meetings shall be kept, indicating the attendance of each member, all motions and votes, and a summary of discussions. The minutes are to be approved by the board at the next meeting. Original, signed copies shall be filed by the Town Clerk immediately.
- e) A majority of the members shall constitute a quorum. Members may be permitted to attend, question, participate in discussion, and vote virtually through zoom or other accepted telephonic means so long as a quorum will be physically present. Remote attendance does not constitute an absence.
- f) Members attending remotely may not vote on any quasi-judicial matters. Each decision of a board must be approved by a majority vote of the members present at a meeting in which a quorum is in attendance and voting.

Section II. That if any portion of this resolution is in conflict with the Town Code, the Town Code shall prevail for the named board only.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this **XXth** day of **XXXX**, A.D., 2021.

MAYOR

ATTEST:

TOWN CLERK



Legislation Details (With Text)

File #: 21-0164 **Version:** 1 **Name:**
Type: Action Item **Status:** General Agenda
File created: 6/10/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Adding 24 Hibiscus Road ("The Hibiscus House") to the Historic Registry
Sponsors:
Indexes:
Code sections:
Attachments: [24 Hibiscus Road Historic Designation Application](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town of Belleair Commission
From: Cathy DeKarz, Management Analyst
Date: 7/20/2021

Subject:

Adding 24 Hibiscus Road ("The Hibiscus House") to the Historic Registry

Summary:

The property owners of 24 Hibiscus Road, are applying to the Historic Preservation Board and the Commission to place their home on the Town of Belleair Historic Registry. This property was built in 1955 and was nominated for historic designation in 2018 by the Town's historic preservation contractor, as it meets the designation criteria in Belleair's Code of Ordinances.

Previous Commission Action: The Historic Preservation Board heard this item on Tuesday, June 22 and unanimously recommended approval.

Background/Problem Discussion: See attached.

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: Staff recommends approval to add 24 Hibiscus Road to Belleair's Local Historic Registry.

Proposed Motion I move approval to add 24 Hibiscus Road to Belleair's Local Historic Registry.



BELLEAIR TOWN HALL
901 Ponce de Leon Boulevard
Belleair, Florida 33756

Phone: (727) 588-3769

www.townofbelleair.com

APPLICATION FOR HISTORIC DESIGNATION

1. NAME AND LOCATION OF PROPERTY

Historic Name: THE Hibiscus House

FL Master Site File Form Number (if applicable): _____

Address: 24 Hibiscus Rd BELLEAIR

Historic Address (if applicable): _____

2. PROPERTY OWNER(S) NAME AND ADDRESS

Name: Property owner

Address: 24 Hibiscus Rd.

City/Town: Belleair Zip Code: 33756 State: FL

Primary Phone: _____ Secondary Phone: _____

Email: _____

3. NOMINATION PREPARED BY

Name/Title: Owner

Organization: HOME OWNERS

Address: 24 Hibiscus Rd.

City/Town: Belleair State: FL Zip Code: 33756

Primary Phone: _____ Secondary Phone: _____

Email: _____

Date Prepared: 6/7/21 Signature: _____

4. BOUNDARY DESCRIPTION AND JUSTIFICATION

Describe all boundary lines encompassing all man-made and natural resources to be included in the designation (general legal description or survey). Attach a map delimiting proposed boundary (use continuation sheet if necessary).

5. GEOGRAPHIC DATA

Acreage of Property: _____

Property Identification Number: _____

6. FUNCTION OR USE

Historic Functions

Current Functions

7. DESCRIPTION

Architectural Classification

Materials

Narrative Description *Describe the historic and existing condition of the property use conveying the following information: original location and setting, natural features, pre-historic man-made features, subdivision design, description of surrounding buildings, major alterations and present appearance, and interior appearance. One or more continuation sheets may be used for this section.*

Narrative Description Continued

8. NUMBER OF RESOURCES WITHIN PROPERTY

Contributing resources previously listed on the National Register or Local Register:

<u>Resource Type</u>	<u># of Contributing</u>	<u># of Noncontributing</u>
Buildings	_____	_____
Structures	_____	_____
Sites	_____	_____
Objects	_____	_____
<u>Total</u>	_____	_____

9. STATEMENT(S) OF SIGNIFICANCE (PER CODE SEC. 74-332.)

Mark one or more boxes for the appropriate criteria.

a. Its character, interest or value as part of the development, heritage, or cultural characteristics of the town, county, state or nation.

Areas of Significance: _____

b. Its location as a site of significant local, county, state or national event.

c. Its identification with a person or persons who significantly contributed to the development of the town, county, state or nation.

Person(s) of Significance: _____

d. Its embodiment of distinguishing characteristics of an architectural style valuable for the study of a period, type, method of construction or use of indigenous materials.

Architectural Style: _____

e. Its identification as the work of a master builder, craftsman, designer, engineer, architect, landscape architect or planner whose individual work has influenced the development of the town, county, state or nation.

Person(s) of Significance: _____

f. Its embodiment of elements of design, detailing, materials, or craftsmanship that render it architecturally significant.

g. Its embodiment of design elements that make it structurally or architecturally innovative.

h. Its unique location or singular physical characteristics that make it an established or familiar visual feature.

i. Its suitability for preservation or restoration.

(j. Where the interior of a building or structure is designated, the designation shall include a finding designating the specific portions of the interior that make it suitable for designation and a finding that the interior is accessible to the public as a common area in the normal course of the building's use.

Narrative Statement of Significance *Explain the significance of the property as it relates to the above criteria and information on one or more continuation sheets. Include biographical data on significant person(s), builder and architect, if known. One or more continuation sheets may be used for this section.*

10. MAJOR BIBLIOGRAPHICAL REFERENCES

Cite the books, articles, and other sources used in preparing this form, use continuation sheets if needed.

11. REQUEST FOR REMOVAL FROM LIST OF HISTORIC STRUCTURES

If applicable, cite reasons for removal from list of historic structures.

12. CONTINUATION SECTION

☒ Original
☐ Update



HISTORICAL STRUCTURE FORM

FLORIDA MASTER SITE FILE

Version 4.0 1/07

Site #8 **PI12864**
 Field Date 1-17-2018
 Form Date _____
 Recorder # _____

Shaded Fields represent the minimum acceptable level of documentation.
 Consult the *Guide to Historical Structure Forms* for detailed instructions.

Site Name(s) (address if none) 24 Hibiscus Road Multiple Listing (DHR only) _____
 Survey Project Name Town of Belleair Historic Resources Survey Survey # (DHR only) _____
 National Register Category (please check one) ☒ building ☐ structure ☐ district ☐ site ☐ object
 Ownership: ☐ private-profit ☐ private-nonprofit ☐ private-individual ☐ private-nonspecific ☐ city ☐ county ☐ state ☐ federal ☐ Native American ☐ foreign ☐ unknown

LOCATION & MAPPING

Street Number 24 Direction _____ Street Name Hibiscus Street Type Road Suffix Direction _____
 Address: _____
 Cross Streets (nearest / between) Hibiscus Rd and Poinsettia Rd
 USGS 7.5 Map Name CLEARWATER USGS Date 1977 Plat or Other Map _____
 City / Town (within 3 miles) Belleair In City Limits? ☒ yes ☐ no ☐ unknown County Pinellas
 Township 29S Range 15E Section 28 ¼ section: ☐ NW ☐ SW ☐ SE ☐ NE Irregular-name: _____
 Tax Parcel # 28-29-15-06786-000-0120 Landgrant _____
 Subdivision Name BELLEAIR ESTATES REV 3RD Block _____ Lot _____
 UTM Coordinates: Zone ☐ 16 ☒ 17 Easting 322540 Northing 3090990
 Other Coordinates: X: _____ Y: _____ Coordinate System & Datum _____
 Name of Public Tract (e.g., park) _____

HISTORY

Construction Year: 1955 ☒ approximately ☐ year listed or earlier ☐ year listed or later
 Original Use Private Residence (House/Cottage/Cabin) From (year): 1955 To (year): _____
 Current Use _____ From (year): _____ To (year): _____
 Other Use _____ From (year): _____ To (year): _____
 Moves: ☐ yes ☒ no ☐ unknown Date: _____ Original address _____
 Alterations: ☒ yes ☐ no ☐ unknown Date: _____ Nature windows
 Additions: ☒ yes ☐ no ☐ unknown Date: 1-1-1965 Nature 1 story ranch style addition, pool
 Architect (last name first): Unknown Builder (last name first): Unknown
 Ownership History (especially original owner, dates, profession, etc.) Unknown

Is the Resource Affected by a Local Preservation Ordinance? ☒ yes ☐ no ☐ unknown Describe HP Ordinance # 429

DESCRIPTION

Style Neo-Classical Revival Exterior Plan Irregular Number of Stories 2
 Exterior Fabric(s) 1. Brick 2. Stucco 3. _____
 Roof Type(s) 1. Gable 2. _____ 3. _____
 Roof Material(s) 1. Asphalt shingles 2. _____ 3. _____
 Roof secondary strucs. (dormers etc.) 1. _____ 2. _____
 Windows (types, materials, etc.) 8/8 double hung vinyl sash windows, 8-light fixed wood sash windows,
 Distinguishing Architectural Features (exterior or interior ornaments) full-height curved entry porch with square Ionic pillars; 1 story ranch-style addition
 Ancillary Features / Outbuildings (record outbuildings, major landscape features; use continuation sheet if needed.) Driveway to the east of the house.

DHR USE ONLY	OFFICIAL EVALUATION	DHR USE ONLY
NR List Date _____ <input type="checkbox"/> Owner Objection	SHPO – Appears to meet criteria for NR listing: <input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> insufficient info KEEPER – Determined eligible: <input type="checkbox"/> yes <input type="checkbox"/> no NR Criteria for Evaluation: <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d (see <i>National Register Bulletin 15</i> , p. 2)	Date _____ Init. _____ Date _____

DESCRIPTION (continued)

Chimney: No. 0 Chimney Material(s): 1. _____ 2. _____
 Structural System(s): 1. Unknown 2. _____ 3. _____
 Foundation Type(s): 1. Unknown 2. _____
 Foundation Material(s): 1. _____ 2. _____
 Main Entrance (stylistic details) Six-panel wood door flanked by single-light sidelights. Door featuring elaborate, decorative, broken pediment surround.
 Porch Descriptions (types, locations, roof types, etc.) Full-height curved entry porch with square Ionic pillars; 1 story ranch-style addition; shelters front door
 Condition (overall resource condition): ☒excellent ☐good ☐fair ☐deteriorated ☐ruinous
 Narrative Description of Resource 2-story Neo-Classical Revival style dwelling with one-story Ranch Style addition located off of the east elevation. Alterations include replacement windows and addition of pool and Ranch style addition.
 Archaeological Remains Unknown ☐Check if Archaeological Form Completed

RESEARCH METHODS (check all that apply)

☒FMSF record search (sites/surveys) ☐library research ☐building permits ☐Sanborn maps
☐FL State Archives/photo collection ☐city directory ☐occupant/owner interview ☐plat maps
☒property appraiser / tax records ☒newspaper files ☐neighbor interview ☐Public Lands Survey (DEP)
☐cultural resource survey (CRAS) ☒historic photos ☐interior inspection ☐HABS/HAER record search
☐other methods (describe) _____

Bibliographic References (give FMSF manuscript # if relevant, use continuation sheet if needed) County tax records; Belleair Architectural/Historic Inventory by Stevenson Architects (1997); Town records

OPINION OF RESOURCE SIGNIFICANCE

Appears to meet the criteria for National Register listing individually? ☐yes ☒no ☐insufficient information
 Appears to meet the criteria for National Register listing as part of a district? ☐yes ☒no ☐insufficient information
 Explanation of Evaluation (required, whether significant or not; use separate sheet if needed) This building is not eligible for listing on the NRHP under Criterion C due to additions & material alterations, which have greatly lessened the building's integrity. Additional research is necessary to determine eligibility under criteria A, B, or D.
 Area(s) of Historical Significance (see *National Register Bulletin 15*, p. 8 for categories: e.g. "architecture", "ethnic heritage", "community planning & development", etc.)
 1. Architecture 3. _____ 5. _____
 2. Community planning & development 4. _____ 6. _____

DOCUMENTATION

Accessible Documentation Not Filed with the Site File - including field notes, analysis notes, photos, plans and other important documents

1) Document type _____ Maintaining organization _____
 Document description _____ File or accession #'s _____
 2) Document type _____ Maintaining organization _____
 Document description _____ File or accession #'s _____

RECORDER INFORMATION

Recorder Name Sara McLaughlin Affiliation Johnson, Mirmiran & Thompson
 Recorder Contact Information 1600 Market St., Ste. 520, Philadelphia PA, 19103; 267-256-4747; smclaughlin@jmt.com
 (address / phone / fax / e-mail)

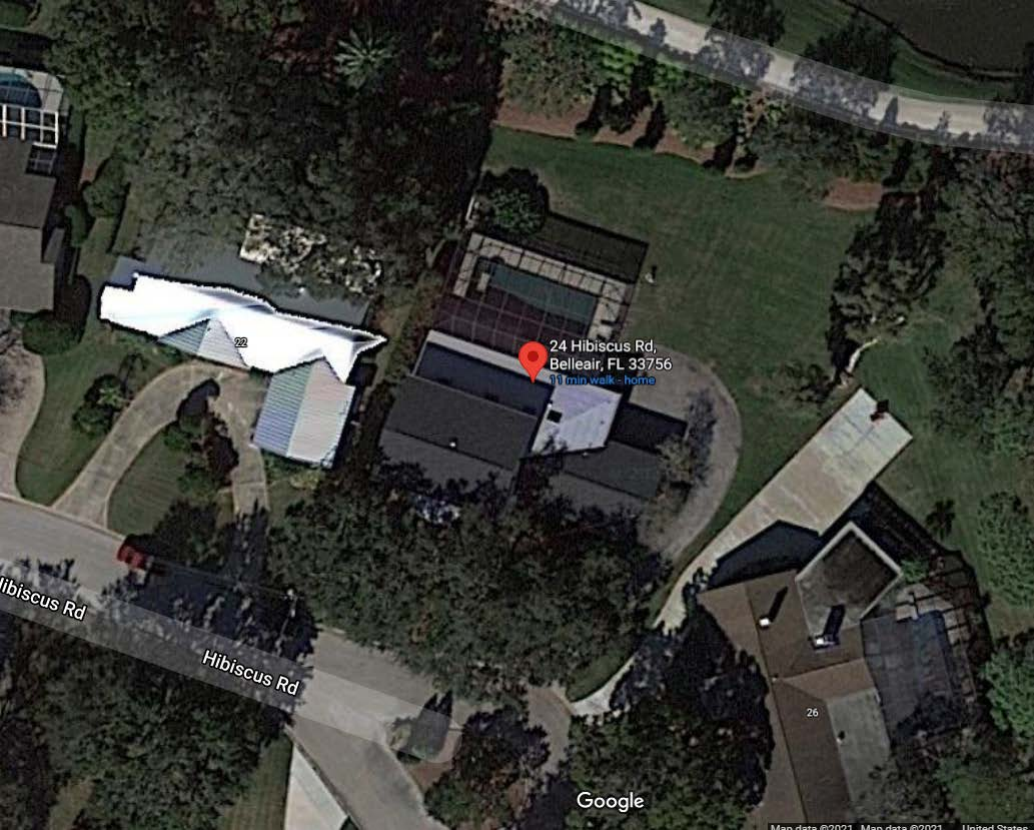
Required Attachments

① USGS 7.5' MAP WITH STRUCTURE LOCATION PINPOINTED IN RED

② LARGE SCALE STREET, PLAT OR PARCEL MAP (available from most property appraiser web sites)

③ PHOTO OF MAIN FACADE, ARCHIVAL B&W PRINT OR DIGITAL IMAGE FILE

If submitting an image file, it must be included on disk or CD AND in hard copy format (plain paper is acceptable).
 Digital image must be at least 1600 x 1200 pixels, 24-bit color, jpeg or tiff.



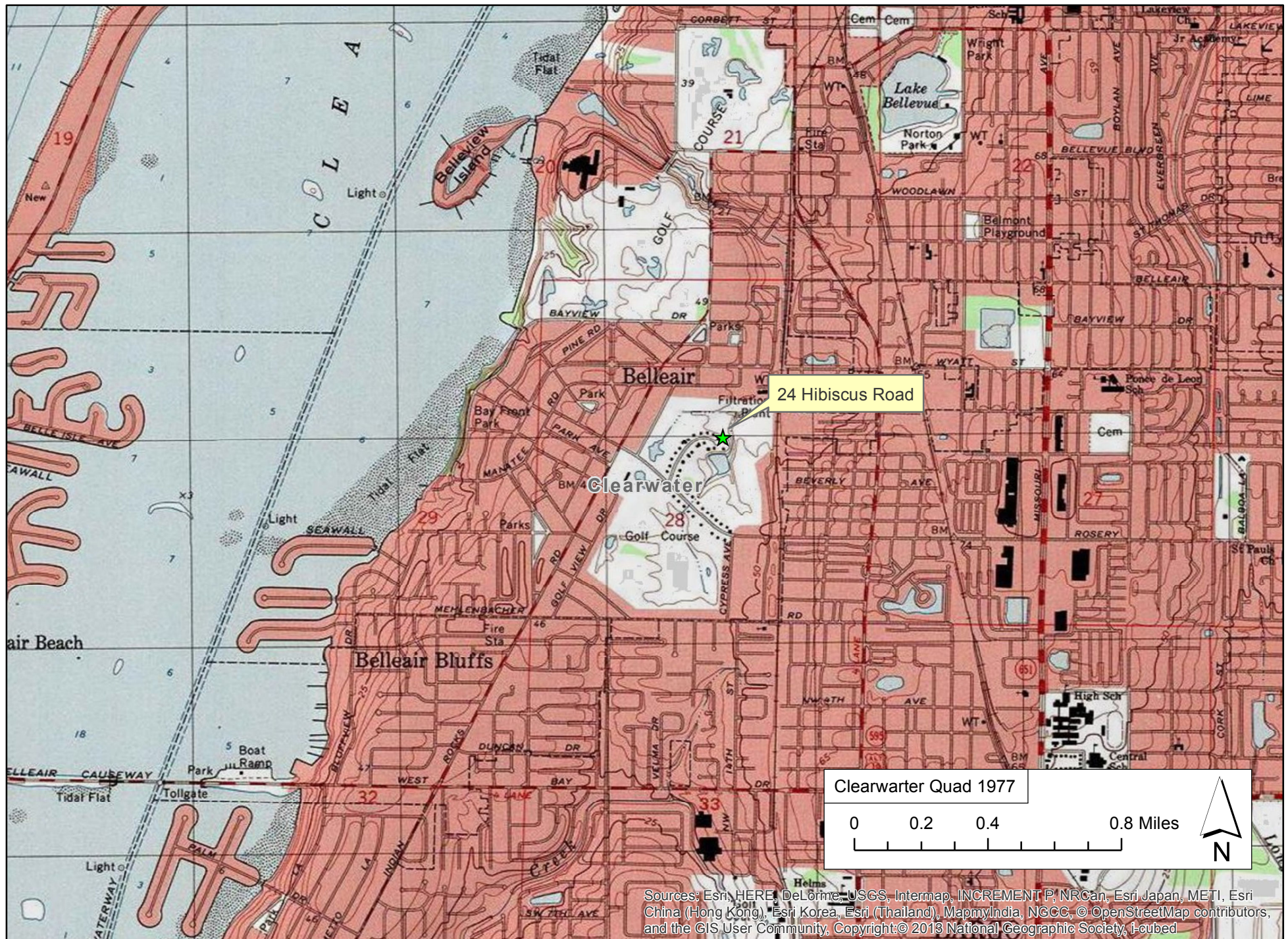
24 Hibiscus Rd,
Belleair, FL 33756
11 min walk - home

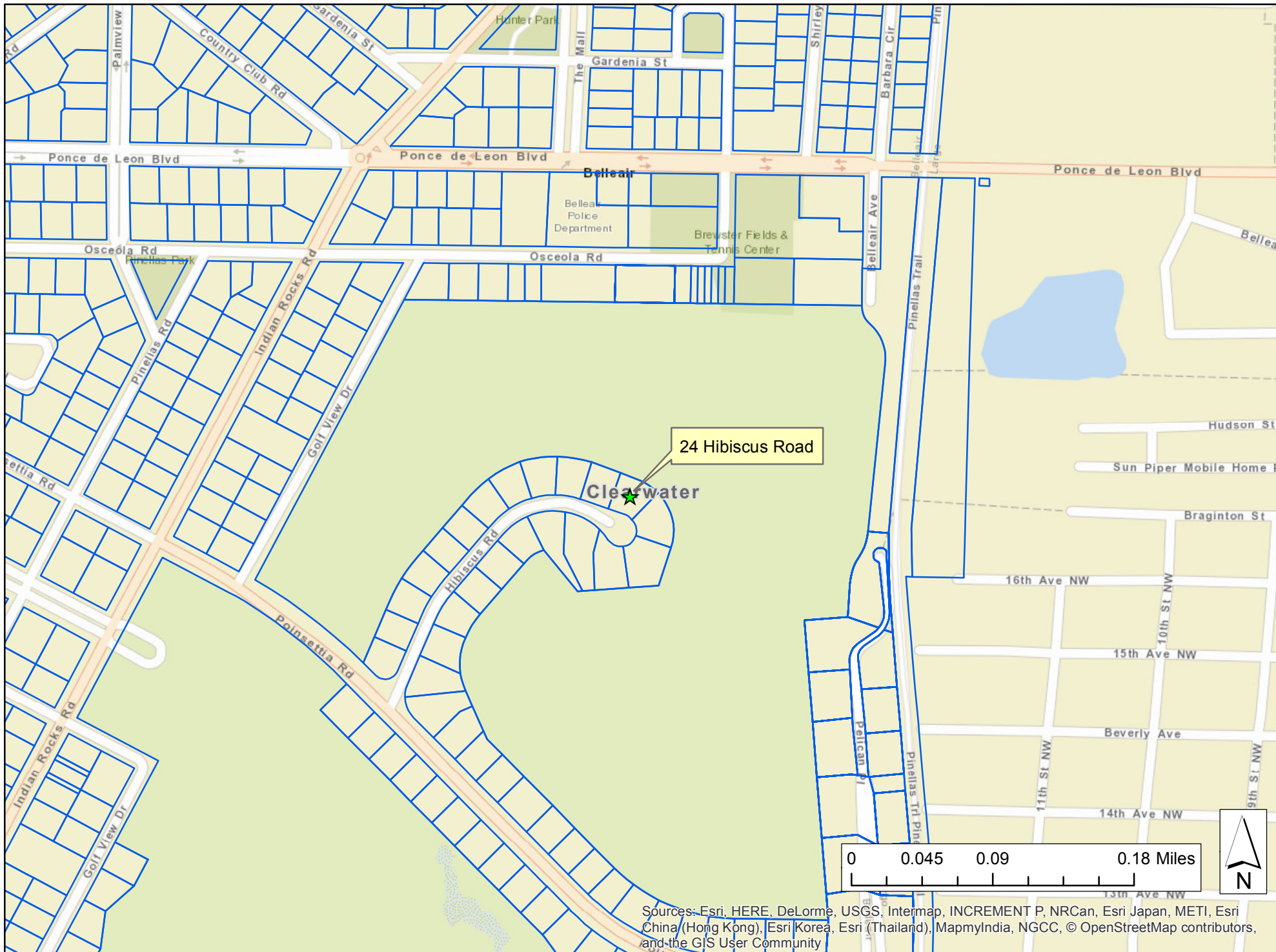
Hibiscus Rd

Hibiscus Rd

Google

26











Legislation Details (With Text)

File #: 21-0166 **Version:** 1 **Name:**
Type: Action Item **Status:** General Agenda
File created: 6/10/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Adding 360 Woodlawn Avenue to the Historic Registry
Sponsors:
Indexes:
Code sections:
Attachments: [360 Woodlawn Avenue Historic Designation Application](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town of Belleair Commission
From: Cathy DeKarz, Management Analyst
Date: 7/20/2021

Subject:

Adding 360 Woodlawn Avenue to the Historic Registry

Summary:

Mr. Nick Middleton, the property owner of 360 Woodlawn Avenue, is applying to the Historic Preservation Board and the Commission to place his home on the Town of Belleair Historic Registry. This property was built in 1926 and was nominated for historic designation in 2018 by the Town's historic preservation contractor, as it meets the designation criteria in Belleair's Code of Ordinances.

Previous Commission Action: The Historic Preservation Board heard this item on Tuesday, June 22 and unanimously recommended approval.

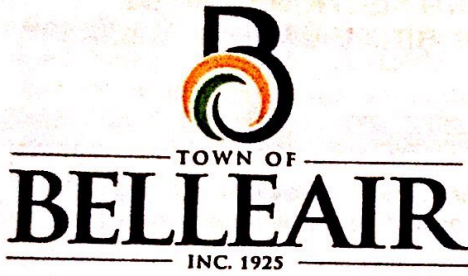
Background/Problem Discussion: See attached.

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: Staff recommends approval to add 360 Woodlawn Avenue to Belleair's Local Historic Registry.

Proposed Motion I move approval to add 360 Woodlawn Avenue to Belleair's Local Historic Registry.



BELLEAIR TOWN HALL
901 Ponce de Leon Boulevard
Belleair, Florida 33756

Phone: (727) 588-3769

www.townofbelleair.com

APPLICATION FOR HISTORIC DESIGNATION

1. NAME AND LOCATION OF PROPERTY

Historic Name: _____

FL Master Site File Form Number (if applicable): _____

Address: 360 WOODLAWN AVE

Historic Address (if applicable): _____

2. PROPERTY OWNER(S) NAME AND ADDRESS

Name: NICHOLAS MIDDLETON

Address: 360 WOODLAWN AVE

City/Town: BELLEAIR State: FL Zip Code: 33756

Primary Phone: 813 892 9310 Secondary Phone: _____

Email: INEVERUSETHIS08@GMAIL.COM

3. NOMINATION PREPARED BY

Name/Title: RECEIVED LETTER IN THE MAIL

Organization: _____

Address: _____

City/Town: _____ State: _____ Zip Code: _____

Primary Phone: _____ Secondary Phone: _____

Email: _____

Date Prepared: 6/3/21 Signature: [Signature]

4. BOUNDARY DESCRIPTION AND JUSTIFICATION

Describe all boundary lines encompassing all man-made and natural resources to be included in the designation (general legal description or survey). Attach a map delimiting proposed boundary (use continuation sheet if necessary).

5. GEOGRAPHIC DATA

Acreage of Property: _____

Property Identification Number: _____

6. FUNCTION OR USE

Historic Functions

Current Functions

7. DESCRIPTION

Architectural Classification

Materials

Narrative Description *Describe the historic and existing condition of the property use conveying the following information: original location and setting, natural features, pre-historic man-made features, subdivision design, description of surrounding buildings, major alterations and present appearance, and interior appearance. One or more continuation sheets may be used for this section.*

Narrative Description Continued

8. NUMBER OF RESOURCES WITHIN PROPERTY

Contributing resources previously listed on the National Register or Local Register:

<u>Resource Type</u>	<u># of Contributing</u>	<u># of Noncontributing</u>
Buildings	_____	_____
Structures	_____	_____
Sites	_____	_____
Objects	_____	_____
<u>Total</u>	_____	_____

9. STATEMENT(S) OF SIGNIFICANCE (PER CODE SEC. 74-332.)

Mark one or more boxes for the appropriate criteria.

a. Its character, interest or value as part of the development, heritage, or cultural characteristics of the town, county, state or nation.

Areas of Significance: _____

b. Its location as a site of significant local, county, state or national event.

c. Its identification with a person or persons who significantly contributed to the development of the town, county, state or nation.

Person(s) of Significance: _____

d. Its embodiment of distinguishing characteristics of an architectural style valuable for the study of a period, type, method of construction or use of indigenous materials.

Architectural Style: _____

e. Its identification as the work of a master builder, craftsman, designer, engineer, architect, landscape architect or planner whose individual work has influenced the development of the town, county, state or nation.

Person(s) of Significance: _____

f. Its embodiment of elements of design, detailing, materials, or craftsmanship that render it architecturally significant.

g. Its embodiment of design elements that make it structurally or architecturally innovative.

h. Its unique location or singular physical characteristics that make it an established or familiar visual feature.

i. Its suitability for preservation or restoration.

(j. Where the interior of a building or structure is designated, the designation shall include a finding designating the specific portions of the interior that make it suitable for designation and a finding that the interior is accessible to the public as a common area in the normal course of the building's use.

Narrative Statement of Significance *Explain the significance of the property as it relates to the above criteria and information on one or more continuation sheets. Include biographical data on significant person(s), builder and architect, if known. One or more continuation sheets may be used for this section.*

10. MAJOR BIBLIOGRAPHICAL REFERENCES

Cite the books, articles, and other sources used in preparing this form, use continuation sheets if needed.

11. REQUEST FOR REMOVAL FROM LIST OF HISTORIC STRUCTURES

If applicable, cite reasons for removal from list of historic structures.

12. CONTINUATION SECTION

☒ Original
☐ Update



HISTORICAL STRUCTURE FORM

FLORIDA MASTER SITE FILE

Version 4.0 1/07

Site #8 **PI12894**
 Field Date 6-4-2018
 Form Date _____
 Recorder # _____

Shaded Fields represent the minimum acceptable level of documentation.
 Consult the *Guide to Historical Structure Forms* for detailed instructions.

Site Name(s) (address if none) 360 Woodlawn Avenue Multiple Listing (DHR only) _____
 Survey Project Name Town of Belleair Historic Resources Survey Survey # (DHR only) _____
 National Register Category (please check one) ☒ building ☐ structure ☐ district ☐ site ☐ object
 Ownership: ☐ private-profit ☐ private-nonprofit ☐ private-individual ☐ private-nonspecific ☐ city ☐ county ☐ state ☐ federal ☐ Native American ☐ foreign ☐ unknown

LOCATION & MAPPING

Address: Street Number 360 Direction _____ Street Name Woodlawn Street Type Avenue Suffix Direction _____
 Cross Streets (nearest / between) _____
 USGS 7.5 Map Name CLEARWATER USGS Date 1977 Plat or Other Map _____
 City / Town (within 3 miles) Belleair In City Limits? ☒ yes ☐ no ☐ unknown County Pinellas
 Township 29S Range 15E Section 21 ¼ section: ☐ NW ☐ SW ☐ SE ☐ NE Irregular-name: _____
 Tax Parcel # 21-29-15-08640-000-0790 Landgrant _____
 Subdivision Name BIDWELL'S WILDWOOD PARK Block _____ Lot 79 & 78
 UTM Coordinates: Zone ☐ 16 ☒ 17 Easting 322670 Northing 3092179
 Other Coordinates: X: _____ Y: _____ Coordinate System & Datum _____
 Name of Public Tract (e.g., park) _____

HISTORY

Construction Year: 1926 ☒ approximately ☐ year listed or earlier ☐ year listed or later
 Original Use Private Residence (House/Cottage/Cabin) From (year): 1926 To (year): _____
 Current Use _____ From (year): _____ To (year): _____
 Other Use _____ From (year): _____ To (year): _____
 Moves: ☐ yes ☒ no ☐ unknown Date: _____ Original address _____
 Alterations: ☒ yes ☐ no ☐ unknown Date: _____ Nature porch, windows, siding
 Additions: ☐ yes ☒ no ☐ unknown Date: _____ Nature _____
 Architect (last name first): Unknown Builder (last name first): Unknown
 Ownership History (especially original owner, dates, profession, etc.) Unknown

Is the Resource Affected by a Local Preservation Ordinance? ☒ yes ☐ no ☐ unknown Describe HP Ordinance # 429

DESCRIPTION

Style Bungalow Exterior Plan L-shaped Number of Stories 1
 Exterior Fabric(s) 1. Stucco 2. Aluminum 3. _____
 Roof Type(s) 1. Clipped gable 2. _____ 3. _____
 Roof Material(s) 1. Asphalt shingles 2. _____ 3. _____
 Roof secondary strucs. (dormers etc.) 1. _____ 2. _____
 Windows (types, materials, etc.) 1/1 double hung replacement windows (vinyl/aluminum)
 Distinguishing Architectural Features (exterior or interior ornaments) Clipped gable roof, half-timber detailing applied on gable ends.
 Ancillary Features / Outbuildings (record outbuildings, major landscape features; use continuation sheet if needed.) Carport connected to house by walkway.

DHR USE ONLY	OFFICIAL EVALUATION	DHR USE ONLY
NR List Date _____ <input type="checkbox"/> Owner Objection	SHPO – Appears to meet criteria for NR listing: <input type="checkbox"/> yes <input type="checkbox"/> no <input type="checkbox"/> insufficient info KEEPER – Determined eligible: <input type="checkbox"/> yes <input type="checkbox"/> no NR Criteria for Evaluation: <input type="checkbox"/> a <input type="checkbox"/> b <input type="checkbox"/> c <input type="checkbox"/> d (see <i>National Register Bulletin 15</i> , p. 2)	Date _____ Init. _____ Date _____

DESCRIPTION (continued)

Chimney: No. 0 Chimney Material(s): 1. _____ 2. _____
 Structural System(s): 1. Unknown 2. _____ 3. _____
 Foundation Type(s): 1. _____ 2. _____
 Foundation Material(s): 1. _____ 2. _____
 Main Entrance (stylistic details) Located within screened-in porch.

Porch Descriptions (types, locations, roof types, etc.) Porch has been screened in and enclosed.

Condition (overall resource condition): ☐ excellent ☒ good ☐ fair ☐ deteriorated ☐ ruinous

Narrative Description of Resource One-story bungalow dwelling with L-shaped plan is capped by a clipped gable roof of asphalt shingles. Alterations to the property include enclosure of front porch, replacement window & siding, and the addition of a walkway connecting the carport to house

Archaeological Remains Unknown ☐ Check if Archaeological Form Completed

RESEARCH METHODS (check all that apply)

- | | | | |
|--|---|---|--|
| <input checked="" type="checkbox"/> FMSF record search (sites/surveys) | <input type="checkbox"/> library research | <input type="checkbox"/> building permits | <input type="checkbox"/> Sanborn maps |
| <input type="checkbox"/> FL State Archives/photo collection | <input type="checkbox"/> city directory | <input type="checkbox"/> occupant/owner interview | <input type="checkbox"/> plat maps |
| <input checked="" type="checkbox"/> property appraiser / tax records | <input checked="" type="checkbox"/> newspaper files | <input type="checkbox"/> neighbor interview | <input type="checkbox"/> Public Lands Survey (DEP) |
| <input type="checkbox"/> cultural resource survey (CRAS) | <input checked="" type="checkbox"/> historic photos | <input type="checkbox"/> interior inspection | <input type="checkbox"/> HABS/HAER record search |
| <input type="checkbox"/> other methods (describe) _____ | | | |

Bibliographic References (give FMSF manuscript # if relevant, use continuation sheet if needed) County tax records; Belleair Architectural/Historic Inventory by Stevenson Architects (1997); Town records

OPINION OF RESOURCE SIGNIFICANCE

Appears to meet the criteria for National Register listing individually? ☐ yes ☒ no ☐ insufficient information

Appears to meet the criteria for National Register listing as part of a district? ☐ yes ☒ no ☐ insufficient information

Explanation of Evaluation (required, whether significant or not; use separate sheet if needed) This building is not eligible for listing on the NRHP under Criterion C due to additions & material alterations, which have greatly lessened the building's integrity. Additional research is necessary to determine eligibility under criteria A, B, or D.

Area(s) of Historical Significance (see *National Register Bulletin 15*, p. 8 for categories: e.g. "architecture", "ethnic heritage", "community planning & development", etc.)

- | | | |
|--|----------|----------|
| 1. <u>Architecture</u> | 3. _____ | 5. _____ |
| 2. <u>Community planning & development</u> | 4. _____ | 6. _____ |

DOCUMENTATION

Accessible Documentation Not Filed with the Site File - including field notes, analysis notes, photos, plans and other important documents

- | | |
|----------------------------|--------------------------------|
| 1) Document type _____ | Maintaining organization _____ |
| Document description _____ | File or accession #'s _____ |
| 2) Document type _____ | Maintaining organization _____ |
| Document description _____ | File or accession #'s _____ |

RECORDER INFORMATION

Recorder Name Sara McLaughlin Affiliation Johnson, Mirmiran & Thompson
 Recorder Contact Information 1600 Market St., Ste. 520, Philadelphia PA, 19103; 267-256-4747; smclaughlin@jmt.com
 (address / phone / fax / e-mail)

Required Attachments

① USGS 7.5' MAP WITH STRUCTURE LOCATION PINPOINTED IN RED

② LARGE SCALE STREET, PLAT OR PARCEL MAP (available from most property appraiser web sites)

③ PHOTO OF MAIN FACADE, ARCHIVAL B&W PRINT OR DIGITAL IMAGE FILE

If submitting an image file, it must be included on disk or CD AND in hard copy format (plain paper is acceptable).
 Digital image must be at least 1600 x 1200 pixels, 24-bit color, jpeg or tiff.

Wildwood Way

Wildwood Way

Wildwood Way

Wildwood Way

Orange Ave

Orange Ave

Woodlawn Ave

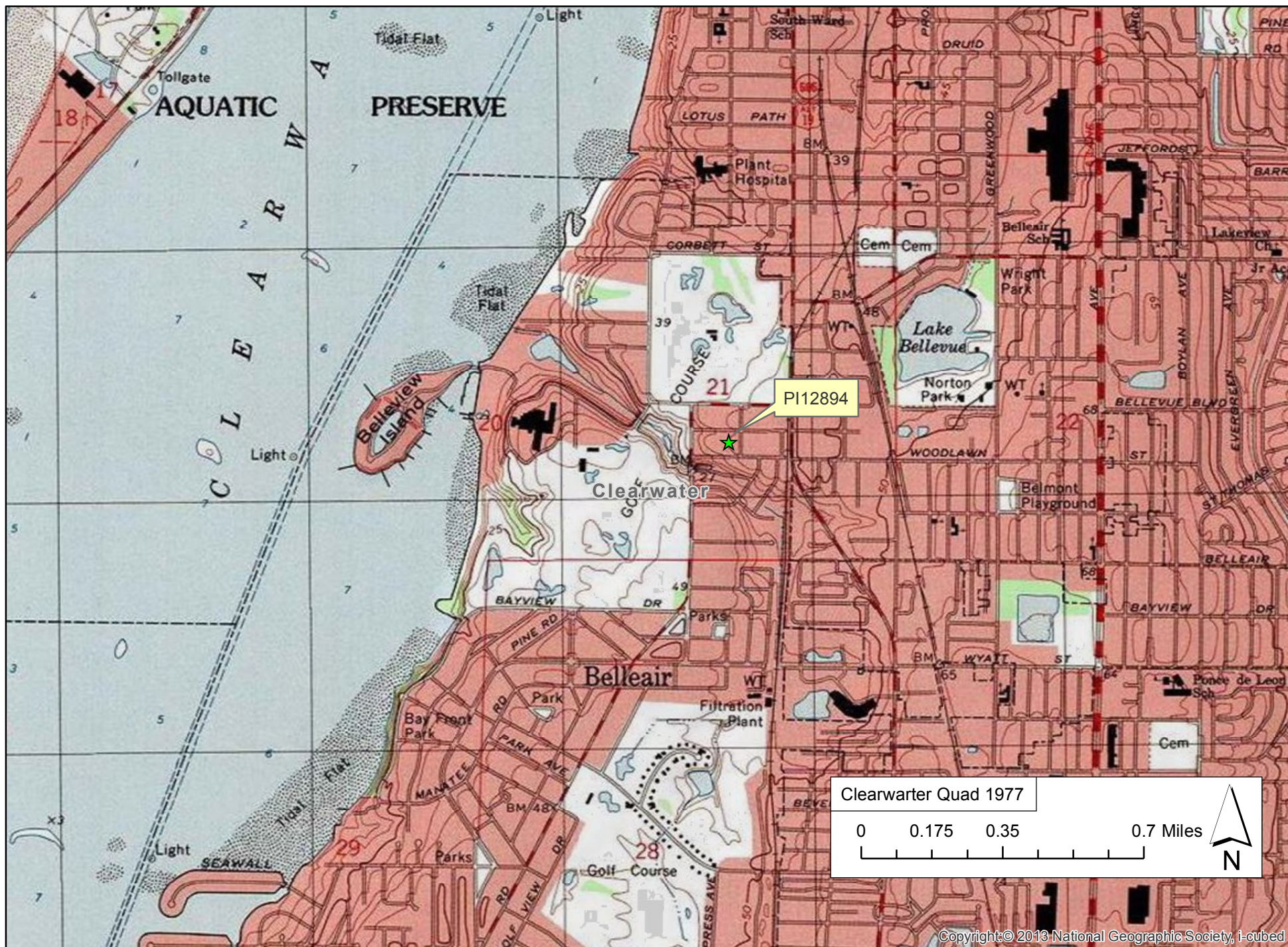
Woodlawn Ave

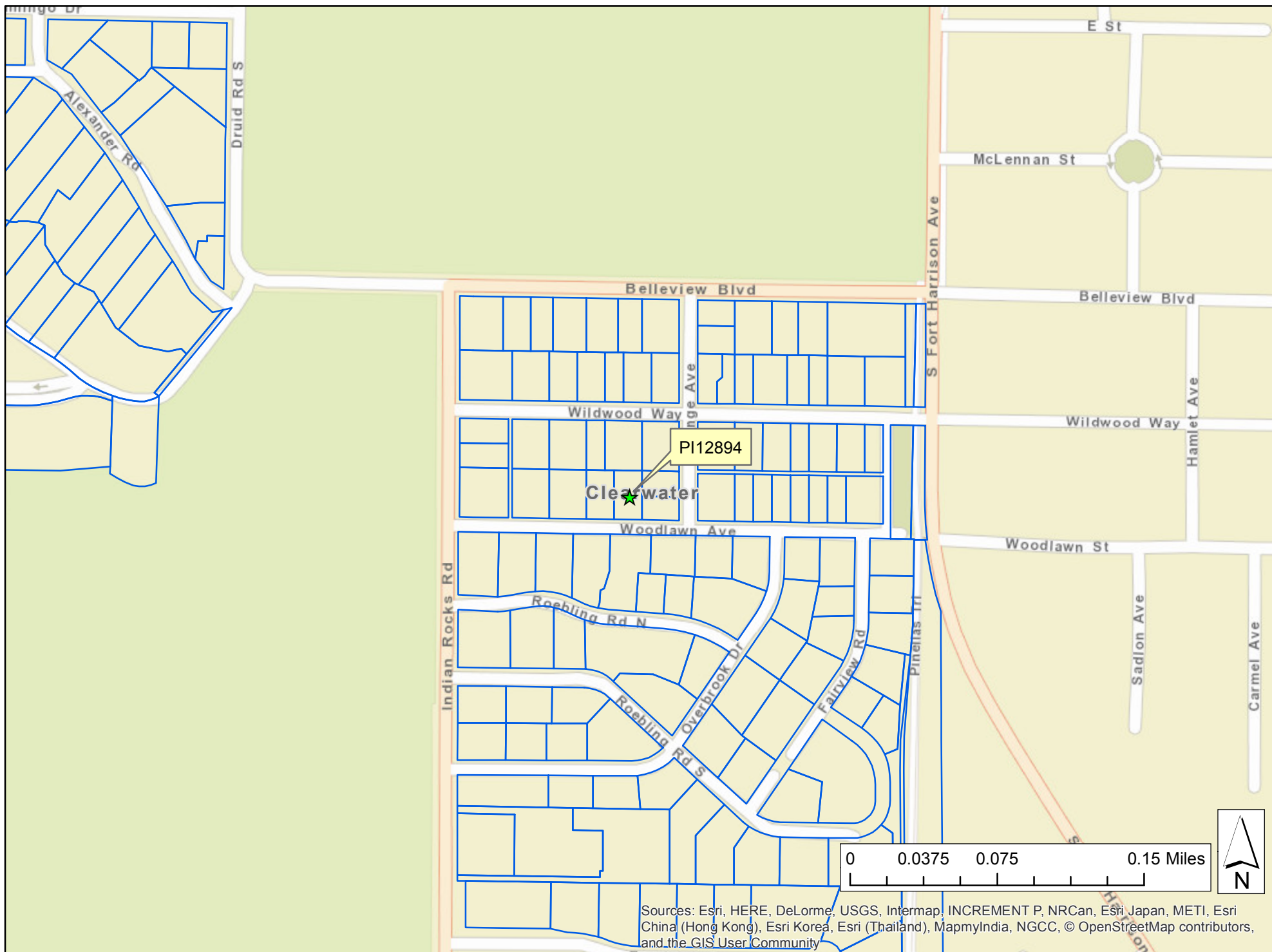
Woodlawn Ave

Woodlawn Ave



360 Woodlawn Ave,
Belleair, FL 33756
[3 min drive - home](#)





Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), MapmyIndia, NGCC, © OpenStreetMap contributors, and the GIS User Community







Legislation Details (With Text)

File #: 21-0167 **Version:** 1 **Name:**
Type: Resolution **Status:** General Agenda
File created: 6/10/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Resolution 2021-18 - Amending the List of Historically Designated Structures
Sponsors:
Indexes:
Code sections:
Attachments: [Resolution 2021-18_Amending the List of Historically Designated Structures](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town of Belleair Commission
From: Cathy DeKarz, Management Analyst
Date: 7/20/2021

Subject:

Resolution 2021-18 - Amending the List of Historically Designated Structures

Summary:

Since receiving historic preservation recommendations from Johnson, Mirmiran & Thompson, Inc. in July of 2018, the Historic Preservation Board has been actively engaging homeowners to join Belleair's Local Historic Registry.

After distributing a mailer to 38 eligible properties in May, 2 additional homeowners have applied: 24 Hibiscus Road and 360 Woodlawn Avenue. The attached resolution includes both of these properties and its passing will officially add them to the registry.

Previous Commission Action: Belleair's List of Historically Designated Structures was last updated in September of 2019.

Background/Problem Discussion: N/A

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: Staff recommends approving Resolution 2021-18 - Amending the List of Historically Designated Structures.

Proposed Motion I move approval of Resolution 2021-18 - Amending the List of Historically Designated Structures.

RESOLUTION NO. 2021-18

A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA, AMENDING THE LIST OF HISTORICALLY DESIGNATED STRUCUTRES AND PROPERTIES WITHIN BELLEAIR, AND PROVIDING FOR AN AMENDMENT PROCEDURE

WHEREAS, the Town Commission adopted Ordinance No. 517, amending the Code of Ordinances Section 74-332 on Historic Preservation to allow for the listing of historic structures to be amended via Resolution; and

WHEREAS, the Town Commission wishes to amend its listing of historically designated structures by providing an updated inventory list of those structures and properties via this resolution; and

WHEREAS, this resolution shall supersede the previous listing of historically designated structures, which was adopted via Ordinance No. 489; and

WHEREAS, any future changes to the Town's listing of historically designated structures shall be also made by resolution and shall supersede this resolution;

NOW, THEREFORE, BE IT RESOLVED, that the current listing of the Town of Belleair's historically designated structures is as follows.

HISTORIC NAME	ADDRESS
	1570 Alexander Road
Palmer Estate	701 Bayview Drive
Bellevue Biltmore Hotel	25 Bellevue Boulevard
	440 Country Club Road
	1311 Druid Road South
Casa McCormick	1574 Druid Road South
	437 Gardenia Street
	456 Gardenia Street
The Hibiscus House	24 Hibiscus Road
	705 Indian Rocks Road
	1330 Indian Rocks Road
	1336 Indian Rocks Road
	1466 Orange Avenue
	305 Overbrook Drive
	1106 Palm View Avenue
	561 Palmetto Road
	251 Pine Road
	400 Ponce de Leon Boulevard
	647 Ponce de Leon Boulevard
Belleair Town Hall	901 Ponce de Leon Boulevard
Old Town Hall/Garden Club	903 Ponce de Leon Boulevard

	208 Ricker Road
	322 Roebling Road South
Wright Residence	330 Roebling Road South
	326 Wildwood Way
	416 Wildwood Way
	426 Wildwood Way
	160 Willadel Drive
	360 Woodlawn Avenue
	422 Woodlawn Avenue
Belleair Estates	Town Plan
Belleair South Entrance Gates	Indian Rocks Road at Mehlenbacher Road
Landscape Areas	Streets of Belleview Estates
Willadel Subdivision	
North Gates	Willadel Drive and Druid Road South
South Gates	Willadel Drive and Druid Road South

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this **20th** day of **July A.D., 2021**.

ATTEST:

Mayor

Town Clerk



Legislation Details (With Text)

File #: 21-0189 **Version:** 1 **Name:**
Type: Action Item **Status:** General Agenda
File created: 6/25/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Special Relief Permit Request- Start at Hallett Park and end at 1705 Laurel Road.
Sponsors:
Indexes:
Code sections:
Attachments: [Special Relief Permit Application- 7-24-2021](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Mayor and Commissioners
From: Town Staff
Date: 6/25/2021

Subject:

Special Relief Permit Request- Start at Hallett Park and end at 1705 Laurel Road.

Summary:

Applicant is hosting a wedding ceremony at Hallett Park and reception at 1705 Laurel Road on Saturday, July 24, 2021 from 5:00pm - 8:00pm with approximately 65 attendees (Max of 30 vehicles are expected). There will be no vendors, or selling of alcohol. Ceremony at Hallett Park will consist of trellis and a few chairs. Applicant is requesting relief and has documents regarding:

- Parking for the ceremony: parking guests along Hallett Park starting from Orlando Road to the south.
- Parking for the reception: parking guests along Laurel Road.

Previous Commission Action: N/A

Background/Problem Discussion: N/A

Expenditure Challenges: N/A

Financial Implications: N/A

Recommendation: N/A

Proposed Motion move to approve/deny special relief permit request for Hallett Park and 1705 Laurel Road (include any conditions/provisions if applicable).

EVENT CONTACT INFORMATION

Applicant Name: Karla Rettstatt

Address: 1705 Laurel Road

City: Belleair **State:** FL **Zip Code:** 33756

Phone: 727-424-7047 **Email:** karla Rettstatt@gmail.com

Are you requesting that this event be held (at least in-part) on public property? ☒ Yes ☐ No

Are you the property owner/lessee of the event site? ☒ Yes ☐ No*

** If no, please attach a written letter of consent to use the event site from the property owner*

Are you going to be the primary contact for this event? ☒ Yes ☐ No*

** If no, please provide primary contact information in the section below*

Primary Contact (if different than applicant): same as above

Role with the Event: _____

Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Phone: _____ **Email:** _____

Emergency Contact (MUST BE ON-SITE FOR EVENT): _____

Role with the Event: Karla Rettstatt

Phone: 727-424-7047 **Email:** karla Rettstatt@gmail.com

EVENT OVERVIEW

Event Name: Wedding/Reception Luz Venezuela **Date of Event:** July 24, 2021

Start Time: 5:00pm ☐ am / ☐ pm **End Time:** 8:00pm ☐ am / ☐ pm

Site Address: Start at Hallett Park end at 1705 Laurel Road

Current Zoning of the Subject Parcel: public park/ private residence

Expected # of Attendees: 65 **Expected # of Vehicles (Including Vendors):** 30 max

Provide a detailed description of the proposed event below (or attach a separate sheet). Please explain the event's purpose and activities, and describe why the event is requesting exemption(s) from the Code, citing the special relief checkboxes on pages 3 and 4 of this application. Also include an explanation of any measures in place to prevent underage drinking at your event.

I am hosting a small wedding for a dear friend. The wedding ~~voos~~ will be held at Hallett Park. Should last about 30 minutes. There will be a trellis and a few chairs for older relatives. After ceremony, reception will be held at 1705 Laurel Road. Parking will be along the east side of Pat Wall Park and Laurel Road. There will be no live music. Most of the reception will be located in the house.

Are you going to contract any private security services/officers on-site? ☐ Yes* ☒ No

** If yes, please provide the name of the business and the name(s) and cell phone numbers of the person(s) who will be on-site. Attach additional sheets as necessary.*

Name: _____ Cell Phone: _____

Name: _____ Cell Phone: _____

Are you going to utilize any parking services for this event? ☐ Yes* ☒ No

** If yes, provide the name(s) of the vendor(s) below along with company contact information.*

Vendor: _____ Phone: _____

Vendor: _____ Phone: _____

Provide the name(s) of any other commercial vendor(s) contracted for the event:

none

REQUIRED APPLICATION ATTACHMENTS

Unless exempted by the Town Manager, please attach the following documents to this application.

- ☒ **Site Layout:** May be printed out or hand-drawn on an 8.5" x 11" piece of paper or larger.
- ☒ **Parking Plan:** May be printed or drawn on a map that is 8.5" x 11" or larger. Plan must designate space for public safety services access and parking.
- ☐ **Neighbor Input Letters:** Signed letters from at least four (4) neighbors who reside within three lots of the event-site that include a statement of approval or disapproval.

SPECIAL RELIEF DOCUMENTATION

Please mark the categories below for which you are seeking special relief, and attach relevant supporting documents to your application.

- ☐ **Alcohol Licensure (Code Section 6-2):** If requesting to serve alcohol on public property or to sell alcohol, attach all necessary alcohol licensure applications, including State Form ABT 6003.
- ☐ **Noise Mitigation Plans (Code Section 74-484):** If requesting to exceed the noise regulations allowed by Town Code, provide an attached explanation of expected noise impacts, including the nature, duration, and location of any amplified sound.
- ☐ **Sanitary Plans:** If regular on-site restrooms are not sufficient for the event and other accommodations are to be made, provide a written explanation of those plans and include their location(s) on the required site layout.
- ☐ **Special Event Insurance:** Proof of special events insurance coverage if requesting to hold the event on public property, with the Town of Belleair listed as additional insured.
- ☐ **Street Vending:** If planning to contract street vending for this event (i.e. food trucks), attach a letter explaining the vendor's purpose and impact, along with the vendor(s) contact information.
- ☐ **Temporary Signage (Code Section 74-572):** If requesting to place temporary signage in excess of what the Code allows, attach a plan for the signage and a statement of its purpose.
- ☐ **Waste Elimination/Restoration Plans:** If the event will create a level of waste that requires a dumpster or other cleanup not covered by regular pickup, provide an explanation of waste removal.

AUTHORIZATION

By signing below, the applicant certifies that all information provided on this application is complete and correct and that all necessary attachments have been included. The applicant also agrees to the relevant fee schedule set forth by the Town, and assumes all responsibility for any and all damages to public property that may result from the requested event. A violation of any of the permit's parameters, any other sections of the Town's Code, or other relevant laws may result in code enforcement or other legal action.

THE COMPLETION OF THIS FORM DOES NOT CONSTITUTE APPROVAL FOR A SPECIAL RELIEF PERMIT.

Karen D Rottstatt
Applicant signature

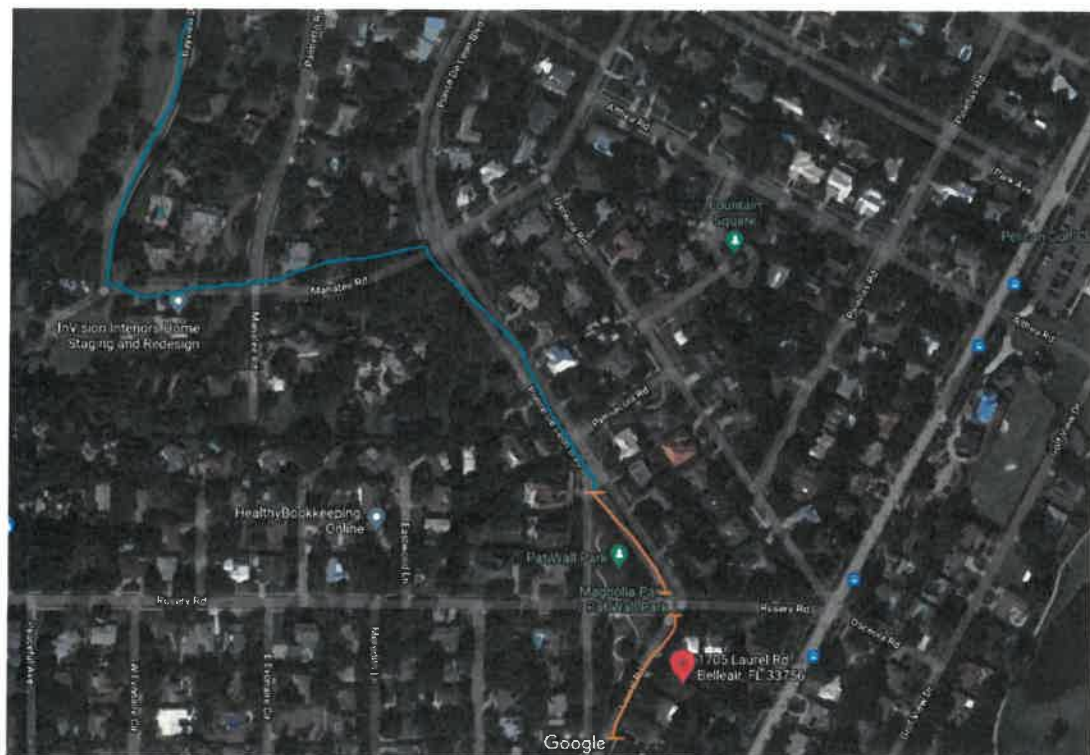
6/23/21
Date

END OF APPLICATION



X- red x is wedding spot. GPS-address is 201 Bayview Drive, Belleair 33756

I — yellow line is where to start parking. From Orlando Road and south.



To get to the reception from the wedding location, follow blue line to yellow lines. (Bayview Road South, Left on Manatee Road, Right on Ponce de Leon. Yellow lines are where to park. Please make sure not to leave big gaps between cars and do not block driveways. The red dot is the home at 1705 Laurel Road.

STAFF WORKFLOW (FOR TOWN USE ONLY)

Date of Application Submission to the Police Department: 6-23-2021

Received By (Initials): me **Approved By (Initials):** Wey A. Chaney

Does the Police Department have any objections to this permit? ☐ Yes ☒ No

If yes, provide an explanation here or attach another sheet: _____

Date of Receipt by Parks and Recreation Department: 6-23-2021

Received By (Initials): RH **Approved By (Initials):** RH

Does the Parks and Recreation Dept. have any objections to this permit? ☐ Yes ☒ No

If yes, provide an explanation here or attach another sheet: _____

Date of Receipt by Town Manager: _____

Does the Town Manager have any objections to this permit? ☐ Yes ☐ No

If yes, provide an explanation here or attach another sheet: _____

Date of Commission Decision: _____

☐ **Special Relief Permit is approved***

☐ **Special Relief Permit is denied**

Assessed Fee: _____ **Due Date for Fee:** _____

Town Manager's signature

Date of approval/denial

**If approved by the Commission, the Police Department will issue a Special Relief Permit to the applicant within three (3) business days. The Police Department will be responsible for enforcing the conditions of the permit before, during, and after the event.*



Legislation Details (With Text)

File #: 21-0208 **Version:** 1 **Name:**
Type: Award of Bid **Status:** General Agenda
File created: 7/14/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Discussion of Award for ADM21-1

Sponsors:

Indexes:

Code sections:

Attachments: [ADM21-1 Bid Tabulation](#)
[ADM21-1 Final Scoring](#)
[ADM21-1 Notice of Intent to Award](#)
[Town of Belleair \(Florida\) Citizen Satisfaction Survey Proposal June 11 2021 ETCInstitute.pdf](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town Commission
From: Cathy DeKarz, Management Analyst
Date: 7/20/2021

Subject:

Discussion of Award for ADM21-1

Summary:

The Town of Belleair received three responsive bids for ADM21-1: Request for Proposals (RFP) for a Citizen Satisfaction Survey in June of 2021. To assess these bids, a cross-sectional scoring committee reviewed all three applications and interviewed the applicants in July of 2021. After these interviews and a scoring meeting, staff is recommending ETC Institute to oversee the creation, distribution, and analysis of our Citizen Satisfaction Survey.

Previous Commission Action: The desire for a town-wide Citizen Satisfaction Survey was expressed as a part of Belleair's Strategic Plan.

Background/Problem Discussion: The following description was taken from the scope section of the RFP for ADM21-1:

"It is vital that this Citizen Satisfaction Survey is a thoughtful and comprehensive tool that reaches all of our demographics, facilitates honest, transparent, and benchmark-able feedback, and is useful in helping our team better understand, plan for, and account for Belleair's future.

Objectives of the Citizen Satisfaction Survey

At a minimum, the completed Citizen Satisfaction Survey shall:

- Be designed using input from the Town elected officials and staff
- Be designed to guide goals, objectives, and action items in the Town's Strategic Plan
- Provide the Town with strategic direction by using community feedback to:
 - Identify citizen satisfaction levels for Town departments, functional areas, programs, services, and events
 - Provide specific feedback and recommendations for improving satisfaction in various departments and functional units

Deliverables of the Citizen Satisfaction Survey

Key steps and deliverables required to create, analyze, and communicate the results of the Citizen Satisfaction Survey should include but are not limited to:

- Work alongside elected officials and staff to design benchmark-able questions that meet the needs of each department and function, and that align with Strategic Plan objectives
- Consider including National Community Survey questions in the survey that can be benchmarked to national results
- Include an appropriate mix of demographic questions in the survey
- Distribute the survey through an identified number of channels
- Ensure at least one format of survey delivery is accessible to WCAG 2.1 AA ADA compliance standards
- Collect survey responses from as many citizens and community members as possible
- Analyze responses using simple aggregations
- Use statistical methods to correlate responses with one another and draw deep and meaningful conclusions from the data
- Draft a report of findings to be reviewed and edited alongside Town staff that includes:
 - Survey methodologies, margin of error data, survey results, survey highlights, and key findings
 - Summary information on key findings and challenges for the community
 - Statistical analysis findings and data visualizations that communicate findings in creative and insightful ways
 - Sentiment analysis of any open-ended responses
- Complete a final report of findings and present it to the Town of Belleair Commission at a public meeting
- Provide the final report of findings to staff in a WCAG 2.1 AA ADA compliant format or reimburse the Town of Belleair for ADA remediation of the final document
- Provide all raw data and documents to the Town of Belleair following completion of work

To accomplish these objectives, the Town shall rely on the consultant to gather data and insights from stakeholders through means that may include paper, phone, and/or online surveys, focus groups, group facilitations, and/or other means, as deemed appropriate. An estimation of this plan shall be included in the various attachments for this RFP.”

Expenditure Challenges N/A

Financial Implications: ETC Institute has proposed a base contract price of \$12,925.00 for the Citizen Satisfaction Survey with the option to add additional services:

- On-site presentation: \$2,500.00

- Webinar presentation: \$500.00
- Focus groups: Ranging from \$13,575.00 to \$27,525.00

Recommendation: Staff recommends selecting ETC Institute to complete Belleair's Citizen Satisfaction Survey with additional services limited to: [insert Commission's discretion].

Proposed Motion I move to select ETC Institute to complete Belleair's Citizen Satisfaction Survey with additional services limited to: [insert Commission's discretion].

TOWN OF BELLEAIR BID TABULATION SHEET									
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Solicitation Number: <u>ADM21-1</u>	Work Performed: <u>Request for Proposals for a Citizen Satisfaction Survey</u>
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Solicitation Number: <u>ADM21-1</u>	Work Performed: <u>Request for Proposals for a Citizen Satisfaction Survey</u>
--	---

Date Opened: June 11, 2021 **Time Opened:** 10:00 am **Name of Procurement Officer:** Cathy DeKarz

Date Opened: June 11, 2021 **Time Opened:** 10:00 am **Name of Procurement Officer:** Cathy DeKarz

SIGNATURE OF PROCUREMENT OFFICER: 

[illegible]

ADM21-1 SCORING

	DECISION ANALYST	CRÉPP	ETC
RACHEL HOBBS	14	19	20
JP MURPHY	14	20	20*
KEITH BODEKER	11	15	18
RANDALL CHANEY	11	13	17
CATHY DEKARZ	13	16	18
	63	83	93



NOTICE OF INTENT TO AWARD

Dated: July 1, 2021

Project: Request for Proposals for a Citizen Satisfaction Survey

Solicitation Number: ADM21-1

This Notice of Intent to Award is in regard to the subject Request for Proposals issued by the Town of Belleair for ADM21-1: Request for Proposals for a Citizen Satisfaction Survey. The Town has evaluated the proposals received using the evaluation criteria identified in the Request for Proposals, and the Town of Belleair is hereby announcing its conditional contract award to the following bidder:

- ETC Institute

The bidder listed above was the most qualified and fitting applicant of the proposals received, per the project's selection committee. This notice does not constitute the formation of a contract between the Town and the apparent successful vendor. The vendor shall not acquire any legal or equitable rights relative to the contract services until a contract containing terms and conditions acceptable to the Town is executed.

As stated in the Request for Proposals, following announcement of this award decision, all submissions in response to the Request for Proposals are considered public records available for public inspection pursuant to Chapter 119 of the Florida Statutes.

The contract price is \$12,925.00 with the option to add additional services at the rates below:

- On-site presentation: \$2,500.00
- Webinar presentation: \$500.00
- Focus groups: Ranging from \$13,575.00 to \$27,525.00



Proposal to Conduct a Citizen Satisfaction Survey

June 11, 2021

Submitted by:
ETC Institute

p. 913-829-1215
f. 913-829-1591

725 W. Frontier Lane
Olathe, Kansas 66061

Contents

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Cover Letter

Proposal to Conduct a Citizen Satisfaction Survey for the Town of Belleair, Florida

ETC Institute is pleased to submit a proposal to administer a Citizen Satisfaction Survey for the Town of Belleair, Florida.

ETC Institute is Recognized as a National Leader in the Design and Administration of Market Research Projects for Local Governments. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers have moderated more than 1,000 focus groups and 2,000 stakeholder interviews. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties throughout the United States. ETC Institute has also conducted research for more large U.S. cities than any other firm.

ETC Institute Has the Ability to Compare Your Results with Other Communities. Our firm maintains national and regional benchmarking data for resident surveys that provide comparative norms for over 80 local governmental services. Unlike some comparative databases that use comparative data from secondary sources, ETC Institute's data is from surveys that were all administered by ETC Institute. This ensures that your results are directly comparable to other communities who have administered similar surveys. ETC Institute's benchmarking database only includes data from surveys that have been administered during the past two years. This ensures our comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.

ETC Institute Has Developed the Most Innovative Analytical Tools to Help the Town Understand and Utilize Survey Data. Today, officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are least satisfied. The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The I-S rating is based on the concept that organizations will maximize overall citizen satisfaction by emphasizing improvements in those service areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. This analysis tool helps our clients identify specific drivers of satisfaction.

ETC Institute also has the capability of generating maps of the survey results. GIS Mapping is used to show how respondents in different areas of a community rate services. By pinpointing problem areas our clients have the ability to directly address issues where they are the biggest concern.

A Few Good Reasons to Hire ETC Institute

- **ETC Institute is Familiar with the Area.** ETC Institute has conducted surveys in more than two dozen communities in Florida. Some of the Florida communities where ETC Institute has conducted research include: Boca Raton, Broward County, Clearwater, Coconut Creek, Coral Gables, Coral Springs, Dania Beach, Doral, Fort Lauderdale, Hallandale Beach, Hillsborough County, Hunters Creek, Key Biscayne, Margate, Miami,

Miami Beach, Miami Dade County, Miami Shores, Ormond Beach, Pasco County, **Pinellas County**, Pinecrest, Sarasota, Seminole County, Tamarac, Wellington, and others.

- **ETC Institute Guarantees That We Will be Very Responsive to Your Needs.** ETC Institute administered a survey to organizations that had used our services. Among the 150 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to our commitment to be responsive to the needs of our clients.
- **ETC Institute's Most Senior Professionals Will Be Managing the Project on a Daily Basis.** By having experienced, senior personnel lead the day-to-day management of each task, ETC Institute will ensure that your organization receives the highest level of service possible and that high standards of quality control are maintained. The Town will receive priority resources from our firm, and we will ensure that the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, the development of the sampling plans, the administration of the surveys, and the analysis of the data collected. Our team has unparalleled expertise in project management, survey design, sampling, methodology, and survey administration.

If ETC Institute is selected for this project, I will service as the project manager for your survey. I will do everything possible to ensure the survey meets the high expectations you have set for this project. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at (913) 829-1215.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jason Morado". The signature is fluid and cursive, with the first name "Jason" and last name "Morado" clearly distinguishable.

Jason Morado

Director of Community Research

725 W Frontier Lane, Olathe, Kansas 66061

913-829-1215

Jason.Morado@etcinstitute.com

www.etcinstitute.com

Attachment A: Insurance Guide

ATTACHMENT A INSURANCE GUIDE II - AVERAGE CONTRACTS FOR SERVICE

INSURANCE

1. The CONTRACTOR agrees to maintain such insurance as will fully protect both the CONTRACTOR and the TOWN from any and all claims under any Workers Compensation Act or Employers Liability Laws, and from any and all other claims of whatsoever kind or nature, made by anyone whomsoever, that may arise from operations carried out under this Agreement, either by the CONTRACTOR, any subcontractor, or by anyone directly or indirectly engaged or employed by either of them.

2. The insurance required by the terms of this Agreement shall in no event be less than:

A. WORKERS' COMPENSATION:

Coverage is to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include Employers' Liability with a limit of \$500,000 each accident, \$500,000 each employee, \$500,000 policy limit for disease.

B. COMMERCIAL GENERAL LIABILITY - OCCURRENCE FORM REQUIRED:

CONTRACTOR shall maintain commercial general liability (CGL) insurance with a limit of not less than \$500,000 each occurrence. If such CGL insurance contains a general aggregate limit, it shall apply separately to this location/project in the amount of \$1,000,000. Products and completed operations aggregate shall be \$1,000,000. CGL insurance shall be written on an occurrence form and shall include bodily injury and property damage liability for premises, operations, independent contractors, products and completed operations, contractual liability, broad form property damage and property damage resulting from explosion, collapse or underground (x, c, u) exposures, personal injury and advertising injury. Damage to rented premises shall be included at \$100,000 if applicable.

C. COMMERCIAL AUTOMOBILE LIABILITY INSURANCE:

CONTRACTOR shall maintain automobile liability insurance with a limit of not less than \$1,000,000 each accident for bodily injury and property damage liability. Such insurance shall cover liability arising out of any auto (including owned, hired and non-owned autos). The policy shall be endorsed to provide contractual liability coverage.

3. EVIDENCE OF INSURANCE:

The CONTRACTOR shall furnish the TOWN with Certificates of Insurance. The Certificates are to be signed by a person authorized by that insurer to bind coverage on its behalf. The

TOWN is to be specifically included as an additional insured on all policies except Workers' Compensation. In the event the insurance coverage expires prior to the completion of the project, a renewal certificate shall be issued 30-days prior to said expiration date. The policy shall provide a 30-day notification clause in-writing in the event of cancellation or modification to the policy. All certificates of insurance must be on file with and approved by the TOWN before the commencement of any work activities.


4. INDEMNIFICATION:

To the fullest extent permitted by applicable law, Contractor shall protect, defend, indemnify, save and hold the TOWN, its agents, officials, and employees harmless from and against any and all claims, demands, fines, loss or destruction of property, liabilities, damages, for claims based on the negligence, misconduct, or omissions of the CONTRACTOR resulting from the CONTRACTOR's work as further described in this contract, which may arise in favor of any person or persons resulting from the CONTRACTOR's performance or non-performance of its obligations under this contract except any damages arising out of personal injury or property claims from third parties caused solely by the negligence, omission(s) or willful misconduct of the TOWN, its officials, commissions, employees or agents, subject to the limitations as set out in Florida general law, Section 768.28, Florida Statutes, as amended. Further, CONTRACTOR hereby agrees to indemnify the TOWN for all reasonable expenses and attorney's fees incurred by or imposed upon the TOWN in connection therewith for any loss, damage, injury or other casualty. CONTRACTOR additionally agrees that the TOWN may employ an attorney of the TOWN's own selection to appear and defend any such action on behalf of the TOWN, at the expense of the CONTRACTOR. The CONTRACTOR further agrees to pay all reasonable expenses and attorney's fees incurred by the TOWN in establishing the right to indemnity.

5. NOTIFICATION OF CLAIMS

In the event CONTRACTOR decides to file any claim related to this project against any party, the TOWN shall be notified no later than five days following the filing of said claim. The TOWN will be notified in writing, by mail, to be sent to Attention Town Manager, 901 Ponce de Leon Boulevard, Belleair, FL 33756.

I, the undersigned, do hereby understand, acknowledge and consent to the requirements prescribed above. I shall provide proof of insurance providing coverage comparable to or greater than the minimum levels specified above.

	<u>Gregory S Ems</u>	<u>6/3/2021</u>
Signature	Print Name	Date



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/3/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lovell Sagebrush Insurance Group, Inc. 350 SW Longview Blvd Lees Summit MO 64081		CONTACT NAME: Janice Byrd PHONE (A/C No. Ext): (913) 529-7227 E-MAIL ADDRESS: janice@lovellsagebrush.com FAX (A/C No.): (913) 498-9096													
INSURED ETC Institute 725 W Frontier Ln Olathe KS 66061		INSURER(S) AFFORDING COVERAGE <table border="1"> <tr> <td>INSURER A: ACE Property & Casualty Inc Co</td> <td>20699C</td> </tr> <tr> <td>INSURER B: Chubb Indemnity Insurance Co</td> <td>12777</td> </tr> <tr> <td>INSURER C: Underwriters at Lloyd's</td> <td>15792</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER A: ACE Property & Casualty Inc Co	20699C	INSURER B: Chubb Indemnity Insurance Co	12777	INSURER C: Underwriters at Lloyd's	15792	INSURER D:		INSURER E:		INSURER F:	
INSURER A: ACE Property & Casualty Inc Co	20699C														
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INSURER C: Underwriters at Lloyd's	15792														
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES

CERTIFICATE NUMBER: 21 22 GL-BA-UMB-WC-PROF

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY	X		D96013838	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
							MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$
GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							\$
A	AUTOMOBILE LIABILITY			D96013838	5/1/2021	5/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO	<input type="checkbox"/> SCHEDULED AUTOS	BODILY INJURY (Per person) \$				
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS	BODILY INJURY (Per accident) \$				
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/>	PROPERTY DAMAGE (Per accident) \$				
							\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			D96013851	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 5,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$ 5,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A	7179-58-90	5/1/2021	5/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			W26870210301	5/1/2021	5/1/2022	Each Claim Limit \$5,000,000
	Retroactive Date 05/31/1996						Policy Aggregate Limit \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Town of Belleair is included as an Additional Insured when required by written contract but limited to the operations of the Named Insured under said contract, and subject to the policy terms, conditions and exclusions. 20 Day Notice of Cancellation Applies, 10 Day for Non-Payment of Premium.

CERTIFICATE HOLDER

Town of Belleair
 901 Ponce de Leon Boulevard
 Belleair, FL 33756

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
 Joseph Piatczyc/JBYRD

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ACORD 25 (2014/01)

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INS025 (201401)

Attachment B: Drug-Free Workplace Certificate

ATTACHMENT B DRUG-FREE WORKPLACE CERTIFICATION

Preference shall be given to businesses with drug-free workplace programs. Pursuant to Section 287.087, Florida Statutes, whenever two or more competitive solicitations that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a response received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie responses will be followed if none of the tied providers has a drug free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in Subsection (1).
4. In the statement specified in Subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 894, Florida Statutes, or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on any employee who is so convicted or require the satisfactory participation in a drug abuse assistance or rehabilitation program as such is available in the employee's community.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of applicable laws, rules and regulations.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

 _____ Firm's name	 _____ Representative's signature
---	---

Attachment C: Solicitation Questionnaire

ETC Institute had technical difficulties with the text boxes in the Town's RFP Document. The information from Attachment C can be found in this section in its entirety.

1. Complete the below contact information:

Firm's Name: *ETC Institute*

Contact/Project Manager's Name: *Greg Emas – Contracts Related & Jason Morado – Project Related*

Address: *725 W. Frontier Lane, Olathe, KS 66061*

Primary Phone: *913-829-1215*

Secondary Phone: *913-254-4514*

Email: *Greg.Emas@ETCInstitute.com & Jason.Morado@ETCInstitute.com*

Website: *ETCInstitute.com*

2. Which most accurately describes your company? Consulting firm/private company

3. Describe, in one or two sentences, the unique mission and purpose of your firm.

ETC Institute was founded to help organizations make better decisions using survey data to inform long- and short-term objectives and goals.

4. Has your firm ever completed a Citizen Satisfaction Survey for a city, county, or other government agency?

Yes

5. How many years has your firm been conducting community surveys?

39

6. Has your firm ever worked in Pinellas County?

Yes

7. Has your firm ever worked for the Town of Belleair?

No

8. If selected, how many individuals would be working on this project?

3 Professional Staff Members

9. If selected, how would your firm make surveys and reports ADA compliant?

ETC Institute has experience in the development of ADA compliant deliverables and will ensure all deliverables and online materials are ADA compliant.

10. List below information regarding the individuals from your firm that would be working on this project.

Name: *Jason Morado*

Job Title: *Director of Community Research*

Education: *MBA, Webster University, BS, Business Administration, Avila University*

Relevant Work Experience: *Mr. Morado has over 17 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 300 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics. Mr. Morado has planned, coordinated, and supervised the administration of transportation studies, and has served as an on-site supervisor for the administration of transportation surveys in over a dozen states.*

Mr. Morado has served as the Project Manager for over 100 community satisfaction surveys for local government organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Cabarrus County, NC
- Casper, WY
- Cedar Hill, TX
- Chapel Hill, NC
- Clayton, MO
- Chickasha, OK
- Columbia, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Durham County, NC
- Fort Lauderdale, FL
- Gardner, KS
- Glencoe, IL
- Glenview, IL
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Hyattsville, MD
- Johnston, IA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- Kennesaw, GA
- King County, WA
- Kirkwood, MO
- Las Vegas, NV
- Lawrence, KS
- Louisville, KY
- McAllen, TX
- Midwest City, OK
- Missouri City, TX
- Montrose, CO
- Mountain Brook, AL
- Mount Prospect, IL
- Newport, RI
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Raymore, MO
- Rolla, MO
- Saint Joseph, MO
- San Antonio, TX
- Shawnee, KS
- Shoreline, WA
- Sugar Land, TX
- Tempe, AZ
- Vancouver, WA

Name: Dawn Davis

Job Title: Project Manager

Education: BA, English, University of Missouri, Kansas City

Relevant Work Experience: Since 2011, Ms. Davis has attained progressive experience in the design, administration, and analysis of market research for governmental organizations. She has served as Project Manager on studies for dozens of governmental and private sector clients. She has also assisted in the coordination and facilitation of focus groups for transportation plans, long range planning efforts, parks and recreation needs assessments, and other customer satisfaction initiatives.

Ms. Davis has served as a Project Manager for community survey research for dozens of governmental organizations throughout the United States. Below is a brief list of some of the communities for which Ms. Davis managed the project:

- Apex, NC
- Arlington County, VA
- Auburn, AL
- Austin, TX
- Baytown, TX
- Bensenville, IL
- Branson, MO
- Clayton, MO
- Cleveland Heights, OH
- Columbia, MO
- Concord, NC
- Coral Springs, FL
- Creve Coeur, MO
- Des Peres, MO
- Fayetteville, NC
- Fort Lauderdale, FL
- Fort Worth, TX
- Glencoe, IL
- Harrisonville, MO
- Johnson County, KS
- Johnston, IA
- Kansas City, MO
- Kewanee, IL
- Kirkwood, MO
- Las Vegas, NV
- League City, TX
- Mecklenburg County, NC
- Meridian, ID
- Merriam, KS
- Miami Beach, FL
- Oklahoma City, OK
- Olathe, KS
- Overland Park, KS
- Perryville, MO
- Pinecrest, FL
- Pitkin County, CO
- Platte City, MO
- Pueblo, CO
- Riverside, MO
- Rolla, MO
- Round Rock, TX
- San Antonio, TX
- San Diego, CA
- San Marcos, TX
- Shawnee, KS
- Shoreline, WA
- Spring Hill, KS
- Springfield, MO
- St. Joseph, MO
- Sterling Heights, MI
- Stillwater, OK
- Sugar Land, TX
- Tamarac, FL
- Vancouver, WA
- Vestavia Hills, AL
- Washougal, WA
- West Des Moines, IA
- Wheaton, IL
- Wilmington, NC
- Winston-Salem, NC

Name: Christopher Tatham

Job Title: Owner and CEO

Education: MBA, Kansas State University, BA, Economics and Latin American Studies, Princeton University

Relevant Work Experience: Mr. Tatham is Senior Executive Vice President and Chief Executive Officer for ETC Institute. Areas of emphasis include citizen satisfaction, transportation, planning and zoning, parks and recreation, public safety, and utilities. The company was recently selected as one "One of the Best Places to Work in Kansas City" by the Kansas City Business Journal. ETC Institute also received the prestigious "Top 10 Small Businesses in Greater Kansas City" award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees. Mr. Tatham specializes in the management of large data collection projects related to government satisfaction surveys. Having been certified as a combat logistician by the U.S. Army Logistical Management College in Fort Lee, Virginia, Chris has superior skills for planning and coordinating complex tasks that are required for the successful administration of citizen, employer, visitor, transit, and household activity travel surveys. During the past year, he managed more than \$4 million dollars' worth of research projects with budgets ranging from \$2,000 to more than \$1,000,000.

Mr. Tatham has managed customer survey research for dozens of governmental and private sector clients, including the following large governmental clients:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tucson, Arizona
- U.S. Army Installation Management Agency
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan

11. Provide at least three (3) references for recent clients for which a similar scope/size Citizen Satisfaction Survey was recently completed. If possible, these references should align with the work submitted with Attachment F.

Client	Contact	Contact #	Summary of Work
City of Kansas City, Missouri	Kate Bender, Senior Performance Analyst	816-513-6567 Kate.Bender@kcmo.org	ETC Institute regularly conducts Resident, Employee, Business, Water Quality, and other economic development surveys for the City of Kansas City, Missouri. While significantly larger than the Town of Belleair, the scope of services is identical.
City of Tempe, Arizona	Rosa Inchausti, Director, Strategic Management and Diversity Office	480-350-8999 Rosa_Inchausti@tempe.gov	ETC Institute regularly conducts Resident, Employee, and Business surveys with the City of Tempe. In 2020, ETC Institute administered an employee and resident survey, in 2021 ETC Institute will again administer the resident survey alongside a business survey. While a larger community, Tempe's scope of work is nearly identical to the scope of work proposed for the Town of Belleair.
Village of Key Biscayne, Florida	Todd Hofferberth, Director, Parks and Recreation	305-365-8947 Thofferberth@keybiscayne.flo.gov	ETC Institute regularly conducts Resident surveys for the Village of Key Biscayne. Key Biscayne's scope of work is nearly identical to the one proposed in this document.

Attachment D: Proposed Process and Timeline

ETC Institute fully understands the scope of work for and is fully capable of performing all of the quantitative and qualitative items requested and described in the Town's RFP ADM21-1.

Our services are focused on helping government organizations achieve short- and long-range objectives by relying on our experience and analytics to ensure you make data driven decisions. Our ability to help organizations make better decisions is based on an approach that adheres to three guiding principles.

- **Continuity:** ETC Institute understands the importance of monitoring customer perceptions and how they change over time. We intend to implement a research process that will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance. This will involve using some of the same questions or response options from previous surveys to ensure the compatibility of the two data sets. It will also involve a thorough review of the goals and objectives of the study as a whole to ensure the research process is designed to meet these objectives. All the activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are met.
- **Strategic Value:** For community research studies to serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the information collected meets the informational needs of the decision-makers to encourage leaders to use the data as a part of their decision-making process. If the survey results have strategic value, they will inherently become part of the process for setting short- and long-term priorities for the Town. Our clients use our services to help determine priorities for the community based on the results of the survey and use them as a part of their ongoing planning processes. When market research is developed with strategic value in mind it becomes woven into the fabric of the decision-making process at the highest levels.
- **Performance Measurement:** Since the results of the survey will be used to help guide decisions, the survey instruments and data analysis methodologies must be designed to generate objective performance measures free of bias. The surveys will be designed to provide objective feedback for the Town to ensure leaders better understand the needs of the community and are given the ability to improve areas that are most in need. ETC Institute will work with the Town of Belleair to refine any existing performance indices and develop new performance indices that give Town leaders the ability to objectively assess the change in their performance from previous surveys and into the future.

ETC Institute has designed the following process to help the Town complete all of the tasks described in the RFP.

Phase 1: Focus Groups

ETC Institute will conduct no fewer than 10 community engagement focus groups that are approximately 90 minutes in length and have between 8 and 15 participants each. The participant screeners, discussion guides, questionnaires, surveys, interview protocols, recruitment scripts, sampling plans, and all related materials will be developed in coordination with the Town and all materials will be approved by the Town before recruitment begins. ETC Institute will work with the Town to determine the criteria for and will require approval of all participants prior to and during the focus group phase. ETC Institute gives the right to the Town to eliminate any participants at any time in the focus group phase.

ETC Institute will be responsible for completing the following tasks as part of Phase 1:

- Working with the Town to develop the moderator's script and major topic areas.
- Identifying sites and securing all resources needed to conduct the focus groups (room rentals, refreshments, handouts, projectors, etc.).
- Recruiting participants and making reminder calls the day prior to the scheduled meeting. ETC Institute's fees include an incentive of \$20 per participant to encourage participation in the focus groups. (For a reduced fee, ETC Institute gives the Town the opportunity to recruit the participants for the focus groups. These pricing options are found in the detailed cost breakdowns later in this proposal).
- Facilitating all meetings using ETC Institute staff as moderators.
- Recording the meetings via audio and visual recordings and handwritten notes of key comments. ETC Institute can ensure that live streaming of the meetings is available upon request. All meetings will be recorded in their entirety.
- Preparing a report that summarizes the comments and relative insights from the focus groups. All standards and requirements as they relate to reporting and note taking will be discussed and approved by the Town prior to conducting any focus groups.
- Preparing a report that documents the major insights gained from the focus groups.

To ensure the focus groups meet their intended purpose, the following steps will be taken:

- A moderator script will be developed by ETC Institute based on input from the Town and will be approved by the Town prior to administration.
- A timeline will be developed for the focus groups ensuring that each of the major topic areas can be covered in a 90-minute period. The moderator(s) will rehearse the script with a test audience at ETC Institute's focus group facility located at our home office before the focus groups are conducted with citizens of the Town.
- A notebook will be developed to ensure that note taking efforts are uniform. The notebook will contain an outline of the moderator's script and will provide ample room to write comments. Different notebooks will be used to record comments from each of the focus group sessions.
- Debriefings will be conducted at the end of each focus group to ensure all pertinent points are captured and recorded.
- Notes from the focus group sessions will be compiled and reviewed by senior ETC Institute staff for content and accuracy. The notes will be compared to audio recordings to ensure all information is accurate.
- A report will be provided to the Town within ten business days of each meeting.

To ensure all participants feel as if they have an opportunity to share their ideas openly without letting one more participant dominate the group, the moderator will set ground rules for participants at the beginning of each meeting. The ground rules will include an overview for how the moderator will handle comments that are 'off-topic.' Off-topic comments will be handled by writing the topic on a post-it note and placing it on a sheet of paper called the "parking lot." Once the moderator is finished discussing the items on the script, the moderator will come back to the items in the "parking lot." If the moderator does not have time to discuss the "parking lot" issues during the focus group session, the moderator will stay after the meeting to be sure the participant feels that their ideas were heard.

To avoid having one person dominate the conversation, participants will be given a pen and notepad. If one person is dominating the discussion, the moderator will ask participants to write down their answers/responses to the moderator's questions. The moderator will then ask each person to share the ideas they have written on their notepad. By doing this, all members of the group can participate, and each person is given an opportunity to think independently.

ETC Institute believes there are advantages to conducting focus groups both before and after the community survey has been administered to residents. Any focus groups performed before the survey is administered will help the Town fine tune and formulate questions on the community survey. Focus groups performed after data collection is complete can help the Town answer any questions that may arise from the survey results. ETC Institute sees value in splitting the 10 focus groups into two groups of five sessions that would be administered both before and after the survey is administered.

Over the past year, ETC Institute has conducted both in-person and virtual focus groups. There are benefits to each and we have experienced great participation in both in-person and virtual focus groups. To help facilitate the conversation with the Town about which method would be best suited for your project, we have provided pricing that details both in-person and virtual focus group pricing.

Phase 1 Deliverables

ETC Institute will deliver the approved focus group moderator script, recruitment script, audio/visual recordings, notebooks, and summary reports from the focus groups. Focus groups may take place before or after the administration of the survey. Because there are benefits to both options ETC Institute is amenable to breaking these groups up into pre- and post-survey groups that can help us better inform the survey instrument and gain additional insights from the results. ETC Institute has also provided pricing options regarding the focus groups that can help maximize your investment in our services. Some of these options include an option allowing the Town to recruit participants and conducting the focus groups online instead of in-person.

Phase 2: Develop the Survey and Sampling Plan

Task 2.1 Develop the Survey

Once selected for the project, ETC Institute will meet with the Town via phone or web-based conference to discuss the goals and objectives of the project and to confirm the desired outcomes of the project. ETC Institute will provide sample surveys created for similar project to help facilitate the design process while utilizing your input to develop a survey instrument designed to meet all desired goals and outcomes. Special attention will be paid to any of the Town's past survey results and the survey instruments will include questions related to general satisfaction, priorities for improvement, key issues, and other pertinent topics. ETC Institute will discuss with the Town which questions from past surveys, if available, should be benchmarked, and what questions can be benchmarked with our database of results from other communities. Based on a thorough discussion with the Town, ETC Institute will develop the first draft of the survey.

ETC Institute will work closely with the Town to ensure that feedback is utilized to create a survey that best fits the needs of the project. The survey will be designed to reach a diverse range of residents and will be sensitive to all cultural and legal issues. The survey can be translated into Spanish and, if deemed necessary and after a thorough discussion with the Town, the survey can be offered online in Spanish as well. It is anticipated that 3-4 drafts of the

survey will be prepared before the survey is approved by the Town. The Town will have the opportunity to review the survey instrument before it is administered to residents. Once the survey instrument is approved, ETC Institute can translate the survey and conduct an internal pre-test to ensure the survey instrument is understood as designed. ETC Institute will also work with the Town to develop a cover letter that will accompany the mailed version of the survey and will be used to create a landing page for the online survey. The cover letter will be developed on Town letterhead and will be signed by a representative of the Town. The cover letter can also be translated to Spanish by ETC Institute.

In lieu of more expensive translation services ETC Institute can provide a line on the survey's cover letter in an alternate language that prompts respondents who do not speak English to call a toll-free number where an interviewer working in ETC Institute's call center can administer the survey over the phone in the preferred language.

Task 2.2 Design the Sampling Plan

As a part of Task 2.2, ETC Institute will develop and finalize a sampling plan based on input from the Town. A project manager from ETC Institute will discuss with the Town which methodology is best to conduct the survey. ETC Institute will design a sampling plan based on completing a minimum of 150 completed surveys. The survey sample can be purchased by ETC Institute from one of the largest list brokerage firms in the world who has a list of all residential addresses within the Town's boundaries. This is how ETC Institute will ensure that each residential address in the Town has an equal chance of being selected for the sample. Because it is estimated that there are only 2,100 households in the community, ETC Institute recommends mailing the survey to all residential addresses. The list brokerage firm will also provide emails for each of the households selected as a part of the random sample. ETC Institute will use emails and cell phone numbers to conduct follow-ups with the households who were originally selected as a part of the sample and received a paper version of the survey in the mail. If the Town has a list of all residential addresses ETC Institute will use that list and append additional information such as email address and phone numbers to that list. The overall results of 150 completed surveys will have a precision of at least $\pm 7.7\%$ at the 95% level of confidence. For an increased fee, ETC Institute can also set the goal for total number of completed surveys at 200. The overall results of 200 completed surveys will have a precision of at least $\pm 6.6\%$ at the 95% level of confidence. ETC Institute will do everything possible to maximize your investment in our services and will not charge the Town any additional fees to provide data entry and verification of responses collected above and beyond the goal selected by the Town. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the Town's population will be surveyed using our suggested sampling methodology.

Task 2 Deliverables

ETC Institute will deliver the approved survey instrument, a link to the online survey, and a description of the finalized sampling plan.

Phase 3: Administer the Survey

Task 3.1 Administer the Survey

Once the final survey instrument and sampling plan is approved by the Town, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the

negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official Town letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for residents who prefer that option. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups by phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for residents who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. All of the procedures detailed below will be delivered in-house at our main office.

Survey Administration Procedures:

ETC Institute will work with the Town to develop a communication plan for the survey. As a part of this task, ETC Institute will provide sample press briefings that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.

ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to every household in the Town. The survey will include a letter on Official Letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. ETC Institute will geocode the home address of all respondents to the block level when delivering data to the Town. All identifying data will be removed from any open-ended responses, and all efforts will be made to guarantee the anonymity of all responses.

The survey and cover letter can be translated into Spanish to provide non-English speaking respondents with assurances about the legitimacy of the survey. Portions of the cover letter can be translated and will include instructions on how to call in to our home office to respond to the survey over the phone in a preferred language. This is the same methodology used for communities with large Spanish-speaking populations such as San Diego, California, San Antonio, Texas, and El Paso, Texas. ETC Institute has administered surveys in these three communities within the past two years.

Approximately ten days after the surveys are mailed, ETC Institute will either email or text households, who received the mailed survey instrument, a link that will direct them to the online survey. These follow-ups will significantly increase the response rate which will greatly reduce the probability that results are affected by the non-response bias. ETC Institute will track and only include online survey responses from residents who were selected for the survey.

Additional email follow-ups will be concentrated on demographic and geographic areas where response to the survey is low. This will ensure the results are representative of the Town, both demographically and geographically.

Data Management and Quality Control

ETC Institute has an ongoing quality control and assurance program in place. The program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services.

Our quality assurance program is directly monitored by the company's CEO, Christopher Tatham. The program is designed to give clients error free results, and all employees at ETC Institute are directly involved in the program. The quality control and assurance methods used by ETC Institute have been reviewed by the United States Office of Management and Budget.

Following the completion of survey administration, ETC Institute will perform data entry, editing, and verification of all survey responses. The data processing system used by our firm for this study will alert data entry personnel with an audible alarm if entries do not conform to predetermined specifications. Data entry fields will be limited to specific ranges to minimize the probability of error. A supervisor will match at least 10% of the records in the database against the corresponding survey to ensure that all data entry is accurate and complete.

Task 3 Deliverables

ETC Institute will deliver a copy of the overall results to each question on the survey as tables, this deliverable will include any open-ended responses from the survey.

Phase 4: Survey Analysis and Reporting

Task 4.1 Analyze the Survey Results

The analysis tools that will be included as a part of this project are provided on the following pages.

Task 4.1.1 Importance-Satisfaction Analysis. By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings allow governmental organizations the ability to assess the quality of delivering the service. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.

Importance-Satisfaction Rating

Major Categories of Village Services

Village of Key Biscayne, FL

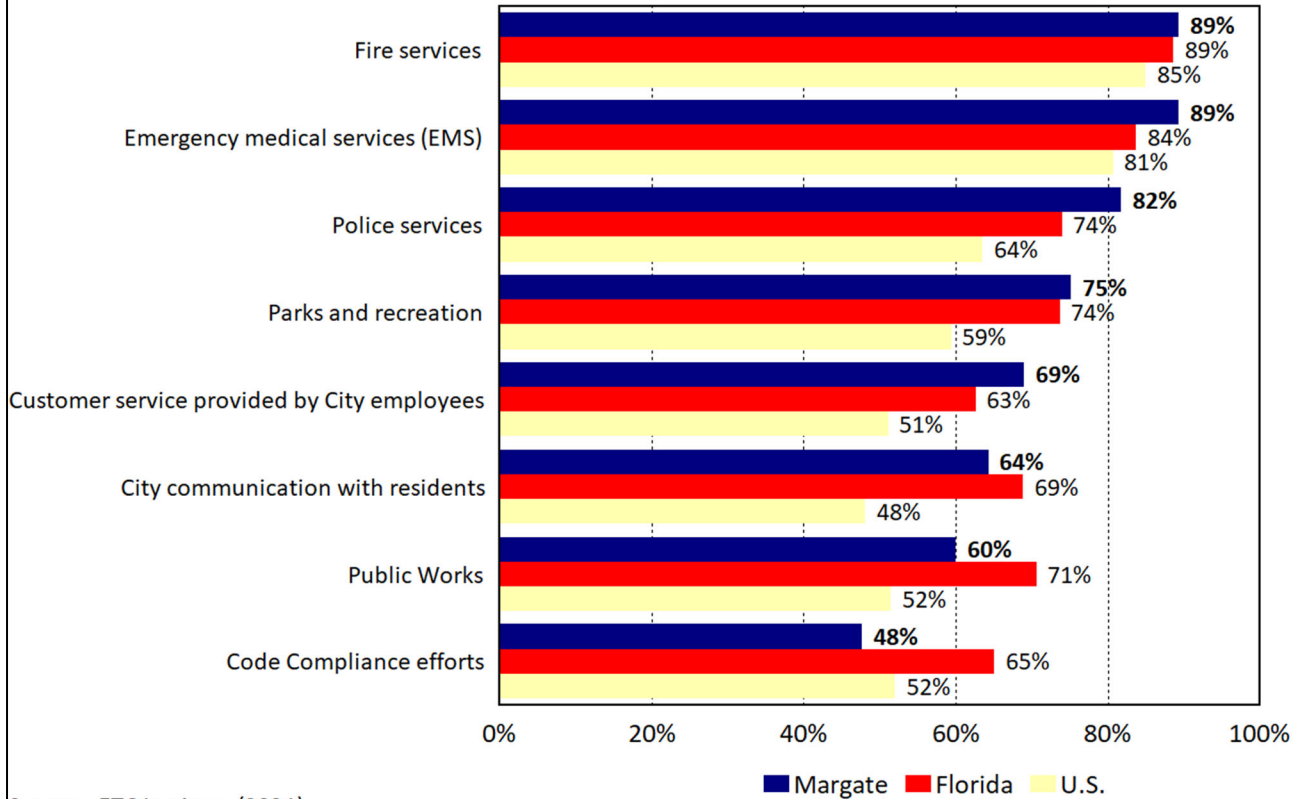
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > 0.20)						
Overall quality of beach maintenance	43%	1	48%	17	0.2211	1
High Priority (IS 0.10-0.20)						
Adequacy of Village street lighting	30%	2	47%	19	0.1584	2
Overall quality of traffic enforcement	27%	3	44%	20	0.1526	3
Overall traffic conditions within the community	22%	4	40%	21	0.1332	4
Medium Priority (IS < 0.10)						
Quality of sewer/wastewater services	18%	6	52%	16	0.0875	5
Overall quality of streets	15%	8	66%	11	0.0527	6
Communication by Village officials to residents	12%	9	57%	14	0.0505	7
Overall quality of police services	16%	7	74%	7	0.0423	8
Quality of drinking water	11%	10	65%	12	0.0378	9
Overall quality of code enforcement	7%	13	48%	18	0.0368	10
Overall quality of sidewalks	9%	5	64%	13	0.0339	11

The table above offers an example of the I-S Rating from the 2021 Village of Key Biscayne Community Survey. The table shows that the Village could maximize resident satisfaction with the overall quality of Village services by investing in the maintenance of the Village's beaches and the adequacy of the Village's street lighting. Investments in the maintenance of sidewalks and additional code enforcement efforts would have the least impact on the overall satisfaction with the quality of Village services.

Task 4.1.2 Normative Comparisons – Benchmarks. Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 69% of residents are satisfied with the customer service provided by Town employees, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, and population-based benchmarking data for more than 80 types of local governmental services. Benchmarking can help local governments understand how their results compare to similar communities.

Satisfaction With Major Categories of City Services Margate vs. Florida vs. U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

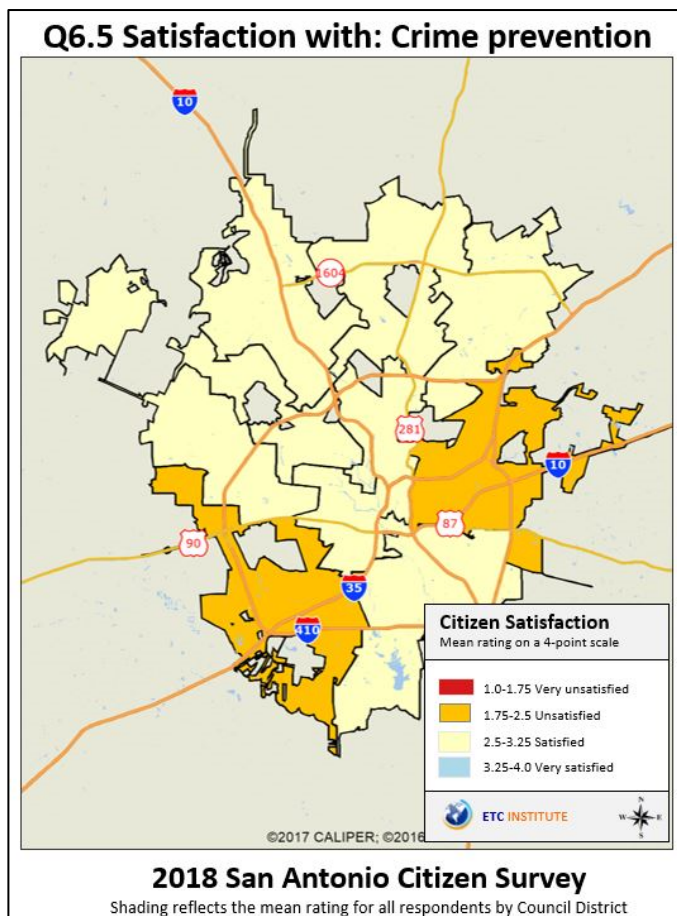
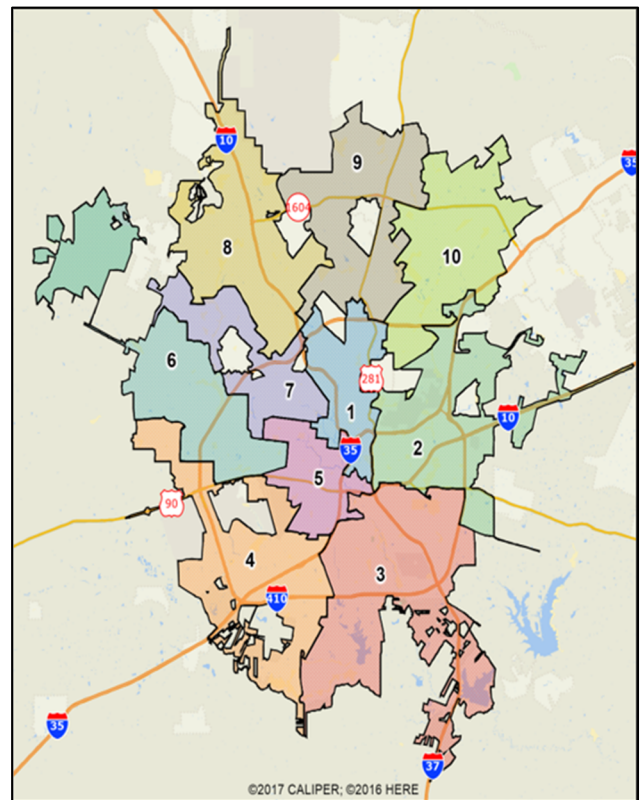


For example, 69% of residents in Margate, Florida were satisfied with the customer service received from City employees. Without comparative data, City leaders might have wondered whether 69% was an acceptable rating. As the chart above shows, 69% is a relatively good rating for this item among communities in the United States and for communities in the State of Florida. ETC Institute will work with the Town to determine which national and regional benchmarking comparisons best meet the goals and objectives for the project. Normative comparisons from jurisdictions that issue similar customer surveys will be provided to the Town. Without comparative data, it is difficult to know how well an organization is performing.

Task 4.1.3 GIS Mapping. ETC Institute staff has successfully geocoded survey results for over 100 market research projects within the past three years. Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country.

The map to the right identifies the 10 council districts in the City of San Antonio that were surveyed. The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with Town leaders and elected officials.

Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows levels of satisfaction with the feeling of safety in the City of San Antonio. Areas in blue identify areas with high satisfaction, areas in yellow are neutral, and areas in orange and red indicate high levels of dissatisfaction.



ETC Institute will prepare maps showing the results of specific questions on the survey by council district (or other geographic characteristics decided upon by the Town). ETC Institute will geocode the home address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. This will allow our team to generate maps that visually show how well the Town is delivering services to various parts of the community. GIS maps continue to be an effective tool for conveying the results of the survey to elected officials and the public.

Task 4.2 Prepare a Final Report

Following a meeting with Town staff to discuss the preliminary findings and deliverables after the initial results become available, ETC Institute will develop a written report utilizing the analysis tools found in Task 4.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, top priorities for improvement, and how these areas relate to budget investment. Additionally, the report will also include information regarding the methodology used in administration, the total number of surveys completed, the margin of error and level of confidence of the results, as well as sentiment analysis of open-ended responses. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An executive summary that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- Charts and graphs for all questions on the survey.
- Importance-Satisfaction Analysis that identify the top priorities for improvement and how they should be integrated into budget decisions.
- Benchmarking analysis and comparative norms that show how the Town compares to other communities regionally and nationally.
- GIS maps that show select questions on the survey as a map of the Town.
- Data tables that show the results for all questions on the survey and sentiment analysis of open-ended responses.
- A copy of the survey instrument.

Task 4 Deliverables

Prior to completing the final written report, ETC Institute staff will meet with the Town to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the Town makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses. A project manager from ETC institute can make an optional on-site visit to present the final report and can deliver up to 10 hard copies of the final report. In lieu of the on-site visit, a project manager can deliver a webinar presentation and ship 10 hard copies of the final report. The presentation will be delivered prior to the on-site visit/webinar at a mutually decided upon date and time.

Proposed Timeline

A typical community survey process takes approximately 10-14 weeks to complete. This timeframe includes kick-off meetings, survey design, sample plan development, survey administration, analysis, and the delivery of the final report. Below is the suggested timeline to complete your project.

Month 1

- Initial meeting with staff to discuss survey goals and objectives
- ETC Institute provides the Town with a draft survey
- The Town reviews the content of the survey and provides feedback to ETC Institute
- ETC Institute revises the survey based on Town input
- ETC Institute provides the Town with the final sampling plan specifications
- ETC Institute conducts a pretest of the survey
- ETC Institute designs and builds online survey
- ETC Institute delivers sample press release to Town for review and dissemination
- Town approves online survey
- ETC Institute prints surveys and prepares for mailing

Month 2

- Surveys are mailed
- Data collection begins

Month 3-4

- Data collection completed
- Preliminary data delivered to the Town
- Discussion on preliminary data with Town
- Draft report submitted electronically
- Changes to report are discussed and recommendations from the Town are delivered
- Electronic version of on-site presentation is delivered
- Final report delivered during on-site presentation (if desired)

Attachment E: Breakdown of Cost of Work

The table below shows a breakdown of the estimated costs for this project based on hourly rates.

ETC Institute Community Survey Fees 2021		
	150	200
at 95% level of Confidence	+/-7.7%	+/-6.6%
Design Survey and Prepare Sampling Plan	\$ 2,125.00	\$ 2,125.00
Administration of 15-20 Minute Survey (Up to 6 pages)	\$ 7,575.00	\$ 8,750.00
Analysis of Final Results	\$ 925.00	\$ 925.00
Formal Report (summary, charts, benchmarking, I-S rating)	\$ 1,125.00	\$ 1,125.00
Total	\$ 11,750.00	\$ 12,925.00
Optional Services		
On-Site Presentation		\$ 2,500.00
Webinar Presentation		\$ 500.00
Focus Groups (10) - ETC Institute Recruits and Provides Incentives - ON SITE		\$ 27,525.00
Focus Groups (10) - Town Recruits and Provides Incentives - ON SITE		\$ 22,250.00
Focus Groups (10) - ETC Institute Recruits and Provides Incentives - VIRTUAL		\$ 17,575.00
Focus Groups (10) - Town Recruits and Provides Incentives - VIRTUAL		\$ 13,575.00

A project manager from ETC Institute can discuss any questions the Town may have and has the authority to negotiate pricing on behalf of ETC Institute.

Attachment F: Examples of Similar Citizen Satisfaction Surveys

As requested, ETC Institute has provided three samples of similar citizen satisfaction surveys administered for other clients with similar scopes of work. The three sample reports that have been included as separate attachments to this proposal are:

- **2019-2020 City of Kansas City, Missouri Citizen Survey Report**
 - *The 2020-2021 survey is currently in administration.*
- **2020 City of Tempe, Arizona Community Survey Report**
 - *The City was expected to complete their 8th resident survey with ETC Institute in 2020, but moved the project to 2021 due to COVID-19. In 2021 ETC Institute was awarded another long-term contract with the City of Tempe that includes the addition of focus groups to be completed during the course of the community survey.*
- **2020 Village of Key Biscayne, Florida Community Survey Report**
 - *The Village regularly conducts community surveys with ETC Institute.*

Additional report materials can be made available upon request. Examples of additional services such as crosstabulations, GIS maps, and other additional analysis services can be provided upon request.

Attachment G: Acknowledgement of Addenda

ADDENDUM 1

May 28, 2021

ADM21-1: TOWN OF BELLEAIR REQUEST FOR PROPOSALS FOR A CITIZEN SATISFACTION SURVEY

Listed below are the questions received and answers provided regarding ADM21-1

Q1: The RFP mentions including National Community Survey questions in order to benchmark them to national results. Does the Town have permission to use the exact questions in this survey? Is the Town able to provide this data to the supplier for use in reporting?

A1: The Town of Belleair has taken no steps to involve the National Community Survey in this project and does not have access to the data.

Q2: If a web based survey cannot be made WCAG 2.1 AA ADA compliant, would other survey versions to allow accessibility be acceptable, such as printed or phone administered?

A2: Yes, alternate survey collection methods may be used to achieve ADA accessibility. The intent of this requirement is to provide survey access to persons of all abilities in a flexible and accommodating manner.

Q3: Can you provide an example of, or description of, the type of reporting/output you are looking for regarding “sentiment analysis?”

A3: By “sentiment analysis,” we are referring to using manual and/or predictive (text mining/natural language processing) methods to analyze the intent, content, motivation, and emotion behind open-ended and free response questions or comments. We believe there is great value in analyzing and interpreting qualitative feedback and wish to see such analysis in our final Citizen Satisfaction Survey report.

This article from Qualtrics explains several types of sentiment analysis well and discusses its Text iQ solution, but keep in mind alternate and manual/non-automated methods could be acceptable as well: <https://www.qualtrics.com/experience-management/research/sentiment-analysis>.

The City of South Lake’s 2019 Citizen Satisfaction Survey is a relatively simple example of using sentiment analysis for open-ended questions (starting on page 146).

Q4: Since there is an expectation of multiple successive surveys, should the bid include a breakdown of the cost for the initial year and successive years?

A4: Yes. Please include a breakdown of subsequent survey work below the initial year cost(s).

Q5: Do the hard copies and USB need to be in hand by the proposal submission deadline, or would an electronic copy suffice with the hard copies/USB to follow?

A5: Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

Q6: Does the Town have a budget amount in mind for the first year of this project, and if so, what is the amount (if that can be shared)?

A6: No. The budget amount for this project is undetermined.

Q7: Would the Town of Belleair consider accepting proposals for the Citizen Satisfaction Survey electronically (via email or submission portal)?

A7: No. Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

Q8: Would the Town of Belleair consider allowing us to submit our bid electronically?

A8: No. Hard copies and USB/electronic copies must be submitted together by the due date and in the manner specified in the RFP.

ACKNOWLEDGEMENT OF ADDENDUM

ADDENDUM 1


ADM21-1: REQUEST FOR PROPOSALS FOR A CITIZEN SATISFACTION SURVEY

ADDENDUM 1 is issued by the Town of Belleair through the Town's DemandStar bid portal (available at www.townofbelleair.com/bids). The ADDENDUM SHALL BE MADE A PART OF THE BID DOCUMENTS AND SPECIFICATIONS. BIDDERS SHALL ACKNOWLEDGE RECEIPT OF THIS ADDENDUM BY SIGNING AND SUBMITTING THIS ADDENDUM ACKNOWLEDGEMENT FORM. FAILURE TO ACKNOWLEDGE RECEIPT OF AN ADDENDUM MAY BE CAUSE FOR REJECTION OF THE BID.

When submitting all bid proposals this Addendum Acknowledgement Form must be included in the bid submittal.

I hereby acknowledge receipt of documents pertaining to the above referenced RFP.

Company Name: ETC Institute
Contact: Gregory S. Emas
Address: 725 W. Frontier Lane
City: Olathe State: KS Zip: 66061
Phone: (913) 829-1215 Fax: (913) 829-1591
Email: greg.emas@etcinstitute.com


Signature

6/3/2021
Date



Legislation Details (With Text)

File #: 21-0210 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 7/15/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Discussion of the Town Organization Chart
Sponsors:
Indexes:
Code sections:
Attachments: [2021 Organizational Chart.pdf](#)
[Organizational Chart Collection](#)
[Personnel Counts](#)
[OC - Vendor Data.pdf](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town Commission
From: JP Murphy, Town Manager
Date: 7/15/2021

Subject:
Discussion of Town Organization Chart

Summary:

The Mayor asked for a discussion of the organizational chart to be placed on the agenda. With a number of departures in the current Parks, Recreation, and Public Works Department, I am evaluating a restructuring of some of the departments to address siloing, increase responsiveness, accountability and reduce the span of control. In addition, I have provided some historical charts, employee counts, and a listing of contractors that perform larger functions of a department for discussion purposes. As part of the budget process, I will provide a final org chart for consideration and a draft under separate cover prior to the July 20th meeting.

As you can see from the provided historical position analysis, the total headcount over the past sixteen years has stayed relatively stable, from a 2005 high of 57 to a 2015 low of 54.5. The current headcount town-wide is 56.5.

Please note that the “Historic Personnel Counts” do not include recommended positions that are currently funded in the upcoming budget year.

Expenditure Challenges: N/A
Financial Implications: N/A
Recommendation: Discussion only

Proposed Motion: Discussion only

TOWN OF BELLEAIR

EMPLOYEE

ORGANIZATIONAL

CHART

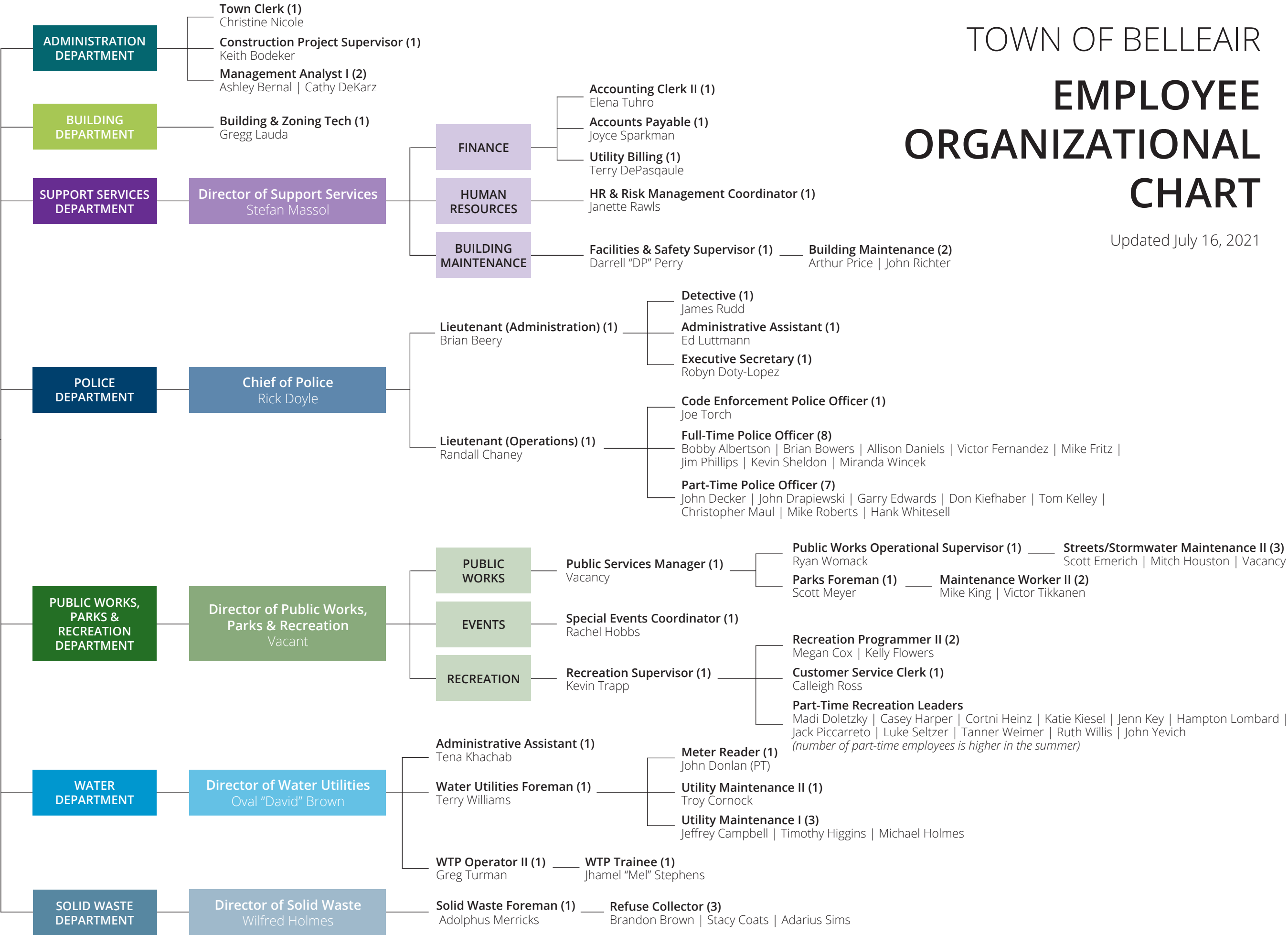
Updated July 16, 2021

Citizens of Belleair

COMMISSION

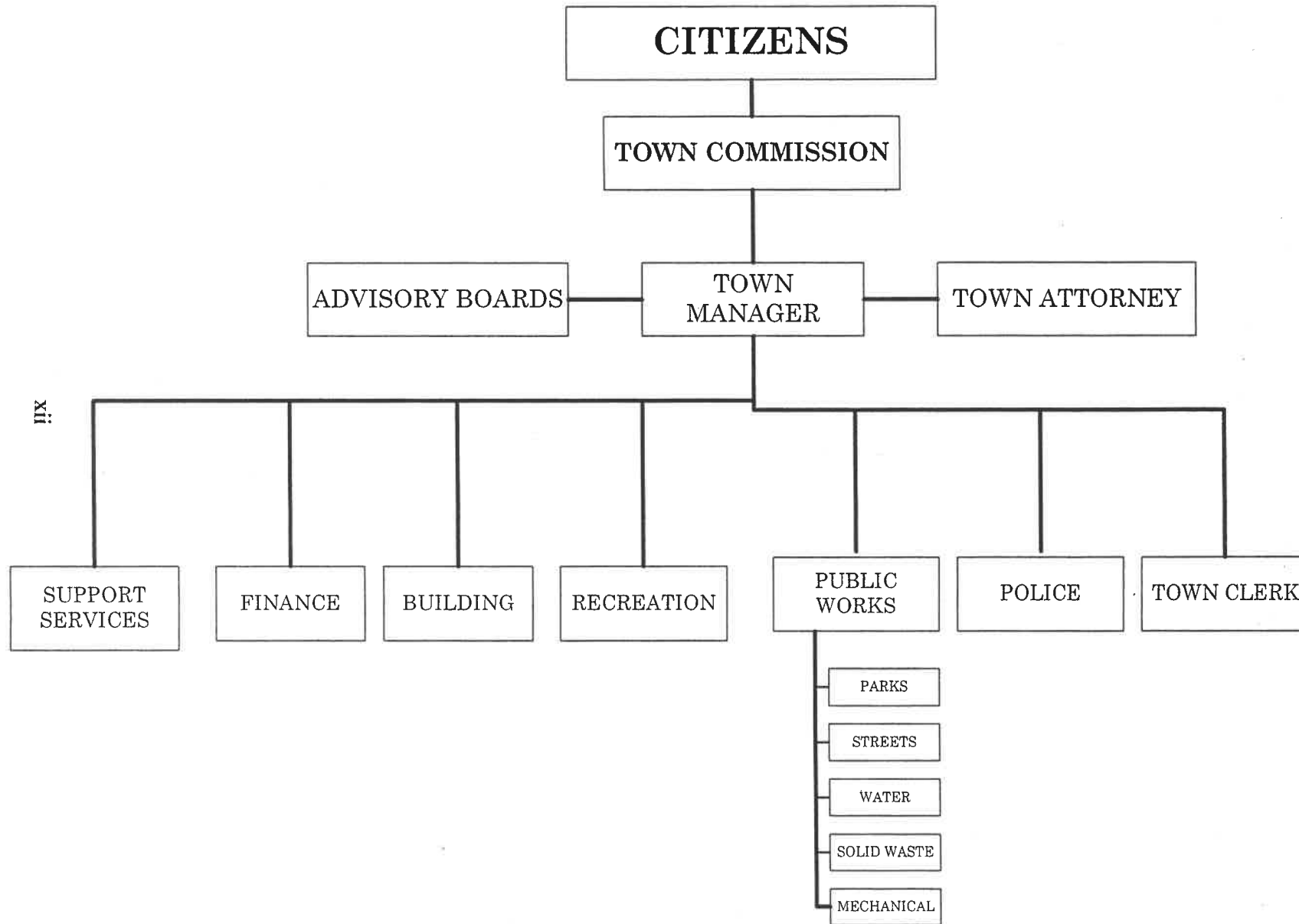
Mayor Mike Wilkinson
Deputy Mayor Tom Kurey
Commissioner Tom Shelly
Commissioner Coleen Chaney
Commissioner Thomas Nessler

Town Manager
JP Murphy



2005 Organizational Chart

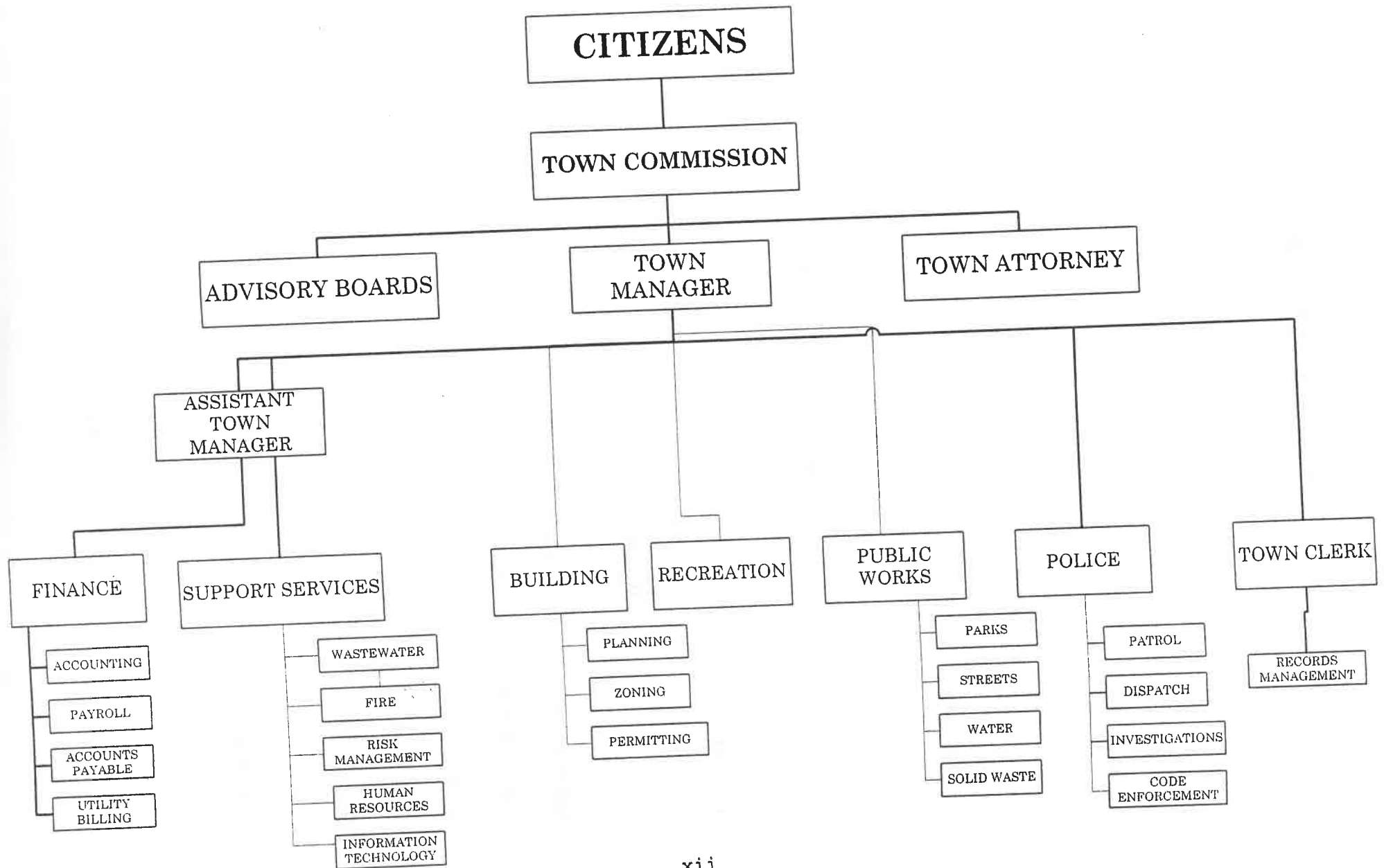
TOWN OF BELLEAIR



2007 Organizational Chart

TOWN OF BELLEAIR

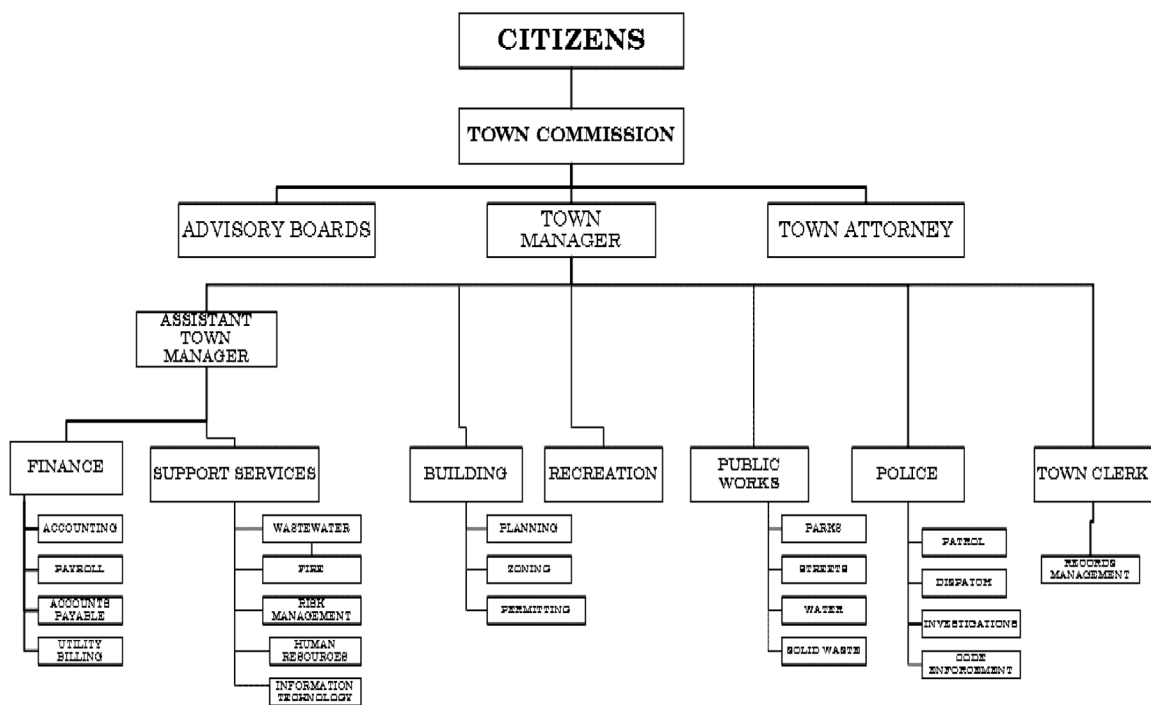
October 1, 2007



2010 Organizational Chart

TOWN OF BELLEAIR

October 1, 2010



2015 Organizational Chart

**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
ADMINISTRATION DEPARTMENT**



**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
BUILDING DEPARTMENT**



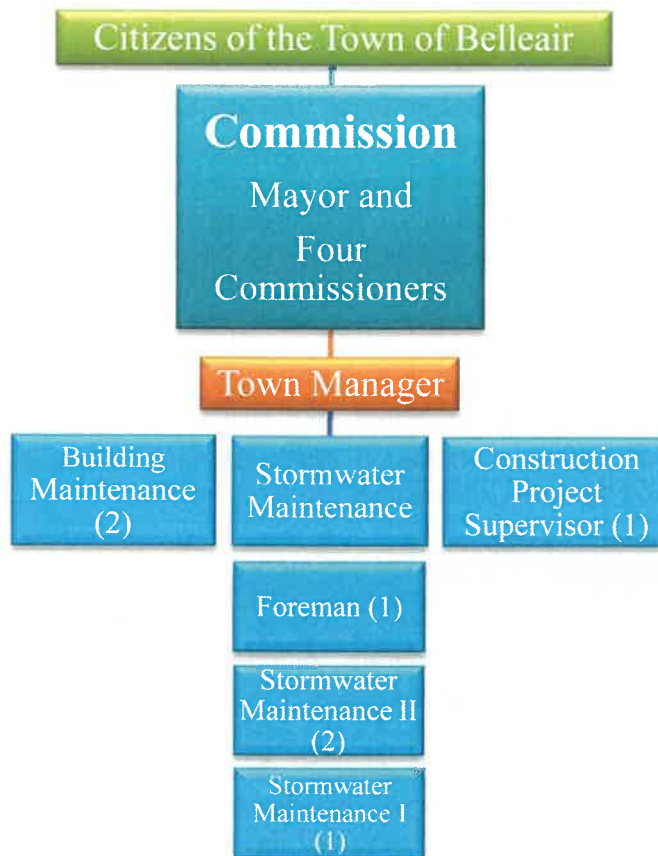
**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
SUPPORT SERVICES DEPARTMENT**



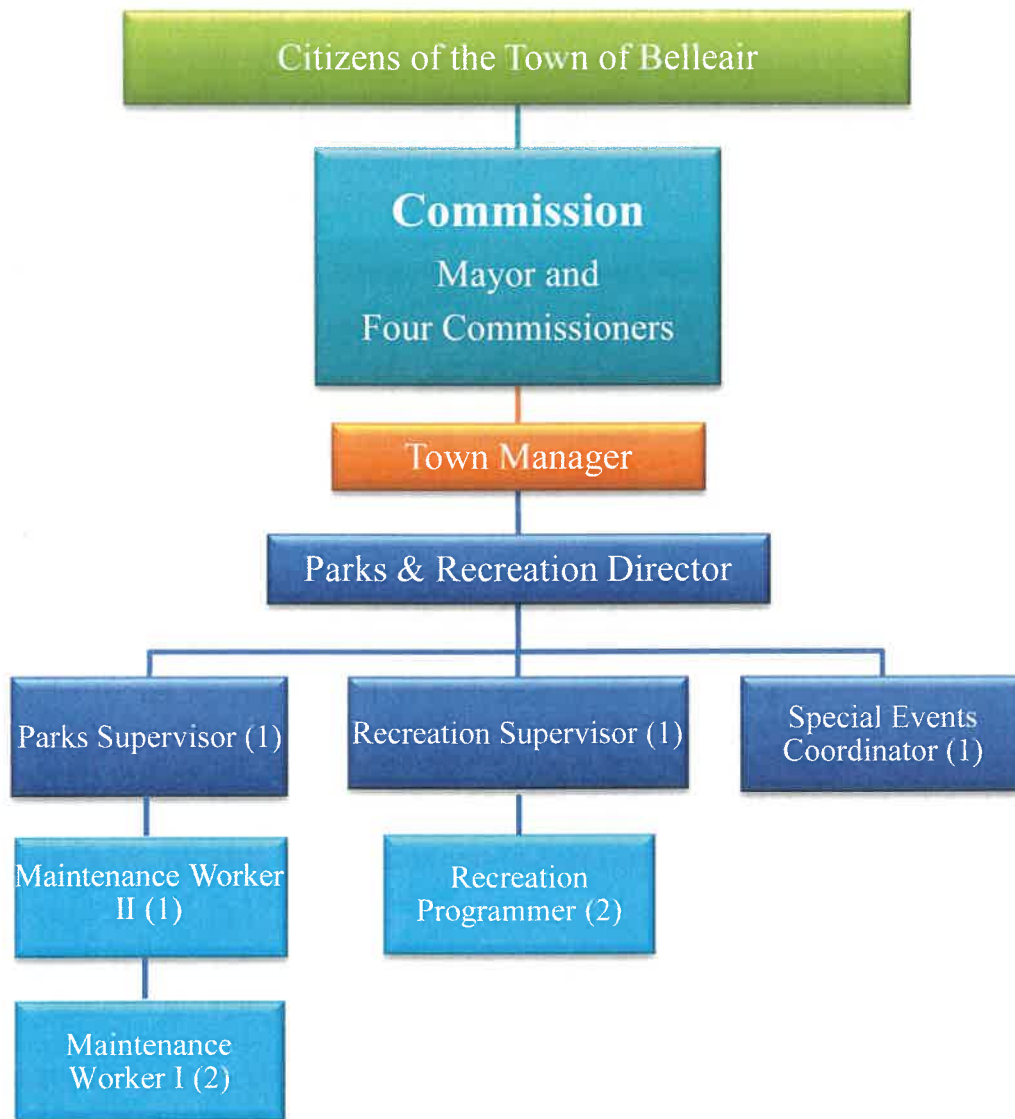
**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
POLICE DEPARTMENT**



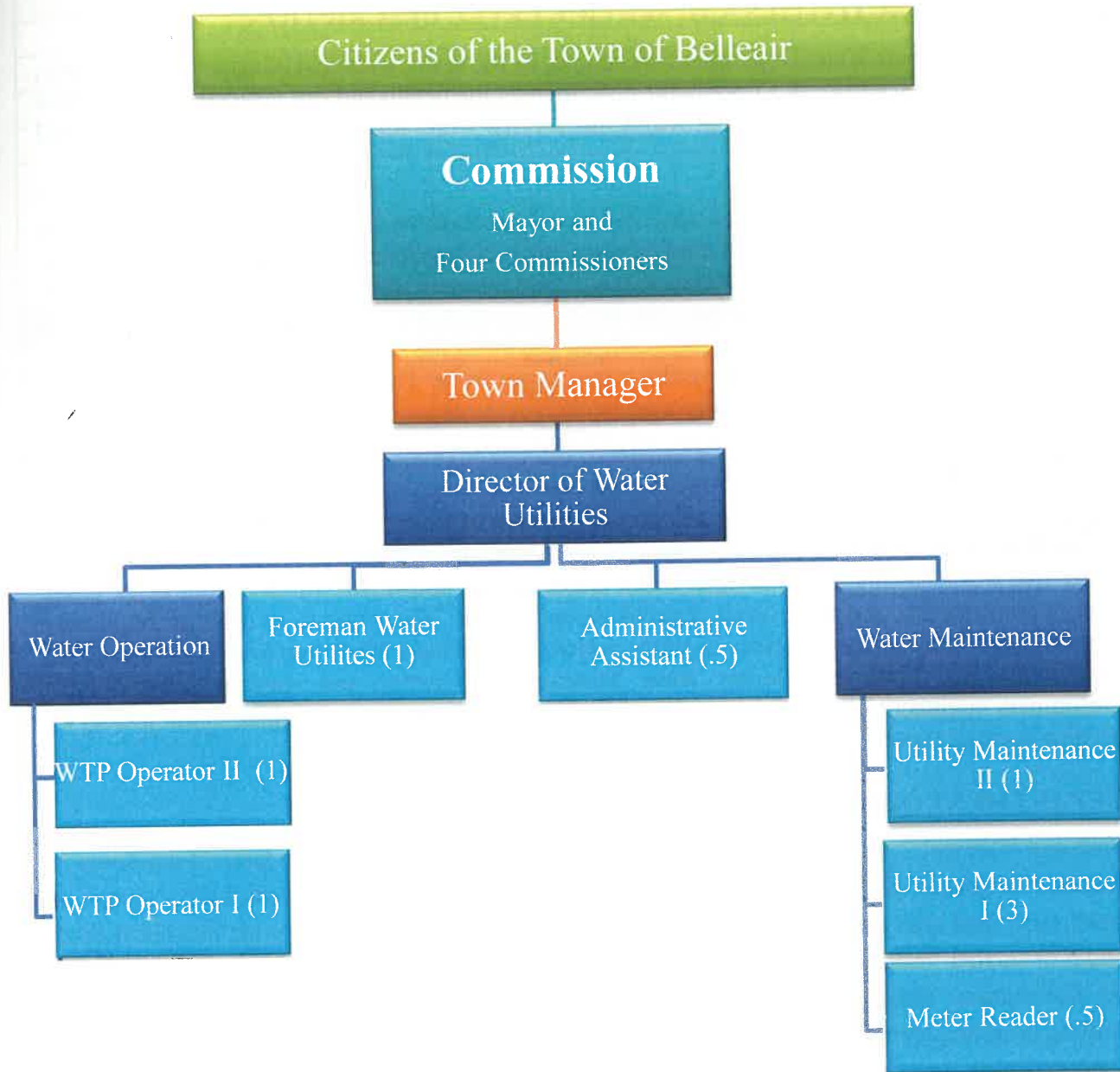
**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
PUBLIC WORKS DEPARTMENT**



**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
PARKS RECREATION DEPARTMENT**



**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
WATER DEPARTMENT**



**TOWN OF BELLEAIR
ORGANIZATIONAL STRUCTURE
SOLID WASTE**



Present Organizational Chart

TOWN OF BELLEAIR

EMPLOYEE

ORGANIZATIONAL

CHART

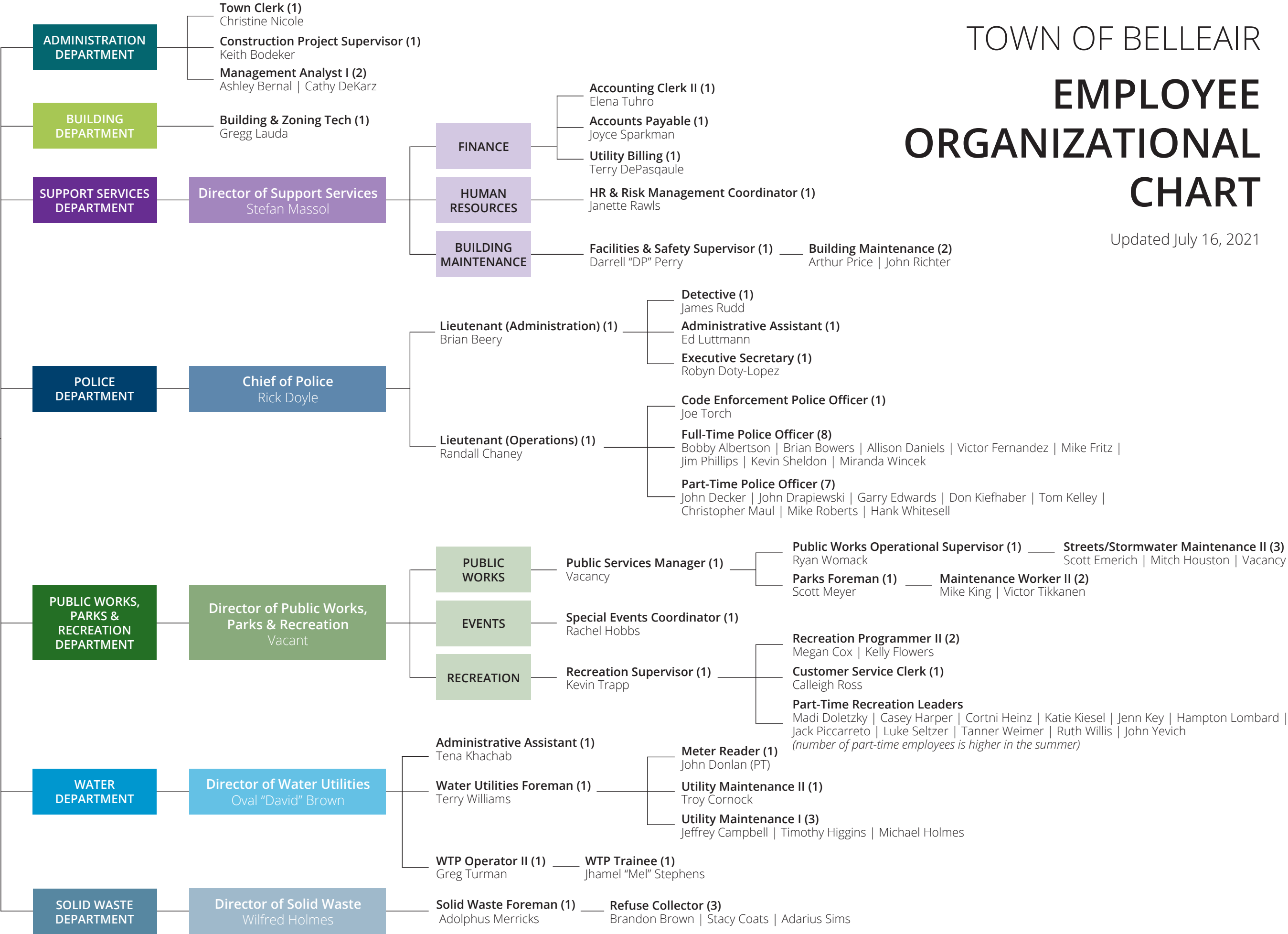
Updated July 16, 2021

Citizens of Belleair

COMMISSION

Mayor Mike Wilkinson
Deputy Mayor Tom Kurey
Commissioner Tom Shelly
Commissioner Coleen Chaney
Commissioner Thomas Nessler

Town Manager
JP Murphy



Historical Position Analysis

Position Title	2005 Actuals	2010 Actuals	2015 Actuals	2020 Actuals	2021 Actuals
Administration					
Town Manager	1	1	1	1	1
Construction Project Supervisor	0	0	0	1 (a)	1
Town Clerk	0	0	1 (b)	1	1
Management Analyst	0	0	1 (c)	2	2
Management Analyst II	0	0	1 (c)	0	0
Administrative Assistant	1				
<i>Subtotal</i>	2	1	4	5	5
Town Clerk					
Town Clerk	1	1			
Administrative Assistant	1	0			
Deputy Town Clerk	0	1			
<i>Subtotal</i>	2	2	0	0	0
Building					
Building Official	1	1			
Building Technician	1	1	1	1	1
<i>Subtotal</i>	2	2	1	1	1
Support Services					
Director of Support Services				1	1
Assistant Town Manager	1	1	1	0	0
Accounting Clerk I	1	2	1	1	1
Accounting Clerk II	1	1	1	1	1
Finance Supervisor	0	0	1	0	0
Utility Billing Clerk	1	0	1	1	1
Facility and Safety Supervisor	0	0	0	1	1
Custodian/Building Maintenance	1 (d)	0	0	2	2
Human Resources Tech	1	0	0	0	0
HR and Risk Management	0	1	1	1	1
Network Administrator	0	1			
<i>Subtotal</i>	6	6	6	8	8
Police					
Police Chief	1	1	1	1	1
Lieutenant	1	1	1	1	2
Administrative Assistant	0	0	1	1	1
Police Officers	9	9	9	9	8
Code Enforcement Officer	0	1	0	1	1
Investigator/Detective	0	1	1	1	1
Executive Secretary	0	1	1	1	1
Administrative Supervisor	1	0			

Historical Position Analysis

Position Title	2005 Actuals	2010 Actuals	2015 Actuals	2020 Actuals	2021 Actuals
Dispatchers	4.5	0			
<i>Subtotal</i>	16.5	14	14	15	15
Public Works					
Public Works Director	0	1	0.5	(e)	0.5
Public Services Manager	0	0	0.5	1	1
Public Works Operational Supervisor	0	0	0	1	1
Construction Project Supervisor	0	0	1	0	0
Foreman	0	0	1	1	1
Building Maintenance	0	1	2	0	0
Mechanical					
Supervisor	0.5				
Mechanic	1				
Stormwater					
Maintenance II	0	2	2	2	2
Streets					
Supervisor	0.5				
Maintenance II	2				
Parks					
Supervisor	0.5	0	0	0	0
Maintenance I	1	0	0	0	0
Maintenance II	3	0	0	2	2
<i>Subtotal</i>	8.5	4	7	7.5	7.5
Recreation					
Recreation Director	1	1	0.5	0.5	0.5
Assistant Recreation Director	1				
Public Services Manager	0	0	0.5	(f)	0
Recreation Leader	1	0	0	0	0
Recreation Supervisor	0	1	1	1	1
Parks Supervisor	0	1	0	0	0
Special Events Coordinator	0	1	1	1	1
Recreation Customer Services Clerk	0	0	0	1	1
Recreation Leader II	0	1	0	0	0
Recreation Programmer	0	1	2	2	2
Maintenance Worker I	0	2	1	(g)	
Maintenance Worker II	0	2	2	(h)	
<i>Subtotal</i>	3	10	8	5.5	5.5

Historical Position Analysis

Position Title	2005 Actuals	2010 Actuals	2015 Actuals	2020 Actuals	2021 Actuals
GENERAL FUND TOTAL	40	39	40	42	42
Water					
Director	0	1	1	1	1
Water Utilities Foreman	0	0	1	1	1
Supervisor	1	0	0	0	0
Administrative Assistant	0	0.5	0.5	0.5	0.5
WTP OP I	1	2	0	1	1
WTP OP II	2	2	1	1	1
Utility Maintenance Technician I	2	1	0	0	0
Utility Maintenance Technician II	2	1	1	0	0
Utility Maintenance	1	3	3	3	4
WTP Trainee	1	0	1	0	0
Meter Reader	0.5	0.5	0.5	0.5	0.5
WATER TOTAL	10.5	11	9	8	9
Solid Waste					
Supervisor	0.5	0.5	1 (i)		
Director of Solid Waste				1	1
Administrative Assistant	0	0.5	0.5	0.5	0.5
Solid Waste Foreman	0	0	1	0	1
Refuse Collector I	3	6	3	3	3
Refuse Collector II	3				
SOLID WASTE TOTAL	6.5	7	5.5	4.5	5.5
TOTAL	57	57	54.5	54.5	56.5

Footnotes

- (a) Construction Project Supervisor was originally housed in Public Works, moving over after 2015
- (b) The Town Clerk used to be a department of four individuals, dissolving between 2005 and 2010
- (c) Management Analyst I/II were originally funded from Support Services, moving to Administration in 2015
- (d) Custodians/Building Maintenance briefly moved to Public Works before returning to Support Services
- (e) The Director of Public Works and the Director of Recreation were renamed to the Director of Parks, Recreation, and Public Works in 2017, splitting the position between the two respective departments.
- (f) The Public Services Manager position was split between Recreation and Public Works before forming one full position funded under Public Works
- (g) Maintenance Worker I was transferred to Public Works after 2015
- (h) Maintenance Worker II was transferred to Public Works after 2015
- (i) Supervisor of Solid Waste position was changed to Director of Solid Waste

Listing Of Contracted Services by Department

Department	Contractor	Service Rendered
Administration	Verbit	ADA compliance and captioning for meetings
Administration	Pinellas County Supervisor of Elections	Elections
Administration	Gray Robinson	Town Attorney
Administration	McKim & Creed	Town Engineer of Record
Building	Safebuilt	Building inspections
Building	Calvin Giordano & Associates (Safebuilt)	Planning
Police	PCSO	CAD/ACISS access and system maintenance, forensic science services/property and evidence services, latent print services
Public Works	Largo	Street sweeping
Public Works	Precise Property Management	Mowing services
Public Works	Prime Scape	Tree trimming services
Solid Waste	People Ready Florida	Temporary labor
Solid Waste	Clearwater Recycling	Recycle Collection, Transportation and Disposal
Support Services	ABM	HVAC & Mechanical Maintenance (Guaranteed Service Contract)
Support Services	Saltmarsh	Auditing
Support Services	Network People	IT support and consulting, help desk.
Support Services	Largo Fire	Fire and emergency response
Support Services	Network People	All computer services and protection
Water	Piper	Fire hydrant testing, Fire Suppression System testing
Water	Pinellas County Water	Reclaimed Water, Emergency Interconnect and Large Scale Repair
Water	McKim & Creed	Engineer of Record; Water Plant Operations, Hydraulic Modeling
Water	Cardno	Engineer of Record; Wellfield, Distribution System



Legislation Details (With Text)

File #: 21-0216 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 7/16/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Pay and Compensation Study Related to Non-Exempt, Exempt, and Bargaining Unit Employees
Sponsors:
Indexes:
Code sections:
Attachments: [DR - PAY AND CLASS STUDY](#)
[Adjustment breakdowns pay study](#)
[SS Results Belleair to client-avg Exhibit.pdf](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Town Commission
From: Ashley L.A. Bernal, Town Staff
Date: 7/20/2021

Subject:

Pay and Compensation Study Related to Non-Exempt, Exempt, and Bargaining Unit Employees

Summary:

Previously, Evergreen Solutions LLC completed their data collection and provided a summary and analysis of their findings. After this presentation was made to the Finance Board, members deemed utilizing a combination of salary enhancement methods as the best route for this scenario.

The Finance Board recommended utilizing the range-penetration methodology for non-exempt and bargaining unit individuals, which means that a calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her the same percentage through the proposed range. For example, if an individual is at 40% of the current range, he/she is brought to 40% through the recommended range. This option includes the "Bring to Minimum" cost.

As for exempt employees, the Board recommended range-penetration capped at midpoint. This means that a calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place him/her the same percentage through the proposed range. For example, if an individual is at 40% of the current range, he/she is brought to 40% through the recommended range. This option includes the "Bring to Minimum" cost.

Merit and Cost of Living adjustments were initially set to total 7% this year, but will largely be replaced by the salary studies. Additionally, it is important to note that contract employees will be discussed at the next meeting.

Previous Commission Action: In February of this year Town Commission approved a compensation philosophy consisting of open pay ranges with merit-based enhancement.

Commission sought to pursue a pay and compensation study in order to ensure the town remains competitive in the marketplace, as well as ensuring that our employees are paid adequately. Evergreen Solutions LLC, the selected vendor, is nearing completion of this study. For the study they collected data on compensation in its various forms among sixteen local government employers in Pinellas County. This includes base pay, health insurance, retirement, accrued leaves and other fringe benefits. In terms of base pay, the study compared the pay ranges for each of the Town's positions to their equivalents among the peers. This study identified that Belleair's average pay ranges were well below average. With an average of -23.1% among the survey minimum for all grades, -13.1% for the midpoint for all grades, and -7.7% for the survey maximum for all grades. For all but two positions, the pay ranges are well below market average.

Based on the study and general best practices Evergreen is recommending that the Town place each position in a grade with a range of 55% between the minimum and maximum. This would mean that the maximum for each grade would be 155% of the minimum, or 55% greater than the minimum. Overall, the Town's existing pay ranges for positions would be increasing. Out of 76 employees included in the study, including full-time and part-time positions, only 2 positions were recommended to have a lower range than current.

Increases vary, but Evergreen has brought forward several options for implementing the pay study in Belleair, describing each in terms of estimated cost and methodology. Keep in mind that the implementation cost provided covers all positions and the actual adjustment varies by position. Those are provided in more detail in the attached documents, however the overall increase for non-Contract positions is less than 9% for all solutions presented. In general, base pay increases at a rate of close to 5%, so maximum exposure for non-Contract employees would be equivalent to less than twice the normal annual increase. To limit cost and maximize impact, the Town Commission may consider a different implementation strategy for some positions and/or employee classifications. Based on challenges in recent years with recruitment for positions, particularly in Solid Waste, it may be beneficial to take different implement strategies for some employee classifications. The proposals also assume a minimum \$15 rate of pay for any regular full-time positions.

Comparing health insurances, the study showed mixed results. While the Town's employer cost share and coverage for single member health plans was slightly more generous than the peer average there was a significant disparity for spouse and family coverage. For example, in the HMO 55 the Town's employer share only covers 34.1% of employee plus family premium cost, the peer average was 69.3%. Currently the Town does not provide additional subsidy to general employees for spouse and dependent health premiums, however in the most recent police union contract negotiation the Town began offering an additional \$500 per month to assist officers with health costs for their family members. We believe this new benefit has helped with recruitment and retention in the Police Department.

Retirement benefits in Belleair are ahead of the peer averages, both in terms of minimum vesting as well as employer contribution. The Town's 401k includes a 3-year vesting as opposed to the peer average of 5.2 years, and a 9% employer contribution compared to the peer average of 7.9%. For Police Pension the Town has two plans depending on hire date. The newer plan for officers hired 2020 and after is comparable to pension plans offered by peers in the study.

The study of leave accruals for the Town and peers will require some additional data collection and analysis. For certain elements such as minimum years required for maximum leave accrual, and rates of accrual by leave type, the Town is closely aligned to the peer average. The Town does not presently budget for the cost of leave payouts at separation. Instead, they are calculated each year as a long-term liability and generally paid from reserves as needed.

Financial Implications: Evergreen has provided cost estimates for pay study options. Additional breakdowns for each solution can be calculated for each employee classification. It is difficult to estimate costs for subsidizing health insurance for spouse and dependent as the cost would depend on participation. The Town will conduct a survey of employees once the new health plans are published by our insurance pool to estimate the budget impact. If 15 of the Town's full-time employees participated the cost would likely be in the range of \$125,000 to \$150,000 to offer a 75% employer subsidy of health insurance for employee plus spouse, dependent or family.

Recommendation: Staff recommends implementing the salary study for nonexempt and FOP bargaining employees to be adjusted via range penetration, or up to the limit of merit and cost of living adjustments combined. Final pay changes with the Police Union are subject to bargaining with the members up to the limit provided.

Staff recommends implementing the salary study for exempt employees to be adjusted via range penetration with a cap at midpoint, or up to the limit of merit and cost of living adjustments combined.

Proposed Motion: I move approval for implementing the salary study range recommendations for non-exempt and FOP bargaining employees to be adjusted via the greater of range penetration, or up to the limit of merit and cost of living adjustments combined.

I move approval for implementing the salary study range recommendations for exempt employees to be adjusted via the greater range penetration with a cap at midpoint, or up to the limit of merit and cost of living adjustments combined.

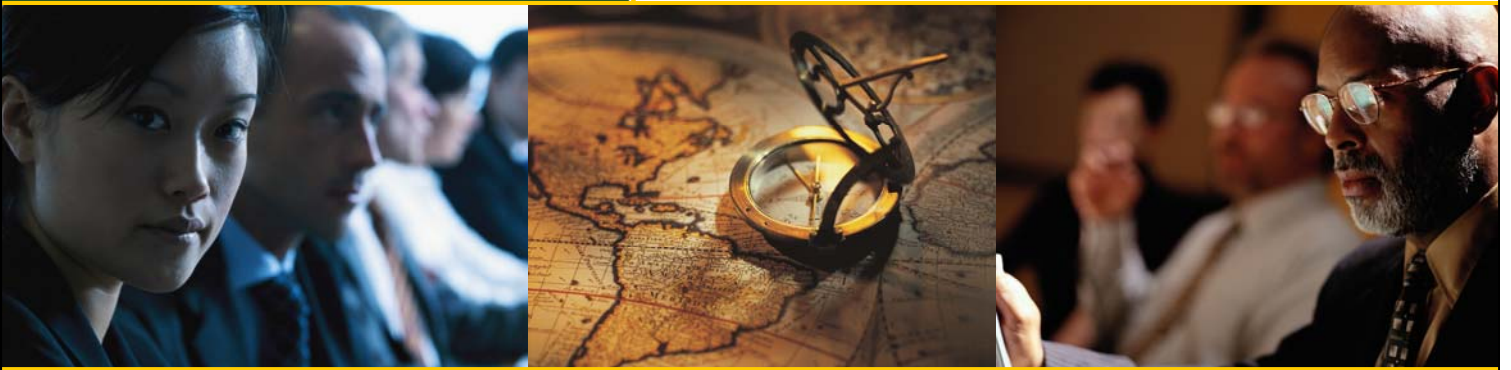
Strategic Objective: Objective D.2.1 Conduct a salary survey to evaluate the market and make adjustments as necessary.

Objective D.2.1.1 Hire a consultant to conduct a salary and benefits survey every three years and align compensation targets with Commission goals.

Objective D.2.2 Research and analyze employees healthcare options and costs that better fit the need of the workforce.

Pay and Compensation Study for the Town of Belleair, FL

DRAFT REPORT



Evergreen Solutions, LLC

June 2, 2021

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Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Pay and Compensation Study for the Town of Belleair (Town) beginning in September 2020. The purpose of the study was to analyze its compensation (pay) system for its positions and make recommendations to improve the Town's competitive position in the labor market. The study activities involved analyzing the external equity of the Town's compensation system, and making recommendations in response to those findings.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the Town's current salary structure to determine its strengths and weaknesses;
- facilitating discussions with the Town's project team to develop an understanding of its compensation philosophy;
- conducting a market salary and benefits survey to assess the external equity (market competitiveness) of the Town's current pay system and benefits offerings;
- developing a competitive compensation structure and slotting classifications into that structure;
- developing optional methods for transitioning employees' salaries into the new structure and calculating cost estimates for implementation;
- providing the Town with information and strategies regarding compensation administration; and
- preparing and submitting draft and final reports that summarize the study findings and recommendations.

1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the Town's competitive position for its compensation system for positions. Study activities included:



Kick-off Meeting

The kick-off meeting allowed members of the study team from the Town and Evergreen to discuss different aspects of the study. During the meeting, information about the Town's compensation structure and pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the Town's current pay structure (plans) and related employee data at the time of the study. The current pay plan and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Compensation Philosophy

Evergreen conducted meetings with the Town's project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.

Market Survey

For the salary survey, peers were identified that compete with the Town for quality applicants and provide similar services. All classifications were included in the survey. After the selection of peers, a survey tool was developed for the collection of salary range data for each classification. The salary data collected through the survey were analyzed, and a summary of the data can be found in **Chapter 3** and **4** of this report.

Recommendations

During the review of the compensation philosophy, the Town identified its desire to be, at a minimum, competitive with the market. Understanding this, and utilizing the findings of external equity analysis, a revised pay plan was created. Next, implementation methods were developed to transition employees' salaries into the revised pay plan, and the associated costs (at two alternative competitive market positions) of adjusting employees' salaries were estimated. Information was also provided on how to maintain the pay plan going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Salary Survey Summary
- Chapter 3 – Benefits Survey Summary
- Chapter 5 – Recommendations



Chapter 2 – Assessment of Current Conditions

This chapter provides an overall assessment of the compensation system in place for the Town's employees. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. These data provided the baseline for analysis throughout the course of this study, but were not sufficient cause for recommendations in isolation. By reviewing employee data, Evergreen gained a better understanding of the structures and methods in place and identified issues for both further review and potential revision.

2.1 ANALYSIS OF PAY SCALES

The Town administered two open range pay scales, plus a separate pay range for Police Officers. These plans and pay range are summarized in **Exhibits 2A** through **2C** to provide details related to the value of each pay range at the minimum, the calculated midpoint, and the maximum; the range spread for each (the distance between the pay range minimum and maximum); the midpoint progression (the distance between the midpoints of adjacent pay ranges) between pay ranges; the number of unique classification titles with incumbents by pay grade; and the number of employees in each pay grade.

The pay scale for non-exempt classifications is displayed in **Exhibit 2A**. It featured seven pay grades, range spreads that varied between 45.0 and 71.3 percent, and midpoint progressions that varied between -1.8 and 10.3 percent. Of note is Pay Grade 0, which is reserved for three part-time Parks and Recreation classifications which are paid on an hourly basis.

**EXHIBIT 2A
NON-EXEMPT PAY SCALE**

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	# of Filled Position Titles	Employees
0	\$9.85	\$13.15	\$16.88	71.3%	N/A	1	2
1	\$25,240.90	\$33,052.61	\$40,864.31	61.9%	N/A	1	8
2	\$26,505.46	\$32,468.34	\$38,431.23	45.0%	-1.8%	2	3
3	\$27,827.98	\$35,368.29	\$42,908.60	54.2%	8.9%	4	10
4	\$30,683.30	\$38,993.81	\$47,304.31	54.2%	10.3%	5	8
5	\$30,683.30	\$40,176.93	\$49,670.56	61.9%	3.0%	2	3
6	\$32,215.88	\$42,185.88	\$52,155.89	61.9%	5.0%	3	3
Overall				58.6%	5.1%	18	37



Exhibit 2B displays the pay scale administered for 19 exempt employees. It featured three pay grades, with range spreads that varied between 92.1 and 190.1 percent.

**EXHIBIT 2B
EXEMPT PAY SCALE**

Grade	Minimum	Midpoint	Maximum	Range Spread	# of Filled Position Titles	Employees
E	\$45,331.95	\$88,411.68	\$131,491.41	190.1%	8	8
S	\$39,157.64	\$58,018.93	\$76,880.22	96.3%	5	5
A	\$37,293.16	\$54,469.04	\$71,644.92	92.1%	5	6
Overall				126.2%	18	19

The pay plan for Police Officers featured a single pay range, which is displayed in **Exhibit 2C**.

**EXHIBIT 2C
POLICE OFFICER PAY RANGE**

Minimum	Midpoint	Maximum	Range Spread	Employees
\$48,947.00	\$61,140.00	\$73,333.00	49.8%	16

As displayed in **Exhibit 2D**, the Town utilized 51 classification titles, 14 of which were vacant at the time the study was conducted.

**EXHIBIT 2D
CLASSIFICATION TITLES**

Classification Title	Classification Title
Accounting Clerk I	Director of Support Services
Accounting Clerk II	Director of Water Utilities
Administrative Assistant	Executive Secretary
Assistant Finance Director*	Facilities and Safety Supervisor
Assistant Recreation Leader	Foreman - Parks and Streets
Assistant Town Manager*	HR and Risk Management Coordinator
Building and Zoning Technician	IT Technician*
Building Maintenance	Management Analyst I
Construction Project Supervisor	Management Analyst II*
Customer Service Clerk	Meter Reader
Director of Public Works and Parks & Recreation	Parks Maintenance Worker I*
Director of Solid Waste	Parks Maintenance Worker II

* Vacant classification



EXHIBIT 2D (Continued)
CLASSIFICATION TITLES

Classification Title	Classification Title
Part-time Parks Laborer*	Special Events Coordinator
Part-time Seasonal Camp Counselor*	Stormwater Maintenance Foreman*
Police Chief	Stormwater Maintenance I*
Police Lieutenant	Stormwater Maintenance II
Police Officer	Stormwater Maintenance Lead Worker*
Public Services Manager	Town Clerk
Public Works Operational Supervisor	Town Manager
Recreation Leader I	Utility Maintenance I
Recreation Leader II*	Utility Maintenance II*
Recreation Programmer I*	Water Treatment Plant Operator I
Recreation Programmer II	Water Treatment Plant Operator II
Recreation Supervisor	Water Treatment Plant Operator Trainee
Refuse Collector	Water Utilities Foreman
Solid Waste Foreman*	-

* Vacant classification

2.2 GRADE PLACEMENT ANALYSIS

When assessing the effectiveness of a pay scale and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay range. Identifying areas where there are clusters of employee salaries can illuminate potential pay progression concerns within a pay scale. It should be noted that employee salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employee salaries should be viewed with this context in mind.

Below or at Minimum and at or Above Maximum

In general, placement of an employee at a classification's grade minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the range. In contrast, an employee at or near the maximum of their grade is generally an employee with longer tenure who has had the opportunity or experience necessary to progress towards the top of the pay range.

Exhibits 2E through 2G display the percentage of employees compensated at or below the pay range minimum and at or above the pay range maximum of their respective pay grade for non-exempt employees, exempt employees, and police officers, respectively. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees in that grade.



As can be seen in **Exhibit 2E**, two (5.4 percent)-exempt employees were below their pay range minimum, four (10.8 percent) were at the minimum, three (8.1 percent) were at the maximum, and three (8.1 percent) were above their maximum.

EXHIBIT 2E
BELOW OR AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY GRADE
NON-EXEMPT EMPLOYEES

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
0	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%
1	8	1	12.5%	1	12.5%	0	0.0%	0	0.0%
2	3	0	0.0%	0	0.0%	1	33.3%	1	33.3%
3	10	0	0.0%	0	0.0%	0	0.0%	0	0.0%
4	8	1	12.5%	1	12.5%	1	12.5%	1	12.5%
5	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
6	3	0	0.0%	0	0.0%	1	33.3%	1	33.3%
Overall	37	2	5.4%	4	10.8%	3	8.1%	3	8.1%

Exhibit 2F shows that no exempt employees were below or at their pay range minimum or at or above their maximum.

EXHIBIT 2F
BELOW OR AT MINIMUM AND AT OR ABOVE MAXIMUM BY PAY GRADE
EXEMPT EMPLOYEES

Grade	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
E	8	0	0.0%	0	0.0%	0	0.0%	0	0.0%
S	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
A	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Overall	19	0	0.0%	0	0.0%	0	0.0%	0	0.0%

As shown in **Exhibit 2G**, three Police Officers (18.8 percent) were below their pay range minimum and none were at their pay range minimum or at or above their maximum.

EXHIBIT 2G
BELOW OR AT MINIMUM AND AT OR ABOVE MAXIMUM
POLICE OFFICERS

Employees	Below Min		At Min		At Max		Above Max	
	#	%	#	%	#	%	#	%
16	3	18.8%	3	18.8%	0	0.0%	0	0.0%



Above or Below Midpoint

In addition to assessing the number of employees at minimum and maximum, an analysis was conducted to determine the number of employees below and above pay range midpoint. Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

Exhibits 2H through 2J display the percentage of employees compensated below and above the pay range midpoint of their respective pay grade for non-exempt employees, exempt employees, and Police Officers, respectively.

As can be seen in **Exhibit 2H**, 25 (67.6 percent) non-exempt employees were compensated below their pay range midpoint and 12 (32.4 percent) were compensated above.

**EXHIBIT 2H
BELOW AND ABOVE MIDPOINT BY PAY GRADE
NON-EXEMPT EMPLOYEES**

Grade	Employees	Below Mid		Above Mid	
		#	%	#	%
0	2	2	100.0%	0	0.0%
1	8	8	100.0%	0	0.0%
2	3	1	33.3%	2	66.7%
3	10	6	60.0%	4	40.0%
4	8	5	62.5%	3	37.5%
5	3	2	66.7%	1	33.3%
6	3	1	33.3%	2	66.7%
Overall	37	25	67.6%	12	32.4%

Exhibit 2I shows that ten (52.6 percent) exempt employees were compensated below their pay range midpoint and eight (42.1 percent) were compensated above.

**EXHIBIT 2I
BELOW AND ABOVE MIDPOINT BY PAY GRADE
EXEMPT EMPLOYEES**

Grade	Employees	Below Mid		Above Mid	
		#	%	#	%
E	8	3	37.5%	4	50.0%
S	5	3	60.0%	2	40.0%
A	6	4	66.7%	2	33.3%
Overall	19	10	52.6%	8	42.1%



As displayed in **Exhibit 2J**, 14 (87.5 percent) Police Officers were compensated below their pay range midpoint and two (12.5 percent) were compensated above.

**EXHIBIT 2J
BELOW AND ABOVE MIDPOINT BY PAY GRADE
POLICE OFFICERS**

Employees	Below Mid		Above Mid	
	#	%	#	%
16	14	87.5%	2	12.5%

2.3 QUARTILE ANALYSIS

In a quartile analysis, each pay range is divided into four equal segments (quartiles) and employees are assigned a quartile based on where their current salary falls. While there is no best practice for what average tenure should be for each quartile, and other factors outside of the breadth of this analysis can impact placement (e.g. promotional and hiring practices), this analysis can be useful in revealing compression within a compensation system. Tenure data may provide some insight where salaries fall; however, salaries, or pay progression should align with the Town's pay philosophy. **Exhibits 2K through 2M** shows the number of employees that are in each quartile of each range, along with the average overall tenure (i.e. how long an employee has been at the Town) by quartile for non-exempt, exempt, and Police Officers, respectively.

As shown in **Exhibit 2K**, 37.8 percent of non-exempt employees fell into Quartile 1 of their respective range, 29.7 percent fell into Quartile 2, 18.9 percent fell into Quartile 3, and 13.5 percent fell into Quartile 4. Also, average tenure steadily increased through the quartiles: the average tenure in Quartile 1 was 5.0 years; decreased to 6.7 years in Quartile 2; increased to 7.4 years in Quartile 3; and decreased to 28.0 years in Quartile 4.

Exhibit 2L shows that 15.8 percent of exempt employees fell into Quartile 1 of their respective range, 36.8 percent fell into Quartile 2, 36.8 percent fell into Quartile 3, and 5.3 percent fell into Quartile 4. Also, average tenure was inconsistent through the quartiles: the average tenure in Quartile 1 was 7.2 years; increased to 13.5 years in Quartile 2; decreased to 9.4 years in Quartile 3; and decreased to 7.4 years in Quartile 4.

As displayed **Exhibit 2M**, 31.3 percent of police officers fell into Quartile 1 of their respective range, 56.3 percent fell into Quartile 2, 6.3 percent fell into Quartile 3, and 6.3 percent fell into Quartile 4. Also, average tenure was inconsistent through the quartiles: the average tenure in Quartile 1 was 2.0 years, increased to 7.4 years in Quartile 2; increased to 19.4 years in Quartile 3; and decreased to 13.7 years in Quartile 4.



**EXHIBIT 2K
QUARTILE ANALYSIS
NON-EXEMPT EMPLOYEES**

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
0	2	0.3	2	100.0%	0.3	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
1	8	7.5	8	100.0%	7.5	0	0.0%	N/A	0	0.0%	N/A	0	0.0%	N/A
2	3	20.9	0	0.0%	N/A	1	33.3%	8.7	1	33.3%	21.7	1	33.3%	32.4
3	10	5.2	2	20.0%	2.8	4	40.0%	3.1	3	30.0%	6.2	1	10.0%	14.8
4	8	10.4	2	25.0%	1.8	3	37.5%	7.1	1	12.5%	1.6	2	25.0%	28.4
5	3	6.7	0	0.0%	N/A	2	66.7%	6.6	1	33.3%	6.8	0	0.0%	N/A
6	3	18.6	0	0.0%	N/A	1	33.3%	16.9	1	33.3%	3.0	1	33.3%	36.0
Overall	37	8.9	14	37.8%	5.0	11	29.7%	6.7	7	18.9%	7.4	5	13.5%	28.0

**EXHIBIT 2L
QUARTILE ANALYSIS
EXEMPT EMPLOYEES**

Grade	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
E	8	12.8	0	0.0%	N/A	3	37.5%	19.2	4	50.0%	7.3	0	0.0%	N/A
S	5	6.2	3	60.0%	7.2	0	0.0%	N/A	1	20.0%	2.0	1	20.0%	7.4
A	6	11.9	0	0.0%	N/A	4	66.7%	9.3	2	33.3%	17.2	0	0.0%	N/A
Overall	19	10.8	3	15.8%	7.2	7	36.8%	13.5	7	36.8%	9.4	1	5.3%	7.4

**EXHIBIT 2M
QUARTILE ANALYSIS
POLICE OFFICERS**

Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
		#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
16	6.9	5	31.3%	2.0	9	56.3%	7.4	1	6.3%	19.4	1	6.3%	13.7



2.4 DEPARTMENT DISTRIBUTION

As of September 2020, the Town employed 74 employees across eight different departments. The following analysis was intended to provide basic information regarding how employees were distributed among departments.

Exhibit 2N depicts the number of classifications that were present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department (in terms of employees) was Police, with 22 employees representing 30.6 percent of the Town's workforce.

**EXHIBIT 2N
EMPLOYEES AND CLASSIFICATIONS BY DEPARTMENT**

Department	Employees	Classifications	% of Total
Administration	5	4	6.9%
Building	1	1	1.4%
Parks and Recreation	16*	7*	20.8%
Police	22	6	30.6%
Public Works	8*	6*	9.7%
Solid Waste	6*	3*	6.9%
Support Services	8	6	11.1%
Water	10*	8*	12.5%
Overall	74	41†	100.0%

* Two employees work in multiple departments.

† There are a total of 51 classification titles in the Town. The total displayed here differs due to vacant and duplicate classifications across departments.

2.5 SUMMARY

The information contained in this chapter identifies a number of strengths and weaknesses related to the overall structure of the compensation system for all Town employees, as well as the administration of it at the individual employee level. Notably, the following was found:

- **Pay Scales** – The pay scales utilized by the Town had inconsistent range spreads (the distance between the pay range minimum and maximum) and midpoint progressions (the distance between the midpoints of adjacent pay ranges). Best practice would indicate a more uniform or structured design of range spreads and midpoint progressions.
- **Salary Distribution** – The vast majority of non-exempt employee and Police Officer salaries were clustered below their respective pay range midpoints; exempt employee salaries were distributed above and below their respective pay range midpoints.

This analysis acted as a starting point for the development of recommendations in this report. Paired with market data, Evergreen was able to make recommendations that will ensure that the compensation system for the Town is structurally sound, competitive with the market, and equitable.



Chapter 3 – Salary Survey Summary

This chapter focuses on the external salary survey conducted by Evergreen. Conducting a salary comparison analysis such as this determines the relative competitive market position of the Town's compensation system. This was accomplished by examining the pay ranges of peers in the respective labor market. Data collected were used to analyze overall market competitiveness, as well as to develop compensation recommendations that will assist in recruiting and retaining talented employees. This was not used for evaluating salaries at the individual level—as individual pay is determined through a combination of factors, which can include demand for the type of job, prior related experience, a candidate's negotiation skills, and budgetary concerns.

Salary comparisons should be considered a snapshot of current market conditions, as the data collected are reflective of market information at the time of the study. Market conditions can change quickly and surveys should be completed at regular intervals to ensure the Town's compensation structure remains up-to-date with the current market.

3.1 SURVEY DATA SOURCES

Evergreen collected pay range information from target organizations in the Town's competitive market using a customized market survey tool. The development of this tool included identifying that all Town classifications would be surveyed. Each classification title, a description of assigned duties, and the education and experience requirements were provided to the peers in the survey tool.

Peers were asked to provide the classification title in their organization that best matched the given essential job functions and education/experience requirements of each title in the Town; Evergreen's goal was to ensure at least a 70 percent match of responsibilities. Data were collected from organizations that were selected based on several factors (such as similar service offerings and location). Salary data were obtained from 15 peers, as shown in **Exhibit 3A**.



EXHIBIT 3A DATA COLLECTED

Market Peers
City of Clearwater
City of Dunedin
City of Gulfport
City of Indian Rocks Beach
City of Largo
City of Madeira Beach
City of Oldsmar
City of Pinellas Park
City of Safety Harbor
City of Seminole
City of South Pasadena
City of St. Pete Beach
City of St. Petersburg
City of Treasure Island
Pinellas County

3.2 PAY RANGE DATA

Evergreen was able to compare the ranges of the Town's classifications to the pay ranges collected from the target organizations identified in **Exhibit 3A**. The market differentials and the percentage difference between the Town and the market are shown in **Exhibit 3B** for survey market range minimum, midpoint, and maximum. A positive differential indicates the Town was above market for that classification at the range minimum, midpoint, or maximum; a negative differential indicates that it is below market for that classification at that range position. The differentials do not necessarily mean incumbents are overpaid or underpaid in their classifications, but simply display the difference between the pay range and the average of the pay range data collected from the market peers.

Exhibit 3B provides a summary of the results at the market average for each comparison point. The exhibit contains the following information:

- each of the classifications (49) that received four or more peer pay range responses;
- the resulting market pay range information for each, including the average of the peer responses for the pay range minimum, midpoint, and maximum;
- a percentage differential between the Town's current pay ranges and average market ranges for each classification;
- the survey average range spread (the difference between the pay range minimum and maximum);
- the overall average percent differential for pay range minimum, midpoint, and maximum; and
- the total number of survey responses for each classification and the average number of responses for all classifications.



EXHIBIT 3B
AVERAGE MARKET PAY RANGES

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Avg. Range Spread	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Accounting Clerk I - Payables	\$33,636.75	-9.2%	\$42,435.57	-8.5%	\$51,234.40	-8.0%	52.3%	9
Accounting Clerk I - Utility Billing	\$31,754.38	-3.4%	\$40,222.93	-3.1%	\$48,691.48	-2.9%	53.3%	11
Accounting Clerk II	\$35,506.14	4.9%	\$45,657.01	17.6%	\$55,807.89	24.9%	57.2%	7
Administrative Assistant	\$34,964.00	-13.0%	\$45,478.26	-15.4%	\$55,992.51	-16.8%	60.1%	10
Assistant Finance Director	\$71,011.05	-57.8%	\$90,455.09	-43.7%	\$109,899.13	-35.4%	54.8%	9
Assistant Town Manager	\$110,458.96	-83.6%	\$140,642.20	-45.6%	\$170,825.43	-26.0%	54.7%	7
Building and Zoning Technician	\$32,906.51	12.5%	\$41,543.82	26.9%	\$50,181.14	35.2%	52.5%	9
Building Maintenance	\$28,919.85	-8.7%	\$36,508.31	-11.7%	\$44,096.77	-13.7%	52.5%	10
Construction Project Supervisor	\$52,635.93	-29.4%	\$67,507.66	-15.1%	\$82,379.39	-6.9%	56.5%	7
Customer Service Clerk	\$30,771.48	-10.0%	\$39,415.30	-10.8%	\$48,059.12	-11.3%	56.2%	7
Director of Public Works and Parks and Recreation	\$84,634.39	-60.5%	\$107,691.13	-19.7%	\$130,747.88	0.6%	54.5%	12
Director of Solid Waste	\$67,697.08	-39.6%	\$88,004.13	0.5%	\$108,311.17	19.3%	60.0%	4
Director of Water Utilities	\$77,925.66	-52.9%	\$99,709.12	-12.0%	\$121,492.58	7.9%	55.9%	7
Executive Secretary	\$34,264.32	-11.0%	\$43,939.30	-11.9%	\$53,614.28	-12.5%	56.5%	10
Facilities and Safety Supervisor	\$45,350.59	-14.7%	\$59,017.21	-1.7%	\$72,683.83	5.6%	60.3%	6
Foreman - Parks and Streets	\$41,792.75	-25.9%	\$53,646.09	-23.9%	\$65,499.43	-22.7%	56.7%	8
Human Resources and Risk Management Coordinator	\$51,942.96	-32.8%	\$67,761.06	-21.7%	\$83,579.17	-15.4%	60.9%	8
IT Technician	\$41,789.51	-30.6%	\$53,386.69	-28.2%	\$64,983.88	-26.7%	55.5%	8
Management Analyst I	\$49,894.59	-28.9%	\$63,345.90	-15.1%	\$76,797.20	-6.9%	53.9%	6
Meter Reader	\$29,839.58	-11.8%	\$37,966.17	-15.6%	\$46,092.75	-18.1%	54.5%	8
Parks Maintenance Worker I	\$27,306.06	-3.0%	\$34,435.87	-5.9%	\$41,565.69	-7.8%	52.2%	13
Parks Maintenance Worker II	\$30,830.52	-10.2%	\$38,691.26	-9.0%	\$46,552.00	-8.1%	51.0%	14
Part-time Parks Laborer	\$12.24	-21.6%	\$15.49	-16.3%	\$18.74	-10.4%	53.1%	6
Part-time Seasonal Camp Counselor	\$11.00	-11.0%	\$13.45	-2.3%	\$15.91	6.0%	44.6%	5
Police Chief	\$109,747.63	-83.1%	\$137,343.93	-43.3%	\$164,940.24	-22.6%	50.3%	6
Police Lieutenant	\$93,105.20	-69.0%	\$105,600.10	-17.7%	\$118,094.99	10.7%	26.8%	5
Police Officer	\$52,256.59	-8.5%	\$65,340.58	-8.6%	\$78,424.57	-8.7%	50.1%	6
Public Services Manager	\$57,347.00	-37.7%	\$73,851.18	-24.0%	\$90,355.36	-16.1%	57.6%	4

EXHIBIT 3B (Continued)
AVERAGE MARKET PAY RANGES

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Avg. Range Spread	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Public Works Operational Supervisor	\$49,777.46	-23.9%	\$63,152.84	-8.5%	\$76,528.22	0.5%	53.7%	5
Recreation Leader I	\$26,940.24	-6.5%	\$34,147.85	-3.3%	\$41,355.46	-1.2%	53.5%	8
Recreation Leader II	\$30,733.38	-14.8%	\$39,165.26	-18.7%	\$47,597.14	-21.3%	54.9%	9
Recreation Programmer I	\$36,285.87	-16.7%	\$46,155.13	-16.8%	\$56,024.40	-16.9%	54.4%	9
Recreation Programmer II (Rentals and Sports Leagues)	\$38,937.01	-23.7%	\$49,383.64	-20.6%	\$59,830.27	-18.6%	53.7%	4
Recreation Programmer II (Youth and Adult Programs)	\$38,937.01	-23.7%	\$49,383.64	-20.6%	\$59,830.27	-18.6%	53.7%	4
Recreation Supervisor	\$46,931.59	-18.1%	\$60,201.85	-3.7%	\$73,472.12	4.5%	56.6%	10
Refuse Collector	\$29,515.29	-5.9%	\$37,690.27	-6.4%	\$45,865.24	-6.7%	55.4%	7
Solid Waste Foreman	\$37,148.30	-14.2%	\$47,660.13	-12.2%	\$58,171.97	-10.9%	56.6%	7
Special Events Coordinator	\$43,016.07	-14.3%	\$56,056.53	-2.9%	\$69,096.99	3.6%	60.6%	5
Stormwater Maintenance Foreman	\$41,244.21	-24.6%	\$52,422.44	-21.6%	\$63,600.67	-19.8%	54.2%	11
Stormwater Maintenance I	\$30,227.68	-8.3%	\$38,392.25	-8.2%	\$46,556.81	-8.2%	54.0%	9
Stormwater Maintenance II	\$33,128.68	-7.7%	\$42,378.10	-8.3%	\$51,627.52	-8.7%	55.8%	11
Stormwater Maintenance Lead Worker	\$35,920.67	-15.7%	\$45,218.18	-11.8%	\$54,515.68	-9.3%	51.8%	8
Town Clerk	\$71,051.15	-44.2%	\$90,961.85	-2.8%	\$110,872.56	17.0%	56.0%	10
Utility Maintenance I	\$31,016.92	-10.8%	\$39,436.88	-10.9%	\$47,856.83	-10.9%	54.3%	10
Utility Maintenance II	\$35,196.64	-13.7%	\$45,052.62	-14.4%	\$54,908.60	-14.9%	56.0%	8
Water Treatment Plant Operator I	\$39,062.99	-24.0%	\$48,801.69	-19.4%	\$58,540.39	-16.4%	49.9%	6
Water Treatment Plant Operator II	\$40,977.95	-23.9%	\$51,920.86	-20.7%	\$62,863.77	-18.6%	53.4%	7
Water Treatment Plant Operator Trainee	\$32,485.82	-5.7%	\$40,793.26	-4.5%	\$49,100.69	-3.7%	51.1%	6
Water Utilities Foreman	\$41,670.73	-25.6%	\$53,661.76	-23.9%	\$65,652.80	-22.9%	57.6%	10
Overall Average		-23.1%		-13.1%		-7.7%	54.1%	7.9

Market Minimums

A starting point of the analysis is to compare the average market minimum for each classification to the Town's pay range minimums. Market minimums are generally considered as an entry-level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums are less likely to have mastered the job and would have not acquired the skills and experience necessary to be fully proficient in their classification.

Exhibit 3B illustrates that the Town was, overall, approximately 23.1 percent below market at the minimum of their respective pay ranges for all surveyed classifications. Several conclusions can be drawn based on the collected data:

- The surveyed position differentials range from 83.6 percent below market minimum for the Assistant Town Manager classification to 12.5 percent above market for the Building and Zoning Technician classification.
- Of the 49 classifications with market minimum percentage differentials, 47 (95.9 percent) are below market at the minimum, while the remaining two (4.1 percent) were above market at the minimum of surveyed pay ranges.

Market Midpoints

This subsection explores the comparison between average peer midpoints and the midpoints for classifications in the Town. Market midpoints are important to consider as they are commonly recognized as the salary point at which employees have achieved full proficiency, and are performing satisfactorily in their classification.

Exhibit 3B illustrates that the Town was, overall, approximately 13.1 percent below market at the midpoint of the respective pay ranges for all surveyed classifications. Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 45.6 percent below market midpoint for the Assistant Town Manager classification to 26.9 percent above market for the Building and Zoning Technician classification.
- Of the 49 classifications with market midpoint percentage differentials, 46 (93.9 percent) were below market at the midpoint, while the remaining three (6.1 percent) were above market at the midpoint of surveyed pay ranges.

Market Maximums

The peer pay range maximums are compared to the Town's range maximums for each surveyed classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing incumbents. Additionally, being competitive at the maximum allows organizations to retain highly qualified employees in classifications that are difficult to fill.

Exhibit 3B illustrates that the Town was, overall, approximately 7.7 percent below market at the maximum of the respective pay ranges for all surveyed classifications. Based on the collected data, the following observations can be made:

- The surveyed position differentials range from 35.4 percent below market maximum for the Assistant Finance Director classification to 35.2 percent above market for the Building and Zoning Technician classification.
- Of the 49 classifications with market maximum percentage differentials, 37 (75.5 percent) were below market at the maximum and 12 (24.5 percent) were above market at the maximum of surveyed pay ranges.

Range Spreads

Range spreads (the width of pay ranges) allow for flexibility when determining hiring salaries, indicate the room for growth within a classification, and provide a metric for which the Town can compare its current compensation structure to the rest of the market.

Exhibit 3B shows the average market range spreads (the difference between the pay range minimum and maximum) for each of the surveyed positions. The average market range spread across the pay ranges of all surveyed positions was 54.1 percent. The market range spreads varied between 26.8 percent for the Police Lieutenant classification and 60.9 percent for the Human Resources and Risk Management Coordinator classification. Overall, the Town has much broader range spreads—overall average of 86.2 percent—compared to the market. This difference in range spreads explains how the organization's gap with the market decreases from 23.1 percent below at the minimum to 7.7 percent below at the maximum.

3.3 SUMMARY

From the analysis of the data gathered in the external labor market assessment, it can be concluded that the Town's salary scale, was, at the time of the study:

- Approximately 23.1 percent below the overall market minimum, 13.1 percent below the overall market midpoint, and 7.7 percent below the overall market maximum of pay ranges of surveyed positions.
- Above the market average range spread—with an average across all surveyed positions of 54.1 percent, compared with the 86.2 percent spread found among the Town's pay ranges. Best practice suggests that pay ranges are typically between 50 and 70 percent.

Information gained from the salary survey was used, along with current environmental factors (such as budget and discretionary benefit contributions), to develop a recommended compensation system that places the Town in a strong position to stay competitive in today's market. A discussion of a proposed pay system and recommendations can be found in **Chapter 5** of this report.

Chapter 4 – Benefits Survey Summary

Evergreen conducted a benefits survey concurrent with the market salary survey. A benefits survey, much like a salary evaluation, represents a snapshot in time of what is available in peer organizations and provides an organization with a complete understanding of the total compensation package (salary and benefits) offered by its peers.

This information should be used as a cursory overview and not a line-by-line comparison, since benefits can be weighted differently depending on the importance to the organization. Also, benefits are usually negotiated and acquired through third-parties, so one-to-one comparisons can be difficult. The analysis in this chapter highlights aspects of the benefits survey that provide pertinent information that can be considered reliably representative of market conditions.

As shown in **Exhibit 4A**, benefits data were obtained from 13 organizations.

EXHIBIT 4A
BENEFITS DATA COLLECTED

Market Peers
City of Clearwater
City of Dunedin
City of Gulfport
City of Indian Rocks Beach
City of Madeira Beach
City of Oldsmar
City of Pinellas Park
City of Safety Harbor
City of Seminole
City of South Pasadena
City of St. Pete Beach
City of St. Petersburg
Pinellas County



4.1 INSURANCE COVERAGES

Health

Responding peers provided an average of 2.2 health plan options (any combination of HMO, PPO, or other type of health plan) to their employees. Among responding peers, 46.2 provided their employees with a HMO (Health Maintenance Organization) plan, 46.2 offered a PPO (Preferred Provider Organization) plan, and 38.5 percent offered a different type of plan, such as a Point-of-Service (POS) plan or an Open Access Plan (OAP).

As shown in **Exhibit 4B**, 46.2 percent of responding peers provided their employees with an HMO plan, which is compared with the plan offered by the Town. Employer contributions to monthly premiums ranged from \$840.07 (95.8 percent of total costs) for employee-only coverage to \$1,542.77 (69.3 percent of total costs) for employee-plus-family coverage. Average maximum in-network deductibles ranged from \$1,666.67 for employee-only coverage to \$4,000.00 for employee-plus-family coverage.

By comparison, the Town offered a single HMO plan. The Town contributed \$864.78 for all types of coverage, which ranged from 100 percent of total costs for employee-only coverage to 34.1 percent of total costs for employee-plus-family coverage.

Exhibit 4C displays data on the PPO plans offered by 46.2 percent of responding peers, compared with the plan offered by the Town. As shown in the exhibit, employer contributions to monthly premiums ranged from \$696.84 (98.6 percent of total costs) for employee-only coverage to \$868.52 (49.4 percent of total costs) for employee-plus-family coverage. Average maximum in-network deductibles ranged from \$1,535.71 for employee-only coverage to \$3,107.14 for employee-plus-family coverage; average maximum out-of-network deductibles ranged from \$3,208.33 for employee-only coverage to \$5,791.67 for employee-plus-family coverage.

The Town, by comparison, offered two PPO plans to its employees. For both plans, the Town contributed the full cost of coverage for employee-only coverage and \$864.78 for additional coverage (i.e., dependents, spouse, and family). While one plan featured lower employee premiums compared to peers, its deductibles were higher; the opposite applied to the other plan.

As shown in **Exhibit 4D**, 38.5 percent of responding peers provided their employees with some other type of health plan, compared with the plan offered by the Town. The most common types of plans offered by peers included POS, OAP, and high deductible health plans (HDHP). Employer contributions to monthly premiums ranged from \$586.78 (83.6 percent of total costs) for employee-only coverage to \$1,519.60 (74.0 percent of total costs) for employee-plus-family coverage. Average maximum in-network deductibles ranged from \$2,871.43 for employee-only coverage to \$5,742.86 for employee-plus-family coverage; average maximum out-of-network deductibles ranged from \$4,250.00 for employee-only coverage to \$8,500.00 for employee-plus-family coverage.

By comparison, the Town offered a single HDHP plan, which featured a Health Savings Account (HSA). The Town contributed \$864.09 for all types of coverage, which ranged from

100 percent of total costs for employee-only coverage to 42.7 percent of total costs for employee-plus-family coverage. Maximum in-network deductibles ranged from \$2,500 for employee-only coverage to \$5,000 for employee-plus-family coverage; average maximum out-of-network deductibles ranged from \$5,000 for employee-only coverage to \$10,000 for employee-plus-family coverage.

EXHIBIT 4B COMPARISON OF HMO PLANS

Health Plan Premiums & Deductibles	Peer Average	Belleair
Percentage of peers offering each plan	46.2%	HMO 55
Dollar amount (monthly) of employee premium paid by employer	\$840.07	\$864.78
Percentage (monthly) of employee premium paid by employer	95.8%	100.0%
Dollar amount (monthly) of employee premium paid by employee	\$37.17	\$0.00
Percentage (monthly) of employee premium paid by employee	4.2%	0.0%
Individual maximum deductible in-network	\$1,666.67	\$0.00
Individual maximum deductible out-of-network	N/A	N/A
Dollar amount (monthly) of employee plus dependent premium paid by employer	\$1,179.27	\$864.78
Percentage (monthly) of employee plus dependent premium paid by employer	78.1%	53.9%
Dollar amount (monthly) of employee plus dependent premium paid by employee	\$330.40	\$739.07
Percentage (monthly) of employee plus dependent premium paid by employee	21.9%	46.1%
Employee plus dependent maximum deductible in-network	\$1,750.00	\$0.00
Employee plus dependent maximum deductible out-of-network	N/A	N/A
Dollar amount (monthly) of employee plus spouse premium paid by employer	\$1,230.15	\$1,176.51
Percentage (monthly) of employee plus spouse premium paid by employer	74.9%	57.6%
Dollar amount (monthly) of employee plus spouse premium paid by employee	\$412.72	\$864.78
Percentage (monthly) of employee plus spouse premium paid by employee	25.1%	42.4%
Employee plus spouse maximum deductible in-network	\$1,750.00	\$0.00
Employee plus spouse maximum deductible out-of-network	N/A	N/A
Dollar amount (monthly) of employee plus family premium paid by employer	\$1,542.77	\$864.78
Percentage (monthly) of employee plus family premium paid by employer	69.3%	34.1%
Dollar amount (monthly) of employee plus family premium paid by employee	\$682.57	\$1,668.76
Percentage (monthly) of employee plus family premium paid by employee	30.7%	65.9%
Employee plus family maximum deductible in-network	\$4,000.00	\$0.00
Employee plus family maximum deductible out-of-network	N/A	N/A



EXHIBIT 4C
COMPARISON OF PPO PLANS

Health Plan Premiums & Deductibles	Peer Average	Belleair	
Percentage of peers offering each plan	46.2%	PP0727	PPO Obamacare
Dollar amount (monthly) of employee premium paid by employer	\$696.84	\$790.63	\$639.71
Percentage (monthly) of employee premium paid by employer	98.6%	100.0%	100.0%
Dollar amount (monthly) of employee premium paid by employee	\$10.02	\$0.00	\$0.00
Percentage (monthly) of employee premium paid by employee	1.4%	0.0%	0.0%
Individual maximum deductible in-network	\$1,535.71	\$500.00	\$2,000.00
Individual maximum deductible out-of-network	\$3,208.33	Combined with in-network	\$6,000.00
Dollar amount (monthly) of employee plus dependent premium paid by employer	\$809.34	\$864.78	\$864.78
Percentage (monthly) of employee plus dependent premium paid by employer	66.1%	58.6%	72.9%
Dollar amount (monthly) of employee plus dependent premium paid by employee	\$414.83	\$612.05	\$321.64
Percentage (monthly) of employee plus dependent premium paid by employee	33.9%	41.4%	27.1%
Employee plus dependent maximum deductible in-network	\$3,125.00	\$1,000.00	\$4,000.00
Employee plus dependent maximum deductible out-of-network	\$5,791.67	Combined with in-network	\$12,000.00
Dollar amount (monthly) of employee plus spouse premium paid by employer	\$809.34	\$864.78	\$864.78
Percentage (monthly) of employee plus spouse premium paid by employer	59.2%	45.9%	57.3%
Dollar amount (monthly) of employee plus spouse premium paid by employee	\$557.82	\$1,018.39	\$645.24
Percentage (monthly) of employee plus spouse premium paid by employee	40.8%	54.1%	42.7%
Employee plus spouse maximum deductible in-network	\$3,125.00	\$1,000.00	\$4,000.00
Employee plus spouse maximum deductible out-of-network	\$5,791.67	Combined with in-network	\$12,000.00
Dollar amount (monthly) of employee plus family premium paid by employer	\$868.52	\$864.78	\$864.78
Percentage (monthly) of employee plus family premium paid by employer	49.4%	37.0%	46.1%
Dollar amount (monthly) of employee plus family premium paid by employee	\$888.65	\$1,475.23	\$1,009.40
Percentage (monthly) of employee plus family premium paid by employee	50.6%	63.0%	53.9%
Employee plus family maximum deductible in-network	\$3,107.14	\$1,500.00	\$6,000.00
Employee plus family maximum deductible out-of-network	\$5,791.67	Combined with in-network	\$18,000.00



EXHIBIT 4D
COMPARISON OF OTHER HEALTH PLANS

Health Plan Premiums & Deductibles	Peer Average	Belleair
Percentage of peers offering each plan	38.5%	H.S.A/HDHP
Dollar amount (monthly) of employee premium paid by employer	\$586.78	\$684.09
Percentage (monthly) of employee premium paid by employer	83.6%	100.0%
Dollar amount (monthly) of employee premium paid by employee	\$115.02	\$0.00
Percentage (monthly) of employee premium paid by employee	16.4%	0.0%
Individual maximum deductible in-network	\$2,871.43	\$2,500.00
Individual maximum deductible out-of-network	\$4,250.00	\$5,000.00
Dollar amount (monthly) of employee plus dependent premium paid by employer	\$332.34	\$864.78
Percentage (monthly) of employee plus dependent premium paid by employer	23.1%	67.7%
Dollar amount (monthly) of employee plus dependent premium paid by employee	\$1,105.78	\$412.99
Percentage (monthly) of employee plus dependent premium paid by employee	76.9%	32.3%
Employee plus dependent maximum deductible in-network	*	\$5,000.00
Employee plus dependent maximum deductible out-of-network	*	\$10,000.00
Dollar amount (monthly) of employee plus spouse premium paid by employer	\$1,105.78	\$764.60
Percentage (monthly) of employee plus spouse premium paid by employer	76.2%	46.9%
Dollar amount (monthly) of employee plus spouse premium paid by employee	\$345.18	\$864.78
Percentage (monthly) of employee plus spouse premium paid by employee	23.8%	53.1%
Employee plus spouse maximum deductible in-network	*	\$5,000.00
Employee plus spouse maximum deductible out-of-network	*	\$10,000.00
Dollar amount (monthly) of employee plus family premium paid by employer	\$1,519.60	\$864.78
Percentage (monthly) of employee plus family premium paid by employer	74.0%	42.7%
Dollar amount (monthly) of employee plus family premium paid by employee	\$534.46	\$1,159.91
Percentage (monthly) of employee plus family premium paid by employee	26.0%	57.3%
Employee plus family maximum deductible in-network	\$5,742.86	\$5,000.00
Employee plus family maximum deductible out-of-network	\$8,500.00	\$10,000.00

* Insufficient data were obtained to calculate an average that is reliably indicative of the market

Dental

Peers were also surveyed regarding other forms of insurance coverage, such as dental. **Exhibit 4E** shows that 60.0 percent of responding peers provided an average of one employer-paid plan. Average monthly employer premiums ranged from \$30.18 for employee-only coverage to \$38.13 for employee-plus-family coverage. The exhibit also shows that all peers provided an average of 1.8 employee-paid plans, with employee premiums ranging from \$3.11 for employee-only coverage to \$54.34 for employee-plus-family coverage.

By comparison, the Town provided a single employee-paid dental plan. Premiums paid by employees ranged from \$33.76 for employee-only coverage to \$108.04 for employee-plus-family coverage.

**EXHIBIT 4E
COMPARISON OF DENTAL PLANS**

Dental Insurance	Offered?	Average Number of Plans Offered	Average Maximum Monthly Amount for Employee-Only Coverage	Average Maximum Monthly Amount for Employee-plus-Family Coverage
Employer Paid	60.0%	1.0	\$30.18	\$38.13
Belleair	No	N/A	N/A	N/A
Employee Paid	76.9%	1.8	\$3.11	\$54.34
Belleair	Yes	2.0	\$33.76	\$108.04

Vision

Exhibit 4F shows that 30.0 percent of responding peers provided an average of one employer-paid vision insurance plan. Insufficient data were gathered sufficient to calculate valid market averages for premiums. The exhibit also shows that 83.3 percent of peers provided an average of 1.1 employee-paid plans, with employee premiums ranging from \$4.41 for employee-only coverage to \$13.47 for employee-plus-family coverage.

By comparison, the Town offered a single employee-paid plan. Premiums paid by employees ranged from \$5.24 for employee-only coverage to \$16.20 for employee-plus-family coverage.

**EXHIBIT 4F
COMPARISON OF VISION PLANS**

Vision Insurance	Offered?	Average Number of Plans Offered	Average Maximum Monthly Amount for Employee-Only Coverage	Average Maximum Monthly Amount for Employee-plus-Family Coverage
Employer Paid	30.0%	1.0	*	*
Belleair	No	N/A	N/A	N/A
Employee Paid	83.3%	1.1	\$4.41	\$13.47
Belleair	Yes	1.0	\$5.24	\$16.20

* Insufficient data obtained necessary to calculated a valid market average

Disability

Exhibit 4G displays information comparing peer disability insurance offerings to the Town's disability insurance offerings. For short-term disability insurance, 44.4 percent of peers provide employer-paid coverage, while 37.5 percent provide employee-paid coverage. For long-term disability insurance, 55.6 percent of responding peers provide employer-paid coverage and 62.5 percent provide employee-paid coverage. The benefit amount averaged 60 percent, except for employer-paid long-term coverage which averaged 62 percent.

By comparison, the Town offered both employee-paid short-term and long-term coverage; the benefits amount was 60 percent of the employee's salary.

**EXHIBIT 4G
COMPARISON OF DISABILITY INSURANCE**

Disability Coverage		Offered?	Percentage of Salary the Employee Receives
Short-Term Disability	Employer Paid	44.4%	60%
	Belleair	No	N/A
	Employee Paid	37.5%	60%
	Belleair	Yes	60%
Long-Term Disability	Employer Paid	55.6%	62%
	Belleair	No	N/A
	Employee Paid	62.5%	60%
	Belleair	Yes	60%

Life

Exhibit 4H displays the comparisons of life insurance offerings between the Town and peer organizations. Employer-paid life insurance was provided by all peers, as well as the Town. The cost to the employer for life insurance often varied for each peer. The dollar amount of death benefit among peers averaged \$32,500, compared with \$50,000 for the Town; for many peers, the death benefit amount was a function of the employee's salary. Among responding peers, 92.3 offered optional dependent coverage, as well as additional insurance coverage; all peers provided accidental death insurance. By comparison, the Town offered all three.

**EXHIBIT 4H
COMPARISON OF LIFE INSURANCE**

Life Insurance	Peer Average	Belleair
Is employer-paid life insurance offered?	100.0%	Yes
Cost (monthly) to employer for individual coverage	*	\$17.00
Dollar amount of death benefit	\$32,500	\$50,000
Is optional dependent coverage offered?	92.3%	Yes
Can the employee purchase additional life insurance if desired?	92.3%	Yes
Is accidental death insurance provided?	100.0%	Yes

* Varied for most peers and made the calculation of a valid and reliable market average impossible

4.2 RETIREMENT

Market peers were also surveyed regarding their retirement options. Among responding peers, 44.4 participated in the Florida Retirement System (FRS) and 75.0 offered a retirement option other than FRS to their general employees. **Exhibit 4I** displays the retirement offerings provided by the Town and its peers for general employees. As shown, responding peers provided an average of 1.3 plans to their general employees; the Town provided a single option—a 401k—which featured higher contributions by both the Town and employees when compared with peers. Unlike 60.0 percent of peer offerings, however, the 401k did not feature a disability provision.

**EXHIBIT 4I
COMPARISON OF GENERAL RETIREMENT PLANS**

Retirement Details	Peer Average	Belleair
Number of retirement plans offered	1.3	401k
Number of years required to fully vest	5.2	3.0
Is a COLA offered to retiree pensions?	0.0%	No
If offered, does COLA vary?	0.0%	N/A
Does the retirement plan offer a disability provision?	60.0%	No
Percent of salary the organization contributes to retirement option	7.9%	9.0%
Percent of salary the employee contributes to retirement option	1.8%	3.0%

Exhibit 4J displays the retirement offerings provided by the Town and its peers for public safety employees. As shown, responding peers provided an average of 1.2 plans to their public safety employees. The Town, by comparison, offered a pension to its sworn police employees (two plans based on year of hire) which was fairly comparable with peer plans, although employer contributions were lower.

**EXHIBIT 4J
COMPARISON OF PUBLIC SAFETY RETIREMENT PLANS**

Retirement Details	Peer Average	Belleair	
Number of retirement plans offered	1.2	Police Pension (2020 and after)	Police Pension (before 2020)
Number of years required to fully vest	10.0	10.0	5.0
Is a COLA offered to retiree pensions?	33.3%	No	No
If offered, does COLA vary?	33.3%	N/A	N/A
Does the retirement plan offer a disability provision?	100.0%	Yes	Yes
Percent of salary the organization contributes to retirement option	15.1%	N/A*	N/A†
Percent of salary the employee contributes to retirement option	7.2%	8.0%	6.0%

* Benefit is 3.0% of average final earnings per year of credited service

† Benefit is 3.5% of average final earnings per year of credited service

Exhibit 4K also shows other retirement options provided by the Town and its peers—66.7 percent of responding peers provide a Deferred Retirement Option Plan (DROP); 83.3 percent offer either a 401k, 401a, 403(b), or 457 plan, and half offer some other type of plan. In addition to the plan shown in **Exhibit 4I**, the Town also offered a 457, Roth IRA, and a Retirement Health Savings account.

**EXHIBIT 4K
COMPARISON OF OTHER RETIREMENT PLANS**

Other Retirement Options		Offered?
Deferred Retirement Option Plan (DROP)	Peer Average	66.7%
	Belleair	No
401k, 401a, 403(b), or 457	Peer Average	83.3%
	Belleair	Yes*
Other	Peer Average	50.0%
	Belleair	Yes†

* 401k and 457

† Roth IRA and Retirement Health Savings account

Exhibit 4L shows a comparison of the benefits provided to retirees between the Town and its peers. As shown, 83.3 percent of responding peers provided their retirees with health insurance, 85.7 percent provided dental insurance, 66.7 percent provided vision insurance, and 66.7 percent provided life insurance. By comparison, the Town only provided retiree health insurance.

**EXHIBIT 4L
RETIREE BENEFITS**

Insurance for Retirees	Peer Average	Belleair
Is health insurance offered?	83.3%	Yes
Is dental insurance offered?	85.7%	No
Is vision insurance offered?	66.7%	No
Is life insurance offered?	66.7%	No

4.3 LEAVE

Sick Leave

As displayed in **Exhibit 4M**, all responding peers provided sick leave. The average monthly accrual rate was 7.6 hours which began immediately after employment and peers capped sick leave at 93 hours per year, on average. By comparison, the Town offered their employees more sick leave—the monthly accrual rate was 8.0 hours and was capped at 96 hours per year.



Vacation Leave

Exhibit 4M shows that all responding peers also provided vacation leave. The average minimum monthly accrual rate was 7.1 hours, which began immediately after employment, and the average maximum monthly accrual rate was 15.0 hours which began on average after 14.4 years of employment; on average, peers capped vacation leave at 206.5 hours per year.

By comparison, the Town provided less vacation leave. The minimum monthly accrual rate was 6.7 hours, which began immediately after employment, and the maximum monthly accrual rate was 13.3 hours which began on average after 16 years of employment; vacation leave was capped at 160 hours per year.

Personal Leave

Among responding peers, 62.5 percent provided an average of 2.6 days of personal leave per year. By comparison, the Town offered five days of personal leave per year.

Leave Payout Upon Separation

Exhibit 4N summarizes policies regarding sick and vacation leave payout among peers and in the Town. Sick leave was paid out by 85.7 percent of responding peers upon voluntary separation and 83.3 percent capped payout at an average of 492 hours; 57.1 percent paid out upon involuntary separation and 75.0 percent of those responding positively capped payout. Also, no responding peers allowed unused sick leave to count towards retirement. By comparison, the Town paid out up to 480 hours of unused sick leave upon voluntary separation, but not involuntary separation; up to 480 hours of unused sick leave could be used towards the Town's 401k.

Exhibit 4M also shows that vacation leave was paid out by all responding peers upon voluntary separation and 42.9 percent responding positively capped payout; 71.4 percent paid out upon involuntary separation and 40.0 percent of those responding positively capped payout. By comparison, the Town paid up to 360 hours of unused vacation leave upon voluntary and involuntary separation.

**EXHIBIT 4M
COMPARISON OF LEAVE ACCRUAL**

Leave Accrual		Offered?	Monthly Minimum Accrual Rate (Hours)	Years of Service Required to Begin Accruing at Minimum Rate	Monthly Maximum Accrual Rate (Hours)	Years of Service Required to Begin Accruing at Maximum Rate	Absolute Maximum Total Accrual for a Year (Hours)
Sick Leave	Peer Average	100.0%	7.6	0.0	N/A	N/A	93.0
	Belleair	Yes	8.0	0.0	N/A	N/A	96.0
Vacation Leave	Peer Average	100.0%	7.1	0.0	15.0	14.4	206.5
	Belleair	Yes	6.7	0.0	13.3	16	160.0

**EXHIBIT 4N
COMPARISON OF PAID LEAVE UPON SEPARATION POLICIES**

Paid Leave Upon Separation		Paid out upon voluntary separation?	If so, are hours capped?	If so, what are the maximum hours?	Paid out upon involuntary separation?	If so, are hours capped?	If so, what are the maximum hours?	Can unused leave count towards retirement?
Sick Leave	Peer Average	85.7%	83.3%	492.0	57.1%	75.0%	*	0.0%
	Belleair	Yes	Yes	480.0	No	N/A	N/A	Yes†
Vacation Leave	Peer Average	100.0%	42.9%	*	71.4%	40.0%	*	
	Belleair	Yes	Yes	360.0	Yes	Yes	360.0	

* Insufficient data were obtained to calculate an average that is reliably indicative of the market

† Up to 480 hours

4.4 FRINGE BENEFITS

As shown in **Exhibit 40**, all responding peers provided their employees with access to an average of 5.2 employee assistance program (EAP) visits; among those responding positively, 83.3 percent extended visits to family members. The Town, by comparison, offered five visits to employees and their family members.

**EXHIBIT 40
EMPLOYEE ASSISTANCE PROGRAM**

Employee Assistance Program	Peer Average	Belleair
Is an employer-paid Employee Assistance Program offered?	100.0%	Yes
If so, are benefits available to family members, as well as the employee?	83.3%	Yes
Number of annual visits provided?	5.2	5.0

Exhibit 4P displays a comparison of tuition reimbursement benefits offered by the town and its peers. Like 88.9 percent of responding peers, the Town offered its employees tuition reimbursement. The benefit amount offered by the Town was \$2,500, whereas the amount among peers often varied based on several factors (e.g., budget, number of credit hours enrolled, etc.).

**EXHIBIT 4P
TUITION REIMBURSEMENT**

Tuition Reimbursement	Peer Average	Belleair
Is tuition reimbursement offered?	88.9%	Yes
If so, what is the limit?	Varies	\$2,500

As displayed in **Exhibit 4Q**, 20.0 percent of responding peers provided their employees with longevity pay, 80.0 percent provided merit raises, 40.0 percent provided some additional form of compensation (e.g., certification pay), and none provided bonuses. By comparison, the Town provided merit raises and additional incentives on a case-by-case basis to staff receiving certifications.

**EXHIBIT 4Q
ADDITIONAL FORMS OF PAY**

Additional Pay	Peer Average	Belleair
Longevity Pay	20.0%	No
Merit Raises	80.0%	Yes
Bonuses	0.0%	No
Other	40.0%	Yes



4.5 PAID HOLIDAYS

The percentage of peers that offered various paid holidays is shown in **Exhibit 4R**. On average, responding peers offered 11 holidays to employees, compared with the ten offered by the Town.

**EXHIBIT 4R
COMPARISON OF PAID HOLIDAYS**

Paid Holiday	Peer Average	Belleair
New Year's Day	100.0%	Yes
New Year's Eve	33.3%	No
Martin Luther King, Jr. Day	100.0%	Yes
Lincoln's Birthday	0.0%	No
Washington's Birthday	0.0%	No
Presidents Day	66.7%	No
Good Friday	22.2%	No
Memorial Day	100.0%	Yes
Independence Day	100.0%	Yes
Labor Day	100.0%	Yes
Veteran's Day	88.9%	Yes
Thanksgiving Day	100.0%	Yes
Day after Thanksgiving	100.0%	Yes
Christmas Eve	55.6%	No
Christmas Day	100.0%	Yes
Personal Holiday	28.6%	Yes
Employee Birthday	0.0%	No
Total paid holidays observed	11.0	10.0

Exhibit 4S shows that 55.6 percent of responding peers provided straight time holiday pay to their employees, 44.4 percent paid time and a half if the hours worked exceed the maximum for straight time, and none paid time and a half regardless of the hours worked during the pay period. By comparison, the Town paid time and a half regardless of the hours worked during the pay period.

**EXHIBIT 4S
COMPARISON OF HOLIDAY PAY POLICIES**

Holiday Policies	Peer Average	Belleair
How are employees paid for holidays?		
Straight time	55.6%	No
Time and a half if hours worked exceed maximum for straight time	44.4%	No
Time and a half regardless of hours worked during the pay period	0.0%	Yes

4.6 SUMMARY

Thus far, this report has analyzed salaries and benefits in isolation. While these components of compensation may impact employee recruitment and retention, employees often do not consider them in isolation, but rather as components of total compensation.

Based on the comparison of benefits, the Town was found to fall behind the market in several areas. Specifically, the Town was less competitive with employee premiums for health, dental, and vision insurance; retiree benefits; and vacation leave accrual.

The Town should continue to maintain any competitive advantages, while seeking to bolster areas of weakness. By so doing, it will ensure that it is able to recruit and retain quality employees.

Chapter 5 – Recommendations

The analysis of the Town's compensation system revealed that the benefits offerings were competitive and its pay ranges had some opportunities for improvement. Evergreen worked to build on the strength of the existing pay structure while placing focus on developing a more competitive pay plan that could be implemented as budget conditions permit. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 COMPENSATION SYSTEM

The compensation system analysis consisted primarily of an external market assessment during which the Town's pay ranges for the classifications were compared to the market average. Details regarding the external market assessment were provided in **Chapter 3** and **Chapter 4** of this report. Additionally, internal equity (i.e., the hierarchy of classifications), was considered. Both factors were utilized when developing the recommendations below.

FINDING

The Town's salary ranges were behind the average of the current labor market for many of the classifications at the minimum, midpoint, and maximums, thus indicating the current pay plan needed revision to be more competitive. Additionally, all classifications required review for possible re-slotting within the new pay plan to achieve a competitive average market position.

RECOMMENDATION 1: Implement the revised pay plan with recommended re-slotting of some classifications within the plan based on external analysis and internal hierarchy review; and transitioning employees' salaries into the plan.

Consistent with the Town's compensation philosophy, new open-range pay plans for non-exempt and exempt employees were created. Based on the market data from **Chapter 3**, new salary ranges were developed for each of the Town's current pay grades. **Exhibit 4A** shows the proposed revised open-range pay plan for non-exempt employees, with 13 pay grades and constant range spreads of 55 percent. It should be noted that the Police Officer classification was assigned a pay grade (range) within this plan. **Exhibit 4B** shows the proposed revised open-range pay plan for exempt employees, with 22 pay grades and constant range spreads of 55 percent.



**EXHIBIT 5A
PROPOSED PAY PLAN
NON-EXEMPT EMPLOYEES**

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 24,960.00	\$ 31,824.00	\$ 38,688.00	55%
102	\$ 26,707.20	\$ 34,049.60	\$ 41,392.00	55%
103	\$ 31,200.00	\$ 39,790.40	\$ 48,360.00	55%
104	\$ 31,720.00	\$ 40,456.00	\$ 49,171.20	55%
105	\$ 32,718.40	\$ 41,724.80	\$ 50,710.40	55%
106	\$ 35,006.40	\$ 44,636.80	\$ 54,267.20	55%
107	\$ 37,460.80	\$ 47,777.60	\$ 58,073.60	55%
108	\$ 40,081.60	\$ 51,105.60	\$ 62,129.60	55%
109	\$ 42,889.60	\$ 54,683.20	\$ 66,476.80	55%
110	\$ 45,884.80	\$ 58,510.40	\$ 71,115.20	55%
111	\$ 49,088.00	\$ 62,587.20	\$ 76,086.40	55%
112	\$ 52,520.00	\$ 66,976.00	\$ 81,411.20	55%
113	\$ 56,201.60	\$ 71,656.00	\$ 87,110.40	55%



**EXHIBIT 5B
PROPOSED PAY PLAN
EXEMPT EMPLOYEES**

Grade	Minimum	Midpoint	Maximum	Range Spread
201	\$ 32,000.00	\$ 40,800.00	\$ 49,600.00	55%
202	\$ 34,240.00	\$ 43,656.00	\$ 53,072.00	55%
203	\$ 36,636.80	\$ 46,711.92	\$ 56,787.04	55%
204	\$ 39,201.38	\$ 49,981.76	\$ 60,762.14	55%
205	\$ 41,945.48	\$ 53,480.49	\$ 65,015.49	55%
206	\$ 44,881.66	\$ 57,224.12	\$ 69,566.57	55%
207	\$ 48,023.38	\$ 61,229.81	\$ 74,436.24	55%
208	\$ 51,385.02	\$ 65,515.90	\$ 79,646.78	55%
209	\$ 54,981.97	\$ 70,102.01	\$ 85,222.05	55%
210	\$ 58,830.71	\$ 75,009.16	\$ 91,187.60	55%
211	\$ 62,948.86	\$ 80,259.80	\$ 97,570.73	55%
212	\$ 67,355.28	\$ 85,877.98	\$ 104,400.68	55%
213	\$ 72,070.15	\$ 91,889.44	\$ 111,708.73	55%
214	\$ 77,115.06	\$ 98,321.70	\$ 119,528.34	55%
215	\$ 82,513.11	\$ 105,204.22	\$ 127,895.32	55%
216	\$ 88,289.03	\$ 112,568.52	\$ 136,848.00	55%
217	\$ 94,469.26	\$ 120,448.31	\$ 146,427.35	55%
218	\$ 101,082.11	\$ 128,879.69	\$ 156,677.27	55%
219	\$ 108,157.86	\$ 137,901.27	\$ 167,644.68	55%
220	\$ 115,728.91	\$ 147,554.36	\$ 179,379.81	55%
221	\$ 123,829.93	\$ 157,883.16	\$ 191,936.39	55%
222	\$ 132,498.03	\$ 168,934.99	\$ 205,371.95	55%

Next, both hierarchy of classifications and market data were analyzed when slotting the Town's employee classifications. The resulting recommended pay grades for the average market position are shown in **Exhibits 5C** and **5D**. Additionally, Evergreen provided pay grades at a 65th market competitive percentile as well; which are shown in **Exhibits 5E** and **5F**. At the time of this report, the Town was considering each of these competitive positions.

**EXHIBIT 5C
PROPOSED PAY GRADES
NON-EXEMPT–AVERAGE**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Assistant Recreation Leader	101	\$24,960.00	\$31,824.00	\$38,688.00
Part-Time Parks Laborer				
Part-Time Seasonal Camp Counselor				
Recreation Leader I	102	\$26,707.20	\$34,049.60	\$41,392.00
Building Maintenance	103	\$31,200.00	\$39,790.40	\$48,360.00
Meter Reader				
Parks Maintenance Worker I				
Recreation Leader II	104	\$31,720.00	\$40,456.00	\$49,171.20
Customer Service Clerk				
Executive Secretary				
Maintenance Worker II				
Parks Maintenance Worker II				
Refuse Collector				
Streets and Stormwater Maintenance I	105	\$32,718.40	\$41,724.80	\$50,710.40
Utility Maintenance I				
Accounting Clerk I				
Administrative Assistant				
Programmer I				
Streets and Stormwater Maintenance II				
Utility Maintenance II	106	\$35,006.40	\$44,636.80	\$54,267.20
Water Treatment Plant Operator Trainee				
Programmer II				
Streets and Stormwater Maintenance Lead Worker	107	\$37,460.80	\$47,777.60	\$58,073.60
Parks Foreman				
Water Treatment Plant Operator I	108	\$40,081.60	\$51,105.60	\$62,129.60
IT Technician				
Solid Waste Foreman				
Streets and Stormwater Maintenance Foreman				
Water Treatment Plant Operator II				
Water Utilities Foreman	112	\$52,520.00	\$66,976.00	\$81,411.20
Police Officer				



**EXHIBIT 5D
PROPOSED PAY GRADES
EXEMPT–AVERAGE**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounting Clerk II	203	\$36,636.80	\$46,711.92	\$56,787.04
Building and Zoning Technician				
Special Events Coordinator	205	\$41,945.48	\$53,480.49	\$65,015.49
Facilities & Safety Supervisor				
Public Works Operational Supervisor	206	\$44,881.66	\$57,224.12	\$69,566.57
Recreation Supervisor				
Construction Project Supervisor				
Human Resources and Risk Management Coordinator	207	\$48,023.38	\$61,229.81	\$74,436.24
Management Analyst I				
Management Analyst II	209	\$54,981.97	\$70,102.01	\$85,222.05
Public Services Manager				
Assistant Finance Director				
Director of Solid Waste	212	\$67,355.28	\$85,877.98	\$104,400.68
Town Clerk				
Director of Water Utilities	214	\$77,115.06	\$98,321.70	\$119,528.34
Director of Public Works and Parks and Recreation	215	\$82,513.11	\$105,204.22	\$127,895.32
Director of Support Services				
Lieutenant	216	\$88,289.03	\$112,568.52	\$136,848.00
Assistant Town Manager	218	\$101,082.11	\$128,879.69	\$156,677.27
Police Chief	219	\$108,157.86	\$137,901.27	\$167,644.68
Town Manager	222	\$132,498.03	\$168,934.99	\$205,371.95

EXHIBIT 5E
PROPOSED PAY GRADES
NON-EXEMPT—65TH PERCENTILE

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Assistant Recreation Leader	101	\$24,960.00	\$31,824.00	\$38,688.00
Part-Time Parks Laborer				
Part-Time Seasonal Camp Counselor				
Recreation Leader I	102	\$26,707.20	\$34,049.60	\$41,392.00
Building Maintenance	103	\$31,200.00	\$39,790.40	\$48,360.00
Parks Maintenance Worker I				
Recreation Leader II				
Maintenance Worker II	104	\$31,720.00	\$40,456.00	\$49,171.20
Meter Reader				
Parks Maintenance Worker II				
Refuse Collector	105	\$32,718.40	\$41,724.80	\$50,710.40
Administrative Assistant				
Customer Service Clerk				
Programmer I				
Streets and Stormwater Maintenance I				
Utility Maintenance I	106	\$35,006.40	\$44,636.80	\$54,267.20
Accounting Clerk I				
Executive Secretary				
Programmer II				
Streets and Stormwater Maintenance II				
Utility Maintenance II	107	\$37,460.80	\$47,777.60	\$58,073.60
Water Treatment Plant Operator Trainee				
Parks Foreman				
Streets and Stormwater Maintenance Lead Worker	108	\$40,081.60	\$51,105.60	\$62,129.60
Water Treatment Plant Operator I				
IT Technician	109	\$42,889.60	\$54,683.20	\$66,476.80
Solid Waste Foreman				
Streets and Stormwater Maintenance Foreman				
Water Treatment Plant Operator II				
Water Utilities Foreman				
Police Officer	113	\$56,201.60	\$71,656.00	\$87,110.40

**EXHIBIT 5F
PROPOSED PAY GRADES
EXEMPT—65TH PERCENTILE**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounting Clerk II	203	\$36,636.80	\$46,711.92	\$56,787.04
Building and Zoning Technician				
Special Events Coordinator	206	\$44,881.66	\$57,224.12	\$69,566.57
Facilities & Safety Supervisor				
Public Works Operational Supervisor	207	\$48,023.38	\$61,229.81	\$74,436.24
Recreation Supervisor				
Construction Project Supervisor				
Human Resources and Risk Management Coordinator	208	\$51,385.02	\$65,515.90	\$79,646.78
Management Analyst I				
Management Analyst II	210	\$58,830.71	\$75,009.16	\$91,187.60
Public Services Manager				
Director of Solid Waste	212	\$67,355.28	\$85,877.98	\$104,400.68
Assistant Finance Director				
Town Clerk	213	\$72,070.15	\$91,889.44	\$111,708.73
Director of Water Utilities	214	\$77,115.06	\$98,321.70	\$119,528.34
Director of Public Works and Parks and Recreation	216	\$88,289.03	\$112,568.52	\$136,848.00
Director of Support Services				
Lieutenant	217	\$94,469.26	\$120,448.31	\$146,427.35
Assistant Town Manager	218	\$101,082.11	\$128,879.69	\$156,677.27
Police Chief	219	\$108,157.86	\$137,901.27	\$167,644.68
Town Manager	222	\$132,498.03	\$168,934.99	\$205,371.95

After assigning pay grades to classifications, the next step was to develop optional methods for transitioning employees' salaries into the new pay plans. This was done by establishing methods of calculating salaries in the proposed pay ranges and determining whether adjustments were necessary. Evergreen developed, recommended, and provided several options for implementing the proposed pay plan, which the Town was considering at the time of this report.

5.2 SYSTEM ADMINISTRATION

The Town's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. While it is likely under current market conditions that there will be fewer changes in salary, it is important to monitor for any recruitment and retention issues that may arise among critical/highly skilled positions.

RECOMMENDATION 2: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

While it is unlikely that the pay plan in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the Town should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the Town to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 3: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the Town in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 4: Review and revise, as appropriate, guidelines for progressing employee salaries through the pay plan, including those for determining salaries of newly hired employees and employees who have been promoted or transferred to a different classification or department.

The method of moving salaries through the pay plan and setting new salaries for new hires and promotions, depends largely on an organization's compensation philosophy. It is important for the Town to maintain guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

Salary Progression

The Town currently uses cost of living adjustments (COLA) across the board and performance-based increases to progress salaries. It is recommended that the Town continuously evaluate, as it has with this study, its salary progression methods for employees' salaries and make changes to align with its compensation philosophy as appropriate.

New Hires

Typically, an employee holding the minimum education and experience requirements for a classification is hired at or near the classification's pay grade minimum. However, for recruiting purposes the Town needs the ability to offer salaries to new employees that consider prior related experience. It is recommended that the Town continue to allow flexibility when establishing new employee salaries. It is also important, however, when determining new hire salaries to, when possible, preserve the internal equity of employees' salaries within the classification.

Promotions

When an employee is promoted to a new classification, it is important to have guidelines for calculating the employee's new salary that rewards the employee for his or her new responsibilities, moving the salary into the new pay grade, and ensuring internal equity in the new classification. For example, a range of five to seven percent increase is common today, with consideration given to preserving the internal equity of employees' salaries within the classification. The Town has established promotion guidelines which will continue to require review going forward to remain current with best practice.

5.3 SUMMARY

The recommendations in this chapter provide an update to the compensation system for the Town's employees. If implemented, the recommendations will enhance the Town's competitiveness in the labor market. By implementing the revised market pay plan, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the Town will find that having a more competitive system that enhances strong recruitment and employee retention is well worth this commitment.

Adjustment Breakdown for Range Penetration Solutions

Employee Type	# of Employees	Increase as % of Current Payroll	RANGE PENETRATION Adjustments	FICA and 401k	RANGE PENETRATION - % of Total Implementation	Increase as % of Current Payroll	RANGE PENETRATION CAPPED AT MIDPOINT - Adjustments	FICA and 401k	RANGE PENETRATION CAPPED AT MIDPOINT - % of Total Implementation
Non-exempt Police	36	9.88%	\$ 109,276.67	\$18,194.56	25.2%	6.67%	\$ 73,763.46	\$12,281.62	23.0%
	20	8.35%	\$ 72,912.93	\$12,140.00	16.8%	7.32%	\$ 63,899.45	\$10,639.26	19.9%
TOTAL NON-EXEMPT	56		\$ 182,189.60	\$30,334.57	42.1%		\$ 137,662.91	\$22,920.87	43.0%
Exempt	13	5.82%	\$ 45,654.67	\$7,601.50	10.5%	4.07%	\$ 31,959.49	\$5,321.26	10.0%
SUBTOTAL	69	8.24%	\$ 227,844.27	\$37,936.07	52.6%	6.14%	\$ 169,622.40	\$28,242.13	52.9%
Contract	7	30.90%	\$205,339.13	\$34,188.96	47.4%	22.70%	\$ 150,880.09	\$25,121.53	47.1%
TOTAL	76		\$ 433,183.40	\$72,125.04	100.0%		\$ 320,502.49	\$53,363.66	100.0%

Adjustment Breakdown for Other Solutions

Employee Type	# of Employees	Increase as % of Current Payroll	Bring to Minimum Adjustments	FICA and 401k	Bring to Minimum - % of Total Implementation	Increase as % of Current Payroll	MOVE TOWARD MARKET - Adjustments	FICA and 401k	MOVE TOWARD MARKET - % of Total Implementation
Non-exempt Police	36	0.85%	\$ 9,367.41	\$1,559.67	31.2%	3.09%	\$ 34,129.23	\$5,682.52	27.8%
	20	0.36%	\$ 3,173.87	\$528.45	10.6%	2.83%	\$ 24,674.78	\$4,108.35	20.1%
TOTAL NON-EXEMPT	56		\$ 12,541.28	\$2,088.12	41.8%		\$ 58,804.01	\$9,790.87	47.9%
Exempt	13	0.14%	\$ 1,075.31	\$179.04	3.6%	2.16%	\$ 16,960.06	\$2,823.85	13.8%
SUBTOTAL	69	0.49%	\$ 13,616.60	\$2,267.16	45.4%	2.74%	\$ 75,764.07	\$12,614.72	61.8%
Contract	7	2.47%	\$16,386.11	\$2,728.29	54.6%	7.05%	\$ 46,880.13	\$7,805.54	38.2%
TOTAL	76		\$ 30,002.70	\$4,995.45	100.0%		\$ 122,644.20	\$20,420.26	100.0%

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Avg. Range Spread	Number of Responses
		Average	% Diff	Average	% Diff	Average	% Diff		
1	Accounting Clerk I - Payables	\$33,636.75	-9.2%	\$42,435.57	-8.5%	\$51,234.40	-8.0%	52.3%	9
2	Accounting Clerk I - Utility Billing	\$31,754.38	-3.4%	\$40,222.93	-3.1%	\$48,691.48	-2.9%	53.3%	11
3	Accounting Clerk II	\$35,506.14	4.9%	\$45,657.01	17.6%	\$55,807.89	24.9%	57.2%	7
4	Administrative Assistant	\$34,964.00	-13.0%	\$45,478.26	-15.4%	\$55,992.51	-16.8%	60.1%	10
5	Assistant Finance Director	\$71,011.05	-57.8%	\$90,455.09	-43.7%	\$109,899.13	-35.4%	54.8%	9
7	Assistant Town Manager	\$110,458.96	-83.6%	\$140,642.20	-45.6%	\$170,825.43	-26.0%	54.7%	7
8	Building and Zoning Technician	\$32,906.51	12.5%	\$41,543.82	26.9%	\$50,181.14	35.2%	52.5%	9
9	Building Maintenance	\$28,919.85	-8.7%	\$36,508.31	-11.7%	\$44,096.77	-13.7%	52.5%	10
10	Construction Project Supervisor	\$52,635.93	-29.4%	\$67,507.66	-15.1%	\$82,379.39	-6.9%	56.5%	7
11	Customer Service Clerk	\$30,771.48	-10.0%	\$39,415.30	-10.8%	\$48,059.12	-11.3%	56.2%	7
12	Director of Public Works and Parks and Recreation	\$84,634.39	-60.5%	\$107,691.13	-19.7%	\$130,747.88	0.6%	54.5%	12
13	Director of Solid Waste	\$67,697.08	-39.6%	\$88,004.13	0.5%	\$108,311.17	19.3%	60.0%	4
15	Director of Water Utilities	\$77,925.66	-52.9%	\$99,709.12	-12.0%	\$121,492.58	7.9%	55.9%	7
16	Executive Secretary	\$34,264.32	-11.0%	\$43,939.30	-11.9%	\$53,614.28	-12.5%	56.5%	10
17	Facilities and Safety Supervisor	\$45,350.59	-14.7%	\$59,017.21	-1.7%	\$72,683.83	5.6%	60.3%	6
18	Foreman - Parks and Streets	\$41,792.75	-25.9%	\$53,646.09	-23.9%	\$65,499.43	-22.7%	56.7%	8
19	Human Resources and Risk Management Coordinator	\$51,942.96	-32.8%	\$67,761.06	-21.7%	\$83,579.17	-15.4%	60.9%	8
20	IT Technician	\$41,789.51	-30.6%	\$53,386.69	-28.2%	\$64,983.88	-26.7%	55.5%	8
21	Management Analyst I	\$49,894.59	-28.9%	\$63,345.90	-15.1%	\$76,797.20	-6.9%	53.9%	6
23	Meter Reader	\$29,839.58	-11.8%	\$37,966.17	-15.6%	\$46,092.75	-18.1%	54.5%	8
24	Parks Maintenance Worker I	\$27,306.06	-3.0%	\$34,435.87	-5.9%	\$41,565.69	-7.8%	52.2%	13
25	Parks Maintenance Worker II	\$30,830.52	-10.2%	\$38,691.26	-9.0%	\$46,552.00	-8.1%	51.0%	14
26	Part-time Parks Laborer	\$12.24	-21.6%	\$15.49	-16.3%	\$18.74	-10.4%	53.1%	6
27	Part-time Seasonal Camp Counselor	\$11.00	-11.0%	\$13.45	-2.3%	\$15.91	6.0%	44.6%	5
28	Police Chief	\$109,747.63	-83.1%	\$137,343.93	-43.3%	\$164,940.24	-22.6%	50.3%	6
29	Police Lieutenant	\$93,105.20	-69.0%	\$105,600.10	-17.7%	\$118,094.99	10.7%	26.8%	5
30	Police Officer	\$52,256.59	-8.5%	\$65,340.58	-8.6%	\$78,424.57	-8.7%	50.1%	6
31	Public Services Manager	\$57,347.00	-37.7%	\$73,851.18	-24.0%	\$90,355.36	-16.1%	57.6%	4
32	Public Works Operational Supervisor	\$49,777.46	-23.9%	\$63,152.84	-8.5%	\$76,528.22	0.5%	53.7%	5
33	Recreation Leader I	\$26,940.24	-6.5%	\$34,147.85	-3.3%	\$41,355.46	-1.2%	53.5%	8
34	Recreation Leader II	\$30,733.38	-14.8%	\$39,165.26	-18.7%	\$47,597.14	-21.3%	54.9%	9
35	Recreation Programmer I	\$36,285.87	-16.7%	\$46,155.13	-16.8%	\$56,024.40	-16.9%	54.4%	9
36	Recreation Programmer II (Rentals and Sports Leagues)	\$38,937.01	-23.7%	\$49,383.64	-20.6%	\$59,830.27	-18.6%	53.7%	4
37	Recreation Programmer II (Youth and Adult Programs)	\$38,937.01	-23.7%	\$49,383.64	-20.6%	\$59,830.27	-18.6%	53.7%	4
38	Recreation Supervisor	\$46,931.59	-18.1%	\$60,201.85	-3.7%	\$73,472.12	4.5%	56.6%	10
39	Refuse Collector	\$29,515.29	-5.9%	\$37,690.27	-6.4%	\$45,865.24	-6.7%	55.4%	7
40	Solid Waste Foreman	\$37,148.30	-14.2%	\$47,660.13	-12.2%	\$58,171.97	-10.9%	56.6%	7
41	Special Events Coordinator	\$43,016.07	-14.3%	\$56,056.53	-2.9%	\$69,096.99	3.6%	60.6%	5
42	Stormwater Maintenance Foreman	\$41,244.21	-24.6%	\$52,422.44	-21.6%	\$63,600.67	-19.8%	54.2%	11
43	Stormwater Maintenance I	\$30,227.68	-8.3%	\$38,392.25	-8.2%	\$46,556.81	-8.2%	54.0%	9
44	Stormwater Maintenance II	\$33,128.68	-7.7%	\$42,378.10	-8.3%	\$51,627.52	-8.7%	55.8%	11
45	Stormwater Maintenance Lead Worker	\$35,920.67	-15.7%	\$45,218.18	-11.8%	\$54,515.68	-9.3%	51.8%	8
46	Town Clerk	\$71,051.15	-44.2%	\$90,961.85	-2.8%	\$110,872.56	17.0%	56.0%	10
48	Utility Maintenance I	\$31,016.92	-10.8%	\$39,436.88	-10.9%	\$47,856.83	-10.9%	54.3%	10
49	Utility Maintenance II	\$35,196.64	-13.7%	\$45,052.62	-14.4%	\$54,908.60	-14.9%	56.0%	8
50	Water Treatment Plant Operator I	\$39,062.99	-24.0%	\$48,801.69	-19.4%	\$58,540.39	-16.4%	49.9%	6
51	Water Treatment Plant Operator II	\$40,977.95	-23.9%	\$51,920.86	-20.7%	\$62,863.77	-18.6%	53.4%	7
52	Water Treatment Plant Operator Trainee	\$32,485.82	-5.7%	\$40,793.26	-4.5%	\$49,100.69	-3.7%	51.1%	6
53	Water Utilities Foreman	\$41,670.73	-25.6%	\$53,661.76	-23.9%	\$65,652.80	-22.9%	57.6%	10
Overall Average			-22.8%		-13.2%		-7.9%	54.1%	7.9
Total									370



Legislation Details (With Text)

File #: 21-0212 **Version:** 1 **Name:**
Type: Resolution **Status:** General Agenda
File created: 7/16/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Resolution 2021-29 Establishing an LPGA Ad Hoc Committee
Sponsors:
Indexes:
Code sections:
Attachments: [2021-29 LPGA Ad Hoc Committee](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Mayor and Commissioners
From: Christine Nicole, Town Clerk
Date: 7/16/2021

Subject:

Resolution 2021-29 - Establishing a Ladies Professional Golf Association (LPGA) Ad Hoc Committee and Appointing Members

Summary:

The Pelican Golf Course will be hosting an LPGA tournament November 8-14, 2021. Due to the scale of the event, coordination with the town will be necessary to identify potential concerns and impacts to residents.

Previous Commission Action: Commission consensus to establish an ad hoc committee consisting of residents and staff to review and advise on all plans relating to the LPGA event that will be held in town.

Background/Problem Discussion: N/A

Expenditure Challenges N/A

Financial Implications: N/A

Recommendation: Staff recommends approval.

Proposed Motion I move approval of Resolution 2021-29.

RESOLUTION NO. 2021-29

A RESOLUTION OF THE TOWN OF BELLEAIR, FLORIDA, ESTABLISHING A LADIES PROFESSIONAL GOLF ASSOCIATION (LPGA) AD HOC COMMITTEE; APPOINTING MEMBERS THERETO; SETTING FORTH THE DUTIES AND RESPONSIBILITIES OF SAID COMMITTEE.

WHEREAS, the Pelican Golf Club has been selected to host a Ladies Professional Golf Association (LPGA) tournament to be held November 8-14, 2021; and

WHEREAS, the Commission of the Town of Belleair is cognizant of potential impacts an event of this scale may have on the community; and

WHEREAS, the Commission wishes to combine the knowledge base of members of the community and town staff in an effort to achieve an encompassing review of issues related to the tournament.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COMMISSION OF THE TOWN OF BELLEAIR, FLORIDA:

Section 1. Establishment of An Ad Hoc LPGA Committee.

A Committee is hereby established with the membership designed herein and with the duties and responsibilities herein set forth.

Section 2. Members and Terms of Office.

The following named residents are hereby appointed as members of the Committee to serve at the pleasure of the Town Commission.

- 1) Scott Coletti
- 2) Jerry Collman
- 3) Peter Kyles
- 4) Molly DuPont Schaffer
- 5) Chris Scott

The Committee shall meet within thirty (30) days of appointment for the purpose of organization. The members of the Committee shall serve until the tasks outlined are completed.

In addition to the above named members, the following staff will participate in discussion and provide support.

- 1) JP Murphy – Town Manager
- 2) Rick Doyle – Chief of Police
- 3) Keith Bodeker – Construction Project Supervisor
- 4) Cathy DeKarz – Management Analyst

Section 3. Scope.

The Committee shall review and advise on all plans related to the LPGA event being held in town.

- (a) The Committee shall identify any concerns relating to the health, safety, and welfare of the community.
- (b) The Committee shall make recommendations for courses of action, and necessary resources.
- (c) The Committee shall present their findings and recommendations to the Town Commission.

Section 4. Meetings.

Meetings of the Committee shall be held upon the call of the Chairman or as scheduled during a public meeting. All meetings of the Committee shall be public meetings and shall be held at Town Hall. A majority of the members shall constitute a majority. Notices of all meetings shall be posted by the Town Clerk in all usual posting locations.

Section 5. Officers, duties and responsibilities.

The officers of the Committee shall consist of a Chairman and a Deputy Chairman and shall be determined by the members.

- (a) The Chairman shall preside over all meetings of the Committee.
- (b) The Deputy Chairman shall act in the absence or disability of the Chairman.
- (c) The Town Clerk shall keep the minutes of all meetings and maintain such records and prepare such documents as directed by the Committee.
- (d) The Committee may adopt other rules for its operation and proceedings as deemed desirable.
- (e) The members of the Committee shall receive no compensation.

PASSED AND ADOPTED by the Town Commission of the Town of Belleair, Florida, this 20th day of **JULY, A.D., 2021.**

ATTEST:

MAYOR

TOWN CLERK



Legislation Details (With Text)

File #: 21-0215 **Version:** 1 **Name:**
Type: Discussion Items **Status:** Agenda Ready
File created: 7/16/2021 **In control:** Town Commission
On agenda: 7/20/2021 **Final action:**
Title: Continuation of Discussion of Town Attorney Solicitation
Sponsors: JP Murphy
Indexes:
Code sections:
Attachments: [ATTORNEY SCOPE OF SERVICES DRAFT.pdf](#)
[Firm Resume](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Mayor Mike Wilkinson & Commissioners
From: JP Murphy, Town Manager
Date: 7/20/2021

Subject:

Continuation of Discussion of Town Attorney Solicitation

Summary:

The Commission directed me to seek a recruiting firm to assist with the selection of a firm to represent the Town. Subsequent conversations with the commissioners independently expressed concerns over the expense of engaging a recruiter. I devised a third option, whereby staff will let the solicitation, and a separate, non-local law firm will assist with recommendations and background screening. Donovan Roper of Roper & Roper has been engaged to provide recommendations and screening of responsive law firms and candidates. Attached to this item is the firm's resume that also includes Mr. Roper's information. The fee for this work is estimated to be less than \$2,000.

Background Problem/Discussion:

The bid will be administered by the Town Clerk and myself, given the nature of the appointment. Once the response period is up, Mr. Roper will review the responses and provide a list of qualified, responsive firms with his recommendations. The commission will be responsible for the shortlisting of candidates, and it would need to do so in a public hearing as well as host public meetings for interviews, leading to ultimate selection. I have provided a rough draft of the solicitation language provided in the attachments. I would request any edits from the Commission prior to Friday July 23rd. Additionally, I will create a scoring tool for the Commission to utilize for selection. Following shortlisting Mr. Roper will further evaluate bar complaints, conflicts, etc., to make adequate recommendations to the Commission for their final selection for negotiation.

If there are any specific qualifications or specializations you'd like to see, it is helpful to include that in your

solicitation documents-for instance, a firm or attorney with x number of years of experience with land use law. The same might apply to limitations; perhaps you don't want to engage a firm that is more than 60 miles away from town. Any of these items, if known, are useful to craft a solicitation that might be more responsive to your needs.

Finally, there may be other concerns or matters related to the solicitation that the Commission may wish to discuss or settle during the meeting as it decides how to proceed. Please see the attached draft solicitation language as an outline of what a rough sample procurement might look like.

SCOPE OF SERVICES

The Town of Belleair is seeking a firm with the highest degree of professionalism and ethics to serve as a trusted advisor to the Town's elected officials and staff. The selected firm will have outstanding communications skills and work closely with the Commission Members and staff, keeping everyone fully informed while listening carefully and responding to their needs. The ideal candidate firm will be one that has demonstrated it solves problems and is proactive in minimizing the Town's legal exposure.

The Town Attorney will be currently licensed to practice law in Florida and be a member in good standing of the Florida Bar. The Firm will be knowledgeable and experienced in municipal and other law including:

- Administrative matters and proceedings;
 - Code enforcement;
 - Municipal finance;
 - Contract law;
 - Drafting and reviewing ordinances and resolutions;
 - Ethics laws;
 - Constitutional law;
 - Applicable federal and state laws;
 - Land use and zoning;
 - The Bert Harris Act;
 - Litigation in state and federal courts;
 - Municipal leases and agreements;
 - Public records and Sunshine Law matters;
 - Home Rule Issues;
 - Town Charter and Town Code of Ordinances issues.
1. If the Town Attorney is not already, they will be expected to quickly become proficient in all the above with respect to the laws and regulations of the Town of Belleair.
 2. The Town Attorney will attend all regular meetings of the Town Commission and when necessary, select advisory board meetings including the Planning and Zoning Board. It will also attend workshop meetings of the preceding as well as those of Town Committees or other meetings as requested by the Town Commission or the Town Manager. At these meetings, the Firm will provide appropriate legal advice and written opinions as necessary and provide parliamentary guidance concerning the conduct of each of the meetings.
 3. Town Attorney will not need to maintain an office in Belleair, though workspace will be made available for the attorney.
 4. The Town Attorney will draft and review ordinances, charter amendments, resolutions, contract documents, and correspondence; assist in review and preparation of agenda items for meetings; provide legal consultation on some Town insurance matters; provide legal advice and, written

opinions to the Town Commission and Town Manager upon request on matters related to their official duties; perform all duties and functions imposed by general and special laws upon Town attorneys; prepare or review and approve deeds, and other legal instruments affecting or pertaining to the Town or in which the Town is a party. The Firm will also monitor the performance of any duties assigned to other counsel provided there is no conflict.

5. The Town Attorney will prosecute and defend the Town as to all civil complaints, lawsuits, and controversies in which the Town is a party. Specifically, the Town Attorney is responsible for prosecuting and defending the Town in civil actions when no counsel is provided by liability insurance or when the Town's exposure exceeds its insurance coverage. As directed by the Town Council, the Town Attorney will represent an employee or elected official who is individually named in a suit as a result of the execution of their official duties with the Town, provided that any such representation does not give rise to a prohibited conflict of interest or the appearance of a conflict.
6. As requested, the Town Attorney will provide the Town Council and Town Manager with assistance and legal counsel relating to the acquisition, lease or sale of real property, and in the review and preparation of deeds, easements, title searches and various real estate documents.
7. The Town Attorney will review all Solicitations, Invitations to Bid, Requests for Proposals, Requests for Qualifications, procurement documents, and respond to protests or questions in accordance with law.
8. The Town may assign legal matters to other attorneys or law firms when the Town Commission or Manager deem it to be in the Town's best interest. Generally, these matters will involve conflicts of interest for the Firm or special legal matters requiring a particular legal specialty. The Firm will work cooperatively with other counsel retained by the Town for special projects. The Town Attorney will coordinate with other counsel as necessary, to assure proper management of legal issues, and proper coordination and transition of legal information among counsel.
9. The Town Attorney will perform other legal research and provide legal advice as requested by the Town Council and Town Manager and will stay abreast of new and proposed state and federal legislation affecting the Town.
10. The Town Attorney must comply with the provisions of Chapter 119, Florida Statutes (Public Records Law).
11. The Town Attorney will perform professional duties and functions as may be required by ordinance or resolution of the Town Council.
12. The Town Attorney will provide legal services for such matters not covered by the paragraphs above, but which necessitate legal advice or representation by the Town Attorney, as determined by the Town Council.

13. As part of its duties, the Town Attorney will provide monthly bills and periodic status reports as requested by Town Council and the Town Manager, including a quarterly litigation report.
14. The Town Attorney may not represent members of the Commission or the Town Manager individually for any matters not related to their execution of town business

MINIMUM QUALIFICATIONS AND EXPERIENCE

To be considered a responsible and responsive proposer for the Scope of Work set forth in this solicitation, the Firm must possess the following:

1. The Firm must be licensed to do business in the State of Florida. Submit Sunbiz report with its company registered as active.
2. All the proposed Firm attorneys must be in good standing with the Florida Bar.
3. All the proposed Firm attorneys must be properly registered to practice their profession and licensed to engage in the practice of law in the State of Florida at the time of proposal submission.
4. The ideal Firm and the Primary and Back-up Town Attorney must have Municipal Town Attorney experience and demonstrate the following:
 - a. Immediately preceding the time of appointment, must possess a minimum of five years' experience practicing law in the courts of the State of Florida, of which a minimum of three years consists of practice in the area of municipal government.
 - b. Experience providing legal services to local governments in the areas listed in Part I: Scope of Services.
 - c. Experience coordinating and managing the work of other law firms retained for areas of specialized expertise.
5. Preference given to candidates who are Board Certified in City, County and Local Government Law.
6. The Firm must satisfy the General Insurance requirements. In addition, the Town Attorney is required to have Professional Liability (commonly known as errors & omissions) with limits of not less than \$1,000,000 to cover legal obligations arising out of errors, negligent acts, or omissions while carrying out this contract.

FEES FOR SERVICES AND RECORDS

The respondent may select one of the following three options it intends to use if selected as Belleair's Town Attorney.

Option 1: Retainer/Fixed Fee Cap Plus. The Firm will bill a monthly retainer for General Government Services plus hourly fees for litigation, special projects, or both, if not covered by a retainer.

Option 2: Hourly Fees for All Work. The Firm will use hourly rates to bill for the legal services the Firm provides to the Town.

Option 3: Respondent's Choice. Any billing methodology Respondent wishes to propose.

No matter which of the preceding options the Firm selects, it should provide monthly bills to the Town and maintain auditable records to account for all expenses billed. These records must be kept

in accordance with generally accepted accounting principles, and the Town reserves the right to determine record-keeping methods in the event of non-conformity.

SUBMITTAL REQUIREMENTS

Interested firms will include the following information in their submittal responses to this document. The following format and sequence should be followed to provide consistency in the firms' responses and to ensure each proposal receives full consideration. Use 8 ½ x 11 sheet pages only with minimum font size of 12 point. Undesignated information must be inserted at the rear of each package. Place page numbers at the bottom of every page. Note the maximum submittal length is 50 single sided pages.

Section 1: Cover Letter

Maximum two pages outlining why the Town should select your Firm. Identify who will be the point of contact, including their email address. Identify the Primary Attorney and in which office they are presently located.

Section 2: Qualifications/Experience of the Firm

1. Describe the Firm, the areas of practice, number of attorneys, years in operation, experience in the practice of Florida municipal law, and other background or experience which may be helpful in evaluating the proposal.
2. Identify the specific experience of the Firm in specialized areas, including but not limited to municipal issues such as parliamentary procedure, open meetings, Freedom of Information Act (FOIA), Government in the Sunshine, elected officials, municipal finance, land use, zoning, growth management, environmental law, inter-local agreements, building code, personnel, and any additional legal areas that will identify the focus of the Firm relevant to this engagement.
3. Identify any Florida Bar certifications
4. Provide a list and description of Firm ownership and principal office location.
5. Provide a list of all judgments or lawsuits against the Firm and each Firm attorney to be assigned to provide services to Belleair, including the nature of each judgment or lawsuit and its resolution.
6. Provide a list of all lobbyist(s) employed by the Firm, and the local agencies, entities, and general areas before which, and in which, they lobby.
7. List any clients currently represented by the Firm that could cause a conflict of interest with responsibilities to the Town of Belleair. Describe how the Firm will resolve these and any future conflicts of interest.
8. List any residential, commercial and/or industrial property developers the Firm has represented in the last five years.

9. List any commercial or multifamily properties the Firm or its principals have an interest in that lie with the Town Limits.

Section 3: Qualifications/Experience of Staff Working Directly for the Town of Belleair.

1. Designate the Primary Attorney to be assigned as Belleair Town Attorney and describe the amount of time said Attorney will devote to the Town of Belleair. Also, designate the Primary Back-up Attorney to be assigned and describe when the services of the Primary Back-up Attorney will be used to provide services to the Town of Belleair. For each of these attorneys, provide:
 - a. A biographical sketch of the attorney.
 - b. Indicate that attorney is a member in good standing with the Florida Bar and identify the date of admission.
 - c. If a member in good standing of other bars, identify state and date of admission.
 - d. Indicate the attorney's area of practice concentration relative to the area of service required by the Town, including experience in municipal law.
 - e. Please indicate if the attorneys are board certified in Town, county, and local government law by the Florida Bar. If the individuals are board certified in other areas of law, please indicate which certifications, they hold.
 - f. Please indicate if the attorneys are rated by a national rating service, which service, and what their ratings are.
 - g. Provide a description of each attorney's experience in representing local government entities. That is, identify all current (and for the past five years) municipal, county, or other governmental agencies for which the attorney has provided legal counsel or advice, and the relationship between the Law Firm and each individual attorney, and the identified entity. If the attorney has represented a non-governmental entity not already listed before a municipal government body, please indicate the name of the entity and the nature of the work.

Note: Once designated, the Firm may not change the Primary or Back-up Attorney without prior approval of the Town Commission.

Section 4: Location of Firm and Office Hours

Working from Belleair is not required. The Town will provide office space within Town Hall should the attorney desire to work from Belleair. Provide the address of any other location the Firm will utilize to provide legal services to the Town. If the Firm does not currently have an office within 30 miles of Belleair, please explain how you will establish and maintain a local presence, or provide services remotely.

Section 5: References

References will be requested from the top ranked firms, but are not needed at this time.

Section 6: Methodology and Approach to Providing Legal Services to the Town of Belleair

1. Provide a description of the Firm's approach and the manner in which the Respondent proposes to provide legal services to the Town, to include but not limited to, objectives, scope, methodology, after hours availability, etc. Describe how the Firm and the Primary Town Attorney would structure the working relationship between the Town Attorney's Office, the Town Commission, and the Town Manager's Office.
2. Provide a description of the Firm's approach towards providing proactive legal services, which will minimize claims and litigation, and measures that will be used to stay within an established budget.
3. Provide a description of the Firm's approach to conflict resolution.
4. Describe the Firm's experience with the Florida Code Of Ethics For Public Officers And Employees, and ethics generally.
5. Describe the approach to transition legal services from the current Firm, include legal strategy implications and objectives and financial implications.
6. Currently the Town of Belleair engages outside counsel in the areas of labor and employment law, pension matters (not pension board representation), and employs a local attorney to serve as special magistrate. Please describe the Firm's preferred approach in these areas of expertise and any other areas of expertise where the use of special outside counsel is anticipated.
7. Please indicate how the workload of the Town of Belleair will be accommodated and what kind of priority it would be given.

Section 7: Fee Proposal

Identify which of the following options the Firm intends to use in billing the Town of Belleair for services rendered and provide any explanatory information that will be helpful and/or necessary.

Option 1: Retainer/Fixed Fee Cap Plus. The Firm will bill a monthly retainer for General Government Services plus hourly fees for litigation, special projects, or both, if not covered by a retainer. Please quote the monthly fixed retainer fee to be charged for general governmental services and identify the items that are to be covered by the retainer. Also, clearly note any items the Firm would not provide as part of the retainer services and that the Firm will bill on an hourly basis. State separately the applicable rate(s) and for any other cost items proposed to be itemized and billed (e.g., use of paralegals, photocopying, Westlaw, or Lexis fees, etc.).

Option 2: Hourly Rates for All Work. Please specify the hourly rates and costs the firm will charge for providing legal services to the Town. Specify the hourly rate of the person to be designated as Primary Town Attorney and the hourly rate of other attorney and support personnel (such as paralegals) who will be providing service to the Town. Identify the minimum increment of time billed for each service

(e.g., telephone calls, correspondence, and conferences). The Town seeks billing increments of one-tenth of an hour or greater. If there are any services routinely performed at no cost, list those services. If other services are generally provided by the Firm at a standard rate provide that as well (Lobbyists, Consultants, etc)

Option 3: Respondent's Choice. Clearly and thoroughly explain any billing methodology Respondent wishes to propose. Use any combination of retainer and hourly rates that the Respondent chooses to deliver the requested services.

Once the top ranked firms have been identified, they may be asked to submit examples of billings for one or more similar clients and, if applicable, the methodology to be used for charging the Town on a monthly basis.

ROPER & ROPER, P.A.

ATTORNEYS AT LAW
116 North Park Avenue
Apopka, Florida 32703

Donovan A. Roper, Esquire
Teresa S. Roper, Esquire
George B. Belohlavek, Esquire*
Mark K. McCulloch, Esquire**

*Licensed in FL, AL and KS
**Licensed in FL, MA and PA

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Web: www.roperandroper.com

Satellite office: Palatka, Florida

FIRM RESUMÉ

DONOVAN ADAM ROPER: Born November 2, 1964 in St. Ann's Bay, Jamaica, West Indies. He was admitted to the Florida Bar in 1990 and subsequently the United States Federal District Court for the Middle District of Florida in 1991. Donovan has been licensed by the U.S. Eleventh Circuit Court of Appeal to practice since July 1994. Donovan is a partner and principal shareholder in Roper & Roper, P.A.

Donovan attended Florida State University, where he graduated Phi Beta Kappa, with a Bachelor of Arts degree from the College of Arts and Sciences, Cum Laude, in 1987. Donovan thereafter attended Stetson University College of Law in St. Petersburg, Florida, and obtained his Juris Doctor Degree upon graduation in 1990. During law school, Donovan was employed as a law clerk for approximately two (2) years with the St. Petersburg, Florida, law firm of Blasingame, Forizs & Smiljanich, P.A., which specialized in local governmental tort, and other, litigation and construction litigation. He also served as a law clerk with the Florida Attorney General's Office, Department of Consumer Services, dealing primarily with statutory and ordinance violations. Donovan thereafter became employed by the law firm of Dean, Ringers, Morgan & Lawton, P.A. in Orlando, Florida from 1990 until March 15, 1996, with a primary focus on local governmental entity defense work. He then established the "Law Offices of Donovan A. Roper, P.A.," and in March 1997, the firm became known as "Roper & Roper, P.A." with the establishment of a partnership with Teresa Schiele Roper.

Law Practice Areas: Specialization and concentration on civil tort litigation, primarily for numerous municipal corporation and other local governmental entities, including personal injury, civil rights, construction litigation, corporate risk management and wrongful death, from primarily a defense perspective, and an emphasis and concentration in Federal Longshore and Harbor Workers' Compensation Act claims, again, from primarily a

defense perspective. Donovan has a lengthy background in the drafting of interlocal or municipal contracts, and in drafting proposed ordinances, especially from a contractual indemnification perspective as a result of representing numerous local governmental entities over the last sixteen years. The law firm of Roper & Roper, P.A. takes great pride in representing both numerous corporate, Florida municipal corporation and county clients in both state and federal litigation, and in representing the United States Government in Longshore Workers' Compensation matters. Donovan was also unanimously approved in September 2006 to be hired as legal counsel for the Board of Directors for Public Risk Management of Florida ("PRM"), and still serves in that capacity. He also served as co-counsel to the City Attorney for the City of Longwood from 2006 through 2009. Donovan still serves as Board legal counsel for the Florida Independent Colleges and Universities Risk Management Association, Inc. ("FICURMA"), and has served in that capacity since 2003. He has also been admitted to the Middle District of Florida, Northern District of Florida, and Southern District of Florida as well as the US Court of Appeals for the Eleventh Circuit.

Donovan has been rated AV Preeminent, or the highest possible rating in both legal ability and ethical standards, by Martindale Hubbell/LexisNexis since 2005.

Associations: The Florida Bar, American Bar Association, Association of Trial Lawyers of America, The Florida Defense Lawyers Association, Defense Research Institute, Orange County Bar Association.

TERESA SCHIELE ROPER: Born October 6, 1963 in Orange Park, Florida. She was admitted to the Florida Bar in 1990. Subsequently, she was admitted to the United States Federal District Court for the Middle District of Florida. Teresa is the managing partner and a principal shareholder in Roper & Roper, P.A.

Teresa attended the University of Florida from 1981 through 1983. In 1985, Teresa graduated from the University of South Florida with a degree in political science. She thereafter attended Stetson University College of Law in St. Petersburg, Florida. While at Stetson University College of Law, Teresa served as a staff writer and editor on the Stetson Law Review. During this time, Teresa did extensive research in the area of government and military contractor law, as well as writing several articles and briefs regarding specific hypotheses and current law. During her tenure at Stetson University College of Law, Teresa primarily focused on governmental entities, land use, eminent domain, property, contracts, and trusts and estate law. She graduated from Stetson University College of Law with her Juris Doctors' degree in December of 1989. During law school, Teresa was employed as a law clerk for approximately one (1) year with the St. Petersburg, Florida, Law firm of Acosta & Mann, P.A., which specialized in municipal and military contractor litigation. Teresa was also a law clerk for the St. Petersburg, Florida, Law firm of Blasingame, Forizs & Smiljanich, P.A., which specialized in local governmental tort litigation, and construction litigation.

She was first employed as a lawyer with the Florida Association of Realtors in Orlando, Florida. As a staff attorney for the Florida Association of Realtors, Teresa was involved in the drafting of numerous real estate contracts approved by the State of Florida, as well as focusing attention on local and state statutes and ordinances in order to advise clients of potential conflicts, and their compliance therewith. She then became an associate at H. Guy Smith, P.A. in Lakeland, Florida practicing in the areas of workers' compensation and personal injury. In 1993, Teresa began working for Frank & Brightman as in-house legal counsel for Travelers/Aetna Insurance Company with emphasis on workers' compensation defense. Teresa joined "Roper & Roper, P.A." in March 1997. Teresa still represents, and has extensively represented the City of Palm Bay, Florida in both workers compensation litigation matters as well as regularly advising the City of Palm Bay on human resources/personnel, risk management, contract and ordinance drafting, and other related legal issues or matters. Teresa was also appointed in September 2006 to act as City Attorney for the City of Longwood, Florida and served in that capacity until 2009.

Law Practice Areas: Specialization and concentration on municipal and other local governmental defense work, and Florida Workers' Compensation law practice, exclusively from a defense perspective. Teresa also has experience practicing real property law and personal injury litigation.

GEORGE B. "BO" BELOHLAVEK: Born March 29, 1973 in West Palm Beach, Florida. He was admitted to the Florida Bar in 2007, Kansas Bar in 2008 and Alabama Bar 2009, and subsequently to the US District Courts in Kansas, Middle District of Florida, Northern District of Florida, and Southern District of Florida as well as the US Court of Appeals for the Eleventh Circuit. Bo graduated from Auburn University in 1995 with Bachelor of Arts degree in Criminal Justice/Law Enforcement. He began his carrier working in law enforcement for ten years and then attended Washburn University School of Law where he received his Juris Doctor in 2007. During law school, Bo was a member of the Washburn Law Journal. Bo comes to Roper & Roper, P.A. with vast experience in a variety of workers' compensation matters.

Law Practice Areas: State of Florida Workers Compensation, civil tort litigation, including personal injury, civil rights, construction litigation, and wrongful death, from primarily a defense perspective.

MARK K. McCULLOCH: Born December 16, 1967 in Perth Amboy, New Jersey, he was admitted to the Pennsylvania Bar in 2009, to the Massachusetts Bar in 2010, and to the Florida Bar in 2013. He was admitted subsequently to all of the United States District Courts in each jurisdiction and is admitted to practice in the United States Courts of Appeal for the First, Second, Third, Fourth, Sixth, Eighth, Ninth, Tenth, and Eleventh Circuits. He is also a member of the Bar of the United States Supreme Court. He graduated with a B.S.

in Mass Communications with a concentration in Journalism from Emerson College in Boston and spent 13 years as a newspaper reporter and editor at a variety of small weekly and daily newspapers in western Massachusetts. During this time, he also received a master's degree in Public Administration with an emphasis on public policy and strategic human resource management in the public and non-profit sectors.

He attended Barry University Duane Andreas School of Law in Orlando where he received his Juris Doctor in 2008. After graduating law school, Mark began his legal career working for Liberty Mutual Insurance in Springfield, Massachusetts, supporting defense of first party claims on behalf of policy holders. He later worked for a small plaintiff's personal injury firm as its chief litigation counsel. At the same time, Mark served as a Bar Advocate, representing low-income criminal defendants charged with misdemeanor and felony crimes. Mark relocated to central Florida in 2013 to join a national appellate law firm focusing on complex civil appeals and direct and post-conviction criminal matters. Mark joined Roper & Roper, P.A., in 2018 and brings significant litigation experience as well as extensive appellate experience in state and federal courts nationwide. Mark has been lead counsel on six petitions to the United States Supreme Court, more than 50 intermediate appellate briefs, and has represented clients at oral argument more than 20 times.

Law Practice Areas: civil tort litigation, including civil rights and personal injury from both the plaintiff and defense perspectives, defamation and media, criminal defense, and civil and criminal appellate practice in both state and federal jurisdictions nationwide.

CURRENT AND PAST CLIENT LIST: Abercrombie Simmons & Gillette, Addison Corp., Administaff, AIG Claims Services, Inc., America Service Group, Amira Services, Anatole Wyndam Hotel, Apollo Services, Builders Square, Bray & Gillespie, LLC and affiliated Companies, Catholic Diocese of Orlando, Catholic Diocese of Pensacola, Chemed Corp., Choice Hotels International, Inc., Church of God, Cigna, CJW & Integrated Claims Administrators, CNA, ConAgra Signature Foods, Condere Corporation, Continental Airlines, Core Carriers, Covenant Ministries, Crawford & Company, Crum & Forster, CSX Transportation, Inc., Daytona Beach Kennel Club, Delaware North Companies, Inc., Department of the Army/NAF, EBI/Royal & Sun Alliance, Economy Transport, Estes Express, F.A. Richard, Federal Marine Terminal, Inc., Figgie International, Florida Insurance Alliance ("FIA"), Florida Insurance Trust ("FIT")/Non Profit Insurance Services ("NPIS"), Florida League of Cities, Inc., Florida Memorial University, Florida Recycling Services/Draw Enterprises, Inc., Board Counsel for Florida Independent Colleges and Universities Risk Management Association, Inc. ("FICURMA"), GAB Robbins, Gallagher Bassett Services, Inc., Garrison Stevedoring, Gates McDonald, Gloucester Apts, Greenfield Mid-Rise, Harborside Refrigerated, Homeport Insurance Company, Horace Mann Insurance Company, Huss Corp., Illinois Union Insurance Company, Inter-Bay Marine Construction Co., International Ship Repair, Jacksonville Transportation Authority, Job Specialists, Lakeland Area Mass Transit District, L&N Seafood, Lloyd's (International) of London, Manor Healthcare, Inc., Marco

Dock & Lift, Marion House HealthCare, McDonald's Franchisees, McDonald's Corporation, McKesson Drug Co., Melbourne Church of God, Neighborhood Restaurant Partners Florida d/b/a Applebee's Neighborhood Grill & Bar, Neurological Associates, North American Industrial Services, Oceanview Nursing, Ocoee Oaks United Methodist Church, Orange County Fire Department, Phoenix Aviation, Preferred Foods, Prim & Crowley, Inc., Public Risk Management of Florida ("PRM"), Quality Health Care Centers, Quality Transportation, R & R Components, Regency House, Richfield Hospitality Services, Inc., Ron Jon Surf Shop, Ross Stores, Roto-Rooter, RSKCo f/k/a Alexsis, Ruby Tuesday, Inc., Rugby U.S.A., Sailormen, Inc. d/b/a Popeyes Chicken & Biscuits, Schaffer Companies, Ltd., Service America, Sheraton Inn Lakeside, Signal Administration, Inc., Sunrise Cathedral Church, Special-T Restaurants, Sphere-Drake, SSA/Cooper, LLC, f/k/a Stevedoring Services of America, Sunshine Restaurant Merger Sub, LLC d/b/a International House of Pancakes 36-93, Surface Tech, Tampa Bay Shipping, Tarmac/Silver Sand Co., The Murata Group, Tomkins Industries, Trafalgar Home Construction, Travelers/St. Paul, U.S. Gypsum, Unisource Administrators, United States Navy Exchange Service Command, Weeks Marine, Inc., Wendys, W.F. Magann, Whitman Corp., World Color/Central Florida Press, Brevard County Commission, Desoto County, Florida, Citrus County, Florida, Okeechobee County, Florida, Okeechobee County Clerk of Court, Orange County, Florida, City of Altamonte Springs, Florida, City of Apopka, Florida, City of Avon Park, Florida, City of Belle Glade, Florida, City of Cape Coral, Florida, City of Chiefland, Florida, City of Cocoa, Florida, City of Crystal River, Florida, City of Deltona, Florida, City of Eustis, Florida, City of Fort Meade, Florida, City of Gulfport, Florida, City of Jacksonville Beach, City of Key West, Florida, City of Lady Lake, Florida, City of Lake City, Florida, City of Lake Mary, Florida, City of Lake Wales, Florida, City of Longwood, Florida, City of Mascotte, Florida, City of Melbourne, Florida, City of New Port Richey, Florida, City of North Port, Florida, City of Oviedo, Florida, City of Palm Bay, Florida, City of Port Richey, Florida, City of Safety Harbor, Florida, City of St. Pete Beach, City of Sanford, Florida, City of Satellite Beach, Florida, City of Sebring, Florida, City of Tavares, Florida, City of Temple Terrace, Florida, City of Titusville, Florida, City of Wauchula, Florida, City of West Melbourne, Florida, City of Winter Garden, Florida, and City of Zephyrhills, Florida