

# Short Term Objectives

March 20, 2018 Special Meeting

Went from this.....

Activity Type	Activity Description	Priority (1-5)	Owner/Completion	Estimate of Completion	Timing of Event	Start Date	Resource Allocation?	When Implemented?	What Outcome?
<b>Strategic Planning Level Activities</b>									
Long Term Strategic Decision									
	Commission Action on Community Wide Strategic Planning								
	Revenue Options Treatment or System Transfer								
Policy Generation									
	Establish Strategy for Grants	high							
	Establish a Policy Regarding Securities								
	Establish a strategy around Public/Private Partnerships								
Policy Evaluation									
	Infrastructure Funding & Acceleration	high							
Performance Evaluation									
	Evaluate Financial Impact of Special Events								
	Evaluation of Recycling Pilot Program								
<b>Capital Projects &amp; Infrastructure</b>									
Project Reporting									
	Milestone Completion of Pinellas/Pasco								
	Milestone Completion of Palmetto								
	Milestone Completion of C&P								
	Milestone Completion of Harold's Lake								
	Milestone Preparation of 2018/2019 Projects								
	Milestone Completion of Magdalen/Vall Park								
Engineering & Study									
	Roundabout Modification								
	Buff Substation (Phase 1)								
	Understanding Underground Utilities								
	Update Water Rate Study and Operation Alternatives								
	Butter Creek Study Update, Engineering & Cooperative Funding								
	Left Turn Lane on Bayshore								
<b>Community Outreach</b>									
Community Wide Input									
	Strategic Planning Process								
	Update Park Use & Access								
	Increase Public Communication, Enhance Town Hall Postings								
<b>Problem Solving</b>									
Study Activity									
	Consider Many Model Alternatives, Connecting Points & Corridors	low							
	Accident Learning								
<b>Regular Business Processes</b>									
<b>Continuing Service Delivery</b>									
	Understanding Departmental Financial Performance								
	Transition to Program Based Budgeting								
<b>Stakeholder Driven Items</b>									
Land Use & Zoning/Hearings									
	Process Golf Application								
Code of Ordinance Changes									
	Parade and Strolling								
	Section 80 & Street Planning								
	Neighborhood								
	Discussion of Master Landscape Plan								
Advisory Boards									
	Meet with Each Board to Discuss Priorities and Roles								
<b>Employer Matters</b>									
Human Resources									
	Pay & Benefits Study								
	Position Reclassification								
	Union Contract Renewal								
	Positional Needs Analysis								
	Personnel Policy Update								
	Police Chief Search								
	Manager Evaluation								

## Shortened List

1. Update CIP 3-Year Plan
  2. Strategic Planning Process  
(Community Outreach Element)
  3. Bluff Stabilization Study
  4. Revise Belleair Creek Study &  
Partnership
  5. Water Matters
    - a. Update Water Rate Study
    - b. Update generation alternatives, plan  
Granting Activities
  6. Establish Grant Strategy
  7. Re-Evaluate Roundabout Modification
  8. Understand Undergrounding Costs
  9. Host Hallett Park Community Discussion
  10. Consider Multi-Modal Alternatives
  11. Transition to Program-Based Budgeting  
(PBB)
  12. Advisory Board Work Plans
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## Prioritized List

1. Update CIP 3-Year Plan
  2. Water Matters
    - a. Update water rate study
    - b. Update generation alternatives / plan  
granting activities
  3. Bluff Stabilization Study
  4. Strategic Planning Process  
(Community Outreach Element)
  5. Advisory Board Work Plans
  6. Transition to Program-Based  
Budgeting (PBB)
  7. Host Hallett Park Community  
Discussion
  8. Revise Belleair Creek Study &  
Partnership
  9. Re-evaluate Roundabout Modification
  10. Establish Grant Strategy
  11. Understand Undergrounding Costs
  12. Consider Multi-Modal Alternatives
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# Update CIP 3-Year Plan

**What it is:** Define the scope and strategy of our future projects via a new CIP

**Staff ranking:** High priority

**Completion date:** July, 2018 (before next budget)

**What needs to be done:** Develop a better strategy for planning, financing, and communicating capital projects

**Required resources:**

- Consultant fees
- Staff/board time

**Milestones:**

**Near Term**

- Re-scope the Pinellas/Ponce project | Currently 5.8 Million
- Evaluate short-term project priorities | Carl and Palmetto
- Re-evaluate financing methods for infrastructure projects

**Longer Term**

- Re-define our prioritization strategy (*what framework should we use for these decisions?*)
- Re-evaluate engineering costs and scope (*can we do more in-house?*)
- Re-evaluate PCI (original prescription vs. current status)
- Host educational opportunities (with elected officials/residents) (project in-depth sheets)
- Develop a new CIP and communicate it to residents (consider not setting dates)
- Schedule cooperative funding efforts

**Who will complete this:**

- Staff time (at least 400 hours)
- Finance Board
- Infrastructure Board

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## Strategic Planning (Community Outreach Phase)

**What it is:** The first step in the creation of a Town-wide strategic plan

**Staff ranking:** High priority

**Completion date:**  
September/October, 2018

**What needs to be done:** An external facilitator/contractor needs to be hired in order to begin community outreach that will guide the Town's strategic planning process

**Milestones:**

- Select facilitator (quotes expected in April)
- Define a scope of work expected from a facilitator
- Rally support behind strategic planning in order to encourage community participation
- Attend initial meetings

**Required resources:**

- Appropriations
- Commission time
- Staff time (160 hours)

**Who will complete this:**

- Facilitator
  - Members of the community
  - Assistance from elected officials and staff
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# Bluff Stabilization Study

**What it is:** Seek cooperative funding to provide permittable solutions to stabilize erosion on the bluff edge and develop a strategy for its long-term preservation

**Staff ranking:** High priority

**Completion dates:**

-Apply for SWFWMD cooperative funding: October, 2018  
-Receive authorization from  
SWFMD: February/March, 2019

**What needs to be done:** Request assistance to cooperatively fund a study that identifies solutions for stabilization

**Milestones:**

- Apply for funding
- Track current erosion threats (drone, survey, LIDAR)
- Communicate our plan to the public

**Required resources:**

- Potentially hire a contractor to work with staff to apply for funding
- Staff time to apply

**Who will complete this:**

- Staff (160 hours)
- Contractor

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# Revise Belleair Creek Study & Partnership

**What it is:** Coordinate with Largo, Pinellas County, and SWFMD to evaluate creek flows, maintenance standards, and future work plans

**Staff ranking:** Medium priority

**Completion date:** January, 2019

**What needs to be done:** Engineers to update the water model; staff and Commission to work with other agencies to devise a work plan and funding priorities

**Who will complete this:**

- Staff
- Engineer of record
- Infrastructure Board

**Milestones:**

**Near Term**

- Host joint meeting with Pinellas County and Largo
- Meet with SWFWMD to determine jurisdictional challenges
- Meet with the Belleair Country Club to discuss treatment opportunities
- Engage engineer to update our water model
- Facilitate a public communications campaign on "what to do now"

**Longer term**

- Establish maintenance standards in the Comprehensive Plan and local ordinances
- Begin easement acquisition where required
- Permit processes

**Required resources:**

- Engineering
  - Staff Time (200 hours)
  - Infrastructure Board review and research
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# Water Matters

**What it is:** Evaluate solutions to mitigate water quality concerns by (1) updating the water rate study and (2) discussing converting to a reverse osmosis (RO) system

**Staff ranking:** High priority

**Completion dates:**

-Water rate study: July/August, 2018

-Apply for RO funding:

November/December, 2018

**What needs to be done:** Evaluate financial ability to retain Town's Water system.

**Who will complete this:**

-Consultants

-Engineer of record

-Elected officials

-Staff (240 hours)

**Milestones:**

**Near Term**

-Apply for funding from the SWFWMD (continuous)

-Apply for funding from the legislature for an RO system

-Update Preliminary Engineering Report to cost a phased approach to an RO system

-Engineer to perform water model study

-Engage consultant/engineer to provide a water rate study

**Longer term**

-Public hearing to make decision(s)

-Final engineering and permitting

-Injection well testing

-Construction

**Required resources:**

-Consultant fees

-Funding

-Staff time (240 hours)

## Establish Grant Strategy

**What it is:** Establish a strategy to identify, pursue, solicit, and manage grant opportunities town-wide

**Staff ranking:** Medium priority

**Completion date:** December, 2018

**What needs to be done:** The Commission should consider which areas to focus granting efforts by identifying key stakeholders in the process and determining matching funds availability

**Milestones:**

-Have discussion about key areas to focus granting efforts

-Identify advisory board to research each area

-Consider use of consultants or part-time staff

-Identify funding for matching efforts

**Required resources:**

-Staff time (240 hours)

-Third-party consultant or new staff position

-Assignment of matching funds

**Who will complete this:**

-Staff

-Advisory boards

-Consultants

-Town Commission

## Re-Evaluate Roundabout Modification

**What it is:** Consider modification/realignment of the Indian Rocks/Ponce de Leon roundabout to slow north and south-bound traffic

**Staff ranking:** Low priority

**Completion date:** August, 2018

**What needs to be done:** The Commission will need to review preliminary plans and appropriate funds to provide for construction

**Milestones:**

- Infrastructure Board reviews design
- Commission reviews design and appropriates funds for final engineering and construction
- Indian Rocks is closed while roundabout modification is constructed

**Required resources:**

- Staff time (120 hours)
- Appropriations for design and construction (no estimate yet)
- Engineer

**Who will complete this:**

- Staff (40)
  - Engineer
  - Infrastructure Board
  - Town Commission
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## Understand Undergrounding Costs

**What it is:** Published estimates to provide underground utilities to the entire town

**Staff ranking:** Low priority

**Completion date:** July, 2018

**What needs to be done:** Representatives from Duke Energy or other construction firms will evaluate the town and provide a high-level estimate on the cost to underground the utilities

**Milestones:**

- Staff will invite a representative from Duke Energy or other construction entity like CPWG to evaluate the town and provide a high-level estimate and discussion at a public meeting

**Required resources:**

- Staff time (20 hours)
- Commission meeting
- Duke Energy staff time

**Who will complete this:**

- Third party (Duke Energy)
  - Staff
  - Town Commission
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# Host Hallett Park Community Discussion

**What it is:** Have a discussion with stakeholders about what to do with Hallett Park (determine desired uses and level of amenity)

**Staff ranking:** Medium priority

**Completion date:** Depends on strategy, likely better in Fall, 2018

**What needs to be done:** Staff needs the ability to design a buildable design for Hallett Park that is determined by the residents:  
-What do residents want it to be?  
-How do they want it to look?

**Milestones:**

- Hire a facilitator to host community conversations about what the residents ideally want to see at Hallett Park
- Determine funding expectations
- Host public discussion
- Host public hearings to discuss the results

**Required resources:**

- Staff time (80 hours)
- Commission and advisory board members' time
- The public
- Appropriations for a third-party facilitator

**Who will complete this:**

- Third-party facilitator (potentially the same facilitator used for strategic planning)
- Staff
- Commission and advisory board members

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# Consider Multimodal Alternatives

**What it is:** Host Forward Pinellas and other entities to discuss multi-modal opportunities

**Staff ranking:** Low priority

**Completion date:** August, 2018

**What needs to be done:** Begin to understand how multimodal alternatives may be included in our future capital projects that may also connect with other multimodal projects in neighboring cities

**Milestones:**

- Staff to meet with representatives with Forward Pinellas other entities to discuss meeting expectations
- Forward Pinellas other entities will be present at public meeting

**Required resources:**

- Staff time (20 hours)
- Commission and advisory board time

**Who will complete this:**

- Staff
  - Commission and advisory boards
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# Transition to Program-Based Budgeting (PBB)

**What it is:** Transitioning our line-item budgeting system to a program based budgeting system.

**Staff ranking:** High priority

**Completion date:** August, 2018

**What needs to be done:** Staff will identify major program areas and minor program areas, do cost allocation and provide preliminary budgets to the Town Manager, advisory boards and The Commission

**Milestones:**

- Staff meets to identify major and minor program areas
- Staff conducts estimated cost allocation exercises to identify the costs and related revenue by personnel, operating, and capital expenses for each program
- Finance staff compiles the data and a draft budget is submitted to the Town Manager
- Finance Board reviews first phase, other advisory boards review as necessary
- Town Commission reviews budget requests
- Town Commission approves budget in September

**Required resources:**

- Staff time (at least 2400 hours)
- Advisory board time.

**Who will complete this:**

- Staff
- Advisory Boards
- Commission

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## Advisory Work Plans

**What it is:** The Commission will be delegating work plan topics advisory boards for members to complete

**Staff ranking:** Medium priority

**Completion date:**

- Invite the boards to a Commission meeting to discuss work plans: April/May, 2018
- Commission advisor sets priorities to their board(s): April - July, 2018 (at next regular board meeting)
- Track the progress of the set objectives: Evaluated individually

**What needs to be done:** Encourage board members to complete research to contribute to strategic objectives

**Milestones:**

- Host Commission meetings with the various boards to assign the boards' roles and annual objectives
- Work with boards over the year to meet these objectives

Recreation Board (4/18): Special events / pricing evaluation

Park & Tree Board (4/18): Connecting parks and corridors / Hallett Park discussion

Finance Board (5/1): CIP / evaluation of recycling pilot / program-based budgeting

Infrastructure Board (5/1): CIP / capital funding and acceleration

Historic Preservation Board (5/18): Promote historic preservation

Planning & Zoning (5/18): Fences / solicitation / street vending / noise / house addresses / drainage maintenance standards

**Required resources:**

- Staff time to monitor advisory work (200 hours)
- Advisory board time

**Who will complete this:**

- Town Commission and advisory boards
  - Staff
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# Challenges

## **Staff Time**

- Staff time is always a challenge with an organization our size
- The proposed list is estimated for 4,280 hours (2,400 in budgeting, 1880 in projects)
- We have 9 employees with KSA's to assist in completing this work
- 1 Town Manager / 3 directors / 2 specialists / 2 Management Analysts / 1 Clerk

## **Cost**

- Engineering and consulting costs aren't known estimates (\$150,000 - \$225,000)

## **Unforeseeable Circumstances**

- Hurricanes and disasters
  - Staff losses
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