



# Town of Belleair

901 Ponce de Leon Blvd.  
Belleair, FL 33756

## Meeting Agenda Infrastructure Board

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Monday, January 6, 2020

5:00 PM

Town Hall

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**Welcome. We are glad to have you join us. If you wish to speak, please wait to be recognized, then step to the podium and state your name and address. We also ask that you please turn-off all cell phones.**

### ROLL CALL

### CITIZENS COMMENTS

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

### APPROVAL OF MINUTES

[19-0270](#) Approval of August 5, 2019 Meeting Minutes

Attachments: [Infra 08-05-2019](#)

### GENERAL AGENDA

[19-0362](#) CIP plan update by Phil Locke

Attachments: [Town of Belleair Infrastructure StratPlan Jan 6 Meeting Memo](#)

[19-0360](#) Approval of the RO Water Plant Preliminary Engineering Report (PER) - Phase II

Summary:

Staff is seeking Infrastructure Board approval for the RO Water Plant Preliminary Engineering Report - Phase II by McKim & Creed. Phase I of the RO Water Plant Preliminary Engineering Report commenced in December of 2019.

Attachments: [RO WTP PER Scope of Services Phase II 12-06-19](#)

[19-0359](#) Potable Water System Hydraulic Modeling - PH II

Attachments: [Town of Belleair Hydraulic Modeling Scope of Services Phase II 12-05-19](#)

[19-0361](#) Town Street Lighting - update on Duke Energy LED upgrades

[19-0327](#) Discussion of Action Items for the Strategic Plan

*Attachments:* [Executive Summary](#)  
[Infrastructure Board Items](#)  
[Strategic Plan Themes, Goals & Objectives](#)

## **OTHER BUSINESS**

## **COMMISSION ADVISOR REPORT**

## **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)

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**File #:** 19-0270      **Version:** 1      **Name:**

**Type:** Minutes      **Status:** Minutes Approval

**File created:** 9/26/2019      **In control:** Infrastructure Board

**On agenda:** 1/6/2020      **Final action:**

**Title:** Approval of August 5, 2019 Meeting Minutes

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Infra 08-05-2019](#)

Date	Ver.	Action By	Action	Result
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# Town of Belleair

901 Ponce de Leon Blvd.  
Belleair, FL 33756

## Meeting Minutes Infrastructure Board

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Monday, August 5, 2019

5:00 PM

Town Hall

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**Welcome. We are glad to have you join us. If you wish to speak, please wait to be recognized, then step to the podium and state your name and address. We also ask that you please turn-off all cell phones.**

Meeting called to order at 5:06 PM with Mr. Hail presiding.

### ROLL CALL

No quorum present.

**Present** 2 - John Hail, and Joe Oder

**Absent** 5 - Chairman Doug Pace, Chris Foley, James White, Ron Campbell, and Shon Flaharty

Gayle Grady-Board Consultant and Commissioner Kurey also in attendance

### CITIZENS COMMENTS

None to be heard

### APPROVAL OF MINUTES

Continued - no quorum to take action

[19-0199](#) Approval of May 20, 2019 Meeting Minutes

### GENERAL AGENDA

Discussion of scheduling a joint meeting with the Finance Board; regarding possibility of refinancing current infrastructure loan.

JP Murphy-Town Manager-Commented on joint meeting; stated the boards are planning on getting together in October; property appraiser office to attend a meeting and discuss values; revenues; project funding; capital master plan.

Commissioner Kurey commented on hiring someone to analyze finances; metrics; infrastructure master plan.

[19-0200](#) Election of Officers

Continued - No quorum to take action

19-0201

## Introduction of Phil Locke, Town Engineer and Discussion of Master CIP

Mr. Murphy introduced Phil Locke and discussed his duties.

Phil Locke-McKim and Creed, Town Engineer-Discussed his background and his role; will review drawings from other engineers; create a master plan; spoke about roadway projects; reviewed draft CIP with staff.

Street Lee-McKim and Creed-Discussed various ways to review CIP; importance of prioritizing projects.

Commissioner Kurey questioned how long the master plan would take to create; Mr. Lee stated the consensus process may take longest, a few months.

Keith Bodeker commented on need to bring commission up to speed on existing conditions and magnitude.

Discussion ensued regarding looking at project priority and funding sources; communication to public regarding timeline; Pinellas/Ponce, Belleair Creek and Bluff, Indian Rocks Rd.; main projects; plan and decision making; time frame for master plan, costs and funding; Indian Rocks Road.

**OTHER BUSINESS**

Keith Bodeker-Construction Project Supervisor-Provided project updates; addressed questions of the board; time frames; basin study; drainage on Carl Ave.

Mr Murphy stated Ahlf property to be appraised tomorrow; will be presented with various scenarios; possible interested parties.

Discussion ensued regarding the Ahlf property.

**COMMISSION ADVISOR REPORT**

No report

**ADJOURNMENT**

Meeting adjourned at 5:48 PM.

**APPROVED:**

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**CHAIRMAN**



## Legislation Details (With Text)

**File #:** 19-0362      **Version:** 1      **Name:**  
**Type:** Discussion Items      **Status:** General Agenda  
**File created:** 12/31/2019      **In control:** Infrastructure Board  
**On agenda:** 1/6/2020      **Final action:**  
**Title:** CIP plan update by Phil Locke  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [Town of Belleair Infrastructure StratPlan\\_Jan 6\\_Meeting Memo](#)

Date	Ver.	Action By	Action	Result
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### Summary

To: Infrastructure Board  
From: Keith A. Bodeker  
Date: 12/31/2019

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**Subject:**

Update from Phil Locke from McKim & Creed on the Capital Improvement Plan (CIP) forecast for the next 3-5 years

**Summary:**

N/A

**Previous Commission Action:** N/A

**Background/Problem Discussion:** The Town has been doing numerous CIP improvements over the last several years. Phil is going to be giving the Infrastructure Board an update on his ideas on project priorities that will help align the Town projects to match that of the Strategic Plan goals and objectives.

**Expenditure Challenges** N/A

**Financial Implications:** N/A

**Recommendation:** N/A

**Proposed Motion** N/A



1365 HAMLET AVENUE, CLEARWATER, FL 33756  
TEL (727) 442-7196 • FAX (727) 461-3827

## MEMORANDUM

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**TO:** Town of Belleair Infrastructure Board  
**FROM:** Phil Locke, P.E., McKim & Creed  
**CC:** JP Murphy, Town Manager; Keith Bodeker, Construction Project Supervisor;  
Etienne Vawters, E.I, McKim & Creed  
**DATE:** January 6, 2020  
**RE:** Infrastructure Board – CIP Master Plan Update

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### Purpose

The Town of Belleair (Town) has contracted McKim & Creed (M&C) to develop an updated Capital Improvements Program (CIP) Master Plan. The main updates to the CIP will focus on:

1. Clear project priorities
2. Planning level opinions of probable construction costs
3. Reasonable design and construction schedules
4. Concise CIP project descriptions

The Master Plan will be used to establish a clear course of action and schedule in the updated CIP that the Town will follow to address infrastructure needs. As such, it is critical that the Board obtain buy-in from all key stakeholders that may include other municipalities, funding agencies, etc.

### Background

The Infrastructure Board (Board) is in the process of helping to development the Town's Strategic Plan. The Infrastructure Board has identified goals that generally include the following:

- Road pavement quality
- Traffic management
- Safe multi-modal connectivity
- Reliable potable water resource
- Infrastructure resilience (i.e., utility undergrounding)
- Stormwater management
- Beneficial use of new technology

To accomplish these goals, the Board has identified preliminary criteria and standards, such as achieving and maintaining a minimum Pavement Condition Index (PCI) of 70. Additionally, the Town has created a matrix evaluation system using metrics to identify projects by their importance of necessity, funding availability, scheduling, and public perception.

## Evaluation Priorities

M&C understands that the Board is currently re-evaluating their needs based on the following criteria:

- Pavement Condition Index (PCI)
- Pavement quality appearance
- Public input
- Roadway drainage
- Road lighting photometrics
- ADA compliance
- Sidewalk conditions
- Public safety
- Underground utility repairs
- Project costs
- Outside funding availability
- Permitting
- Scheduling
- “Dig once”

It is important that the Board confirm and prioritize these criteria to aid with the development of the updated CIP.

## CIP Master Planning Process and Recommendations

M&C’s evaluation process includes the following:

- Review and evaluate previous studies
- Interviews and meetings with Town staff, including management, operations, financial, and construction operations
- Preliminary work with Town’s potable water system hydraulic model
- Previous/ongoing work at the Water Treatment Plant
- Field visits
- Coordination with Belleair County Club redesign project
- Preliminary discussions with Infrastructure Board
- Review GIS information potable water system
- Coordination with others for an updated PCI evaluation
- Review of ongoing construction projects



Based on our preliminary evaluation, McKim & Creed recommends the following action items to facilitate CIP development:

1. Establish public safety as top priority
2. The Board needs to establish / confirm criteria and prioritization
3. CIP needs to be in-line with Town's strategic plan
4. Continue exploring funding opportunities/secure funding where possible and in Town's best interest
5. Update road evaluations / PCI
6. Consider training staff for pavement evaluations (PCI)
7. Obtain costs for perform bridge evaluations
8. Perform bridge evaluations and update CIP
9. Perform hydraulic modeling to identify CIP pipe modification projects (underway)
10. Evaluate potential cost-sharing or "funding" from City of Largo/Pinellas County for bank stabilization and dredging Harold's Lake
11. Develop short (1-page) CIP project summary pages
12. Update current CIP project costs
13. Update current CIP to account for inflation
14. Update CIP schedule based on project priority
15. CIP timeframe/focus
  - a. 0-3-Years: Critical for costs and schedule
  - b. 4-6 Years: Well defined with reasonable costs/schedules
  - c. 6+ Years: Very high level for future budget considerations
16. Establish schedules / budget for design and construction
17. Establish emergency funding plan
18. Update CIP at least annually



## Legislation Details (With Text)

<b>File #:</b>	19-0360	<b>Version:</b>	1	<b>Name:</b>	
<b>Type:</b>	Discussion Items	<b>Status:</b>		General Agenda	
<b>File created:</b>	12/31/2019	<b>In control:</b>		Infrastructure Board	
<b>On agenda:</b>	1/6/2020	<b>Final action:</b>			
<b>Title:</b>	Approval of the RO Water Plant Preliminary Engineering Report (PER) - Phase II				
	<b>Summary:</b> Staff is seeking Infrastructure Board approval for the RO Water Plant Preliminary Engineering Report - Phase II by McKim & Creed. Phase I of the RO Water Plant Preliminary Engineering Report commenced in December of 2019.				
<b>Sponsors:</b>					
<b>Indexes:</b>					
<b>Code sections:</b>					
<b>Attachments:</b>	<a href="#">RO WTP PER Scope of Services Phase II 12-06-19</a>				

Date	Ver.	Action By	Action	Result
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### Summary

To: Infrastructure Board  
From: Keith A. Bodeker  
Date: 12/31/2019

### Subject:

Approval of the RO Water Plant Preliminary Engineering Report (PER) - Phase II

### Summary:

Staff is seeking Infrastructure Board approval for the RO Water Plant Preliminary Engineering Report - Phase II by McKim & Creed. Phase I of the RO Water Plant Preliminary Engineering Report commenced in December of 2019.

**Previous Commission Action:** N/A

**Background/Problem Discussion:** The Town is currently evaluating the existing condition of the Town water plant and any upgrades that may be needed to keep it in operation as well as looking to convert it into a Reverse Osmosis (RO) plant. As part of this process it is going through a Preliminary Engineering Report (PER). Several of the actions that will be evaluated through this PER process will be: civil, mechanical, & RO processes; electrical and instrumentation upgrades, structural analysis of existing plant structures, and probable construction costs.

**Expenditure Challenges** Funding for this RO Water Plant Preliminary Engineering Report - Phase II will be coming from Water Fund reserve balance.

**Financial Implications:** The total cost for the RO Water Plant Preliminary Engineering Report - Phase II by

McKim & Creed will be \$324,223.00.

**Recommendation:** Staff recommends the Infrastructure Board move approval of the RO Water Plant Preliminary Engineering Report - Phase II by McKim & Creed in the amount of \$324,223.00.

**Proposed Motion** I move approval of the RO Water Plant Preliminary Engineering Report - Phase II by McKim & Creed in the amount of \$324,223.00.

**Attachment A**  
**Scope of Services**  
**for**  
**Town of Belleair, FL**  
**RO Water Treatment Plant Preliminary Engineering Report – Phase II**  
**December 6, 2019**

**PROJECT DESCRIPTION**

The Town of Belleair (Town) is in the process of evaluating alternatives for long-term potable water supplies needed for Town utility customers. The alternatives include the continued use of the existing wellfield with modifications to the existing water treatment plant (WTP) needed to reduce chlorides present in the Town's groundwater supply wells and to address ongoing maintenance and safety concerns at WTP. The Town is considering moving forward with a new reverse osmosis (RO) membrane treatment process to reduce chlorides and has identified the need for a preliminary engineering report (PER) that will include considerations for a phased-approach for the proposed RO facility. Phase I of the PER was completed as part of a separate project and this Phase II PER will provide the Town with capital and operational/maintenance costs using a phased implementation approach and will have a special focus on cost savings by using the existing infrastructure to the extent possible. Also, the existing piping layout from the plant heading east to the previous elevated storage tank and then north to Ponce DeLeon Blvd. will be evaluated to address ongoing operational issues.

The Town is additionally in need of an evaluation of the groundwater supply wells and an updated water system rate study to support the Town's ongoing evaluation of potable water supply alternatives.

**SCOPE OF SERVICES**

This Scope of Service to be completed by McKim & Creed, Inc. includes tasks required to complete Phase II of the PER as follows:

**PHASE IIA – PRELIMINARY ENGINEERING REPORT**

**TASK 1: PROJECT ADMINISTRATION**

**A. Project Administration**

McKim & Creed will develop project setup, perform general project management and administration, provide monthly status reports and invoicing.

## **TASK 2: PRELIMINARY ENGINEERING REPORT**

### **A. Civil, Mechanical and RO Process Preliminary Engineering**

McKim & Creed will develop conceptual configurations for up to three (3) project phases related to the RO WTP. Work included with this task includes the following:

- a) Conduct preliminary membrane modeling to assist with RO membrane selection, and to determine pressure, chemical feed system, and post-stabilization requirements.
- b) Prepare design computations and preliminary sizing of the proposed treatment facilities. Consideration will be given to maximizing the use of the existing facility features that may include existing systems such as the sodium hypochlorite system, clearwell, ground storage tanks, etc.
- c) Prepare preliminary site layout of the proposed RO facility components to include phasing considerations.
- d) Prepare preliminary yard piping modification drawings that will consider system hydraulics between the existing clearwell and ground storage tanks.
- e) Identify preliminary treatment requirements needed to reduce fouling potential and maximize life expectancy of membrane systems. Post treatment chemical and mechanical treatment will also be identified.
- f) Develop preliminary design concepts for feed water booster pumping, bypass treatment and permeate blending.
- g) Chemical storage and feed system conceptual designs will be identified based on projected raw water quality and target finished water quality.
- h) Develop RO building layout to house RO and related process, electrical and instrumentation systems using a phased implementation approach.
- i) Develop conceptual RO concentrate piping configuration from the RO process area to the proposed deep injection well.

### **B. Electrical/Instrumentation Preliminary Engineering**

Based on process equipment, chemical feed systems, and process flow preliminary design, McKim & Creed will prepare conceptual designs for power supply and system reliability (emergency power systems) for the operation of the water treatment and finished water delivery systems at the site. This will include a cursory review of existing electrical systems serving the existing plant and integrating the proposed plant components with existing system, where applicable. Additionally, we will develop control system architecture concepts and develop the requirements for the instrumentation and control systems for plant components from raw water supply to finished water delivery, including the concentrate disposal system.

### **C. Structural Preliminary Engineering**

We will review the existing structures and uses at the WTP with consideration for potential re-use of existing structures and tankage as part of the new process treatment systems proposed. Develop conceptual design and requirements for new structures require to house and/or support the new process equipment where existing structures cannot be utilized.

### **D. Develop Engineer's Opinion of Probable Construction Costs**

McKim & Creed will develop a construction cost opinion for up to three (3) phasing options. The cost estimates will be in accordance with the recommendations of the Association of Advancement of Cost Engineering (AACE International), with Class 4 estimate and having an accuracy range of -30% to +50%.

### **E. Draft Preliminary Engineering Report**

McKim & Creed will develop a draft PER using information obtained from previous tasks and will submit five (5) copies of the draft PER to the town along with an electronic (PDF) copy of the report via email.

### **F. Draft Report Review Meeting**

McKim & Creed will attend and conduct a meeting with the Town to review the draft PER and address Town question. Meeting minutes will be developed and distributed to attendees via e-mail.

### **G. Final Report**

McKim & Creed will incorporate agreed upon comments from the review meeting into the final PER and will submit five (5) signed and sealed copies of the report to the City along with an electronic (PDF) version via e-mail.

## **PHASE IIB – GROUNDWATER WELL EVALUATIONS**

### **A. Below-Grade Physical Well Evaluations**

McKim & Creed will coordinate with our subconsultant, Applied Drilling, Inc. to perform below-grade physical well evaluations for the Town's seven (7) existing production wells that will include the following:

- Mobilization
- Conduct a pumping test using the Town's existing well pump
- Pull the well pump

- Run static and dynamic logs (pump provided by Applied Drilling)
- Run a downhole video
- Reset existing pump
- Chlorinate well (bacteriological testing to be done by the Town)
- Demobilization

## **B. Above-Grade Physical Well Evaluations**

McKim & Creed will coordinate with Town staff to visit each of the seven (7) well sites to perform a preliminary review of existing equipment. The main purpose of this task is to develop conceptual cost estimates for wells that may need substantial rehabilitation or modifications.

## **C. Summary Memorandum and Recommendations**

Findings from the physical evaluations will be summarized and a brief summary memorandum will be prepared to include evaluations and recommendations that will consider the following information:

- Physical condition of the well casings, boreholes and pump equipment
- Local hydrogeologic conditions
- Production capability and producing zone profile
- Water quality characteristics

McKim & Creed will prepare a brief summary memorandum with the findings, recommendations and estimated costs for the recommended well improvements.

## **PHASE IIC – WATER SYSTEM RATE STUDY**

McKim & Creed will coordinate with our subconsultant, Raftelis Financial Consultants, Inc. (Raftelis) to develop a financial forecast and revenue sufficiency analysis and corresponding financial model (Rate Study) on behalf of the Town's water utility enterprise (System) to calculate the rates to be charged to fully recover the estimated cost of providing service and maintaining a strong fiscal position for the System. The Rate Study will include development of a financial forecast to project the estimated System financial operations over a proposed five-year period beginning with the fiscal year ending September 30, 2020 and ending September 30, 2025 (Forecast Period). The activities associated with the Rate Study are summarized as follows:

#### **A. Data Compilation and Review**

McKim and Creed will coordinate with Raftelis to request and review compiled data provided by the Town relative to the Rate Study. Information may include, but not be limited to, customer statistical data, recent historical financial reports and information, Fiscal Year 2020 Budgets and information, employee data, capital improvement plans, finished water production, and specific service provisions to be recognized in the evaluation.

#### **B. Historical Customer Statistics Evaluation and Bill Frequency Analysis**

McKim and Creed will coordinate with Raftelis and will request from the Town up to five (5) fiscal years of annual customer and water sales information by customer class and rate code to identify usage and relevant trends to determine non-revenue water relationships. This information will also be relied upon in the development of the customer and sales forecast.

Since the Town employs a water conservation block rate structure and to validate rate revenues earned by the System, this task will also include the development of a billing usage frequency analysis based on available information as provided by the Town. The billing frequency will evaluate the monthly usage by customer account for the most recent 12-month (preferably the Fiscal Year 2019) to determine how water is used by the customers and to assist in the development of a rate revenue model. A revenue reconciliation analysis will be performed to the reported actual rate revenues for reasonableness.

#### **C. Prepare Customer and Sales Forecast and Rate Revenue Model**

Based on the results of the historical customer and sales information and the bill frequency analysis, we will prepare a customer and sales forecast flow and rate revenue forecast to project the revenue collection of the Town during the Forecast Period.

#### **D. Operating Expense Forecast**

McKim and Creed will coordinate with Raftelis and will review the Fiscal Year 2020 budgeted and recent year-to-date actual costs and prepare a forecast of the operating expenses for the Forecast Period, which will consider the nature of the expense, potential contractual agreements with third parties, identified escalation factors, implementation of the capital plan, and other factors.



## **E. Capital Improvement and Funding Analysis**

This task involves a review of the Town's capital improvement program and other related documents over the Forecast Period. A funding analysis to identify available sources of funds for financing the capital improvement program and the estimated impact on utility rate revenues associated with the capital funding program for the Forecast Period will be completed and include a "by- fund / account" analysis of available cash balances and corresponding interest income on such balances. Additionally, the evaluation of additional senior or subordinate lien bonds will be considered and modeled. This task will also include the development of a reasonable capital re-investment plan from rates to fund ongoing renewals, replacements and improvements to the System.

## **F. Rate Comparison**

A customer impact analysis will be prepared for the typical residential customer to present the net effects of any proposed rate adjustment. A rate comparison will be prepared for the typical residential customer with other neighboring public utilities to present rate comparability and to aid in the development of the proposed rates for the Town.

## **G. Cash Flow Analysis and Management Dashboard**

This task involves a detailed review of the Town's current financial position in each of the Town's respective funds maintained for the System; this may include the recommendation of additional accounts or the segregation of funds for strategic planning purposes. This analysis will be performed to identify available funds to use in system operating and capital funding, potential liabilities and funds that should be considered restricted and excluded from available funds.

This task will also include the development of a Management Dashboard to i) present the projected fiscal position of the System assuming certain performance targets based on best management practices; ii) evaluate compliance with rate covenants per bond documents, adopted financial policies and best management practices; and iii) allow for the interactive use of the model to immediately identify results based on changes in primary assumptions.

## **H. Report Preparation**

Prepare report that will document the analyses, assumptions used, allocations, and results based on the performance of the tasks described above. The purpose of the report is to document the results of the study for use by the Town in the evaluation of the financial forecast.

## **I. Presentation**

McKim and Creed will prepare a presentation to present the results, recommendations, and risks identified in the Rate Study to the Town.

## **OTHER INFORMATION**

1. It is anticipated that engineering services that may be needed to address previously documented safety concerns at the WTP will be performed by McKim & Creed as part of a separate agreement with the Town and are not included in this scope.
2. Booster pumps and other cost items that may be needed for the deep injection well are not included with this scope.
3. The documents produced from the Rate Study and the Well Evaluations will be included as Appendices in the PER.
4. A pilot study is recommended to support the PER process. Pilot study costs and services are not included in this scope. These services, with fees commensurate, can be added if authorized by the Town.
5. Water quality projections developed in the previous *Preliminary Engineering Report* (Cardno, 2015) will be utilized for this project.

## **SCHEDULE**

The tasks identified herein will be completed within 120 calendar days of receiving written authorization from the Town.

## **COMPENSATION**

McKim & Creed will perform the scope of services for the lump sum amount of \$324,223.00

A Fee Matrix showing the tasks and budgeted hours is attached as Exhibit A.

### **PREPARED BY:**

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**Phillip J. Locke**  
**Senior Project Manager**  
**McKim & Creed**

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**Date**

### **APPROVED BY:**

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**JP Murphy**  
**Town Manager**  
**Town of Belleair**

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**Date**

Exhibit A

Town of Belleair - RO Water Treatment Plant Preliminary Engineering Report - Phase II																	
McKim & Creed, Inc.																	
Task	Description	Labor	ODCs	Subconsult.	Total	Project Principal	Project Manager II	Project Engineer III	Project Engineer II	Designer IV	Engineer Intern (Proc)	Engineer Intern (E&I)	Designer II	Project Administrator	Total Hours	Subconsult.	ODCs
						\$ 290.00	\$ 195.00	\$ 195.00	\$ 157.00	\$ 152.00	\$ 130.00	\$ 130.00	\$ 123.00	\$ 86.00			
PHASE IIA - PRELIMINARY ENGINEERING REPORT																	
1	Project Administration																
A.	Project Administration	\$ 979.00	\$ 10.00	\$ -	\$ 989.00		2		1		1	1		2	7		\$ 10.00
	Task Subtotal	\$ 979.00	\$ 10.00	\$ -	\$ 989.00	0	2	0	1	0	1	1	0	2	7		\$ 10.00
2	Preliminary Engineering Report																
A.	Civil, Mechanical and RO Process Preliminary Engineering	\$ 18,180.00	\$ 5.00	\$ -	\$ 18,185.00		12	4	12	8	80	12			128		\$ 5.00
B.	Electrical/Instrumentation Preliminary Engineering	\$ 5,979.00	\$ 25.00	\$ -	\$ 6,004.00		2	3	12			24			41		\$ 25.00
C.	Structural Preliminary Engineering	\$ 7,380.00	\$ 35.00	\$ -	\$ 7,415.00		4			40	4				48		\$ 35.00
D.	Develop Engineer's Opinion of Probable Construction Costs	\$ 7,132.00	\$ 5.00	\$ -	\$ 7,137.00		3	1	4	12	24	6			50		\$ 5.00
E.	Draft Preliminary Engineering Report	\$ 24,040.00	\$ 150.00	\$ -	\$ 24,190.00	2	16	2	10	16	80	16	24	6	172		\$ 150.00
F.	Draft Report Review Meeting	\$ 1,321.00	\$ 25.00	\$ -	\$ 1,346.00		3			2	2			2	9		\$ 25.00
G.	Final Report	\$ 7,498.00	\$ 175.00	\$ -	\$ 7,673.00	1	5		3	4	24	6	6	6	55		\$ 175.00
	Task Subtotal	\$ 71,530.00	\$ 420.00	\$ -	\$ 71,950.00	3	45	10	41	82	214	64	30	14	503		\$ 420.00
	PHASE IIA TOTAL	\$ 72,509.00	\$ 430.00	\$ -	\$ 72,939.00	3	47	10	42	82	215	65	30	16	510	\$ -	\$ 430.00
PHASE IIB - GROUNDWATER WELL EVALUATIONS																	
A.	Below-grade Physical Well Evaluations	\$ 3,353.00	\$ 375.00	\$ 191,322.00	\$ 195,050.00		3				16			8	27	\$ 191,322.00	\$ 375.00
B.	Above-grade Physical Well Evaluations	\$ 6,951.00	\$ 30.00	\$ -	\$ 6,981.00		5	4			18	18		6	51		\$ 30.00
C.	Summary Memorandum and Recommendations	\$ 2,366.00	\$ 150.00	\$ 15,400.00	\$ 17,916.00	1	4				6			6	17	\$ 15,400.00	\$ 150.00
	PHASE IIB TOTAL	\$ 12,670.00	\$ 555.00	\$ 206,722.00	\$ 219,947.00	1	12	4	0	0	40	18	0	20	95	\$ 206,722.00	\$ 555.00
PHASE IIC - WATER SYSTEM RATE STUDY																	
A.	Data Compilation and Review	\$ 367.00	\$ 25.00	\$ 800.00	\$ 1,192.00		1							2	3	\$ 800.00	\$ 25.00
B.	Historical Customer Statistics Evaluation and Bill Frequency Analysis	\$ 585.00	\$ 25.00	\$ 3,950.00	\$ 4,560.00		3							-	3	\$ 3,950.00	\$ 25.00
C.	Prepare Customer and Sales Forecast and Rate Revenue Model	\$ 195.00	\$ 15.00	\$ 1,475.00	\$ 1,685.00		1							-	1	\$ 1,475.00	\$ 15.00
D.	Operating Expense Forecast	\$ 390.00	\$ 10.00	\$ 2,625.00	\$ 3,025.00		2							-	2	\$ 2,625.00	\$ 10.00
E.	Capital Improvement and Funding Analysis	\$ 390.00	\$ 15.00	\$ 1,950.00	\$ 2,355.00		2							-	2	\$ 1,950.00	\$ 15.00
F.	Rate Comparison	\$ 195.00	\$ 10.00	\$ 485.00	\$ 690.00		1							-	1	\$ 485.00	\$ 10.00
G.	Cash Flow Analysis and Management Dashboard	\$ 390.00	\$ 5.00	\$ 2,200.00	\$ 2,595.00		2							-	2	\$ 2,200.00	\$ 5.00
H.	Report Preparation	\$ 2,805.00	\$ 175.00	\$ 9,453.00	\$ 12,433.00	2	7							10	19	\$ 9,453.00	\$ 175.00
I.	Presentation	\$ 852.00	\$ 200.00	\$ 1,750.00	\$ 2,802.00	1	2							2	5	\$ 1,750.00	\$ 200.00
	PHASE IIC TOTAL	\$ 6,169.00	\$ 480.00	\$ 24,688.00	\$ 31,337.00	3	21	0	0	0	0	0	0	14	38	\$ 24,688.00	\$ 480.00
	PROJECT TOTAL	\$ 91,348.00	\$ 1,465.00	\$ 231,410.00	\$ 324,223.00	7	80	14	42	82	255	83	30	50	643	\$ 231,410.00	\$ 1,465.00



## Legislation Details (With Text)

**File #:** 19-0359      **Version:** 1      **Name:**  
**Type:** Discussion Items      **Status:** General Agenda  
**File created:** 12/31/2019      **In control:** Infrastructure Board  
**On agenda:** 1/6/2020      **Final action:**  
**Title:** Potable Water System Hydraulic Modeling - PH II

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** [Town of Belleair Hydraulic Modeling Scope of Services Phase II 12-05-19](#)

Date	Ver.	Action By	Action	Result
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### Summary

To: Infrastructure Board

From: Keith A. Bodeker

Date: 12/31/2019

### Subject:

Approval of Potable Water System Hydraulic Modeling - Phase II by McKim & Creed

### Summary:

Staff is seeking Infrastructure Board approval to proceed with the Potable Water Hydraulic Modeling - Phase II. Phase I of the Potable Water System Hydraulic Modeling has already commenced in December of 2019

**Previous Commission Action:** N/A

**Background/Problem Discussion:** As the Town moves forward into the new decade with the Strategic Planning goals that have been set forth in 2019, the overall evaluation of the Town's Water Plant and its town wide distribution system are critical components that need updating. In order to better evaluate the existing water distribution system, a hydraulic model must be created and calibrated. This also involves updating the existing GIS maps with the size and material of the current water mains. The model will also evaluate water aging, daily maximum and minimum pressures, and pumping capacity needs (current and future). Finally, it will help determine water main size replacement needs that will need to be coordinated with all future CIP projects within town limits.

**Expenditure Challenges** Funding for this phase of the modeling is going to come from Water Fund reserve balance.

**Financial Implications:** The total cost of the Potable Water System Hydraulic Modeling - Phase II is \$63,554.00

**Recommendation:** Staff recommends the Infrastructure Board move approval of the Potable Water System Hydraulic Modeling - Phase II by McKim & Creed for \$63,554.00.

**Proposed Motion** I move approval of the Potable Water System Hydraulic Modeling - Phase II by McKim & Creed for \$63,554.00.

**Attachment A**  
**Scope of Services**  
**Town of Belleair, FL**  
**Potable Water System Hydraulic Modeling – Phase II**  
**December 5, 2019**

**PROJECT DESCRIPTION**

The Town of Belleair (Town) currently owns and operates a potable water system that includes groundwater supply wells/transmission mains, a water treatment facility and a potable water transmission and distribution system to serve the Town's water utility customers. The Town is currently planning several infrastructure improvement projects that need to consider existing potable water system hydraulic conditions along with replacement of existing galvanized piping. As part of this effort, the Town has identified the need to develop a hydraulic model of the potable water system and to perform hydraulic modeling that will help with pipe sizing for new/modified water mains, identify potential areas of concern with respect to meeting required fire flow supplies, and identify and address potential water age issues.

The Town has requested McKim & Creed, Inc. (M&C) to provide professional engineering services needed to perform this work, which includes the following tasks:

**SCOPE OF SERVICES**

This Scope of Service to be completed by M&C for Phase II of the Potable Water System Modeling is identified as follows:

**A. PROJECT ADMINISTRATION**

M&C will:

1. Develop project setup, perform general project management and administration, provide monthly status reports and invoicing.

**B. DEVELOP FUTURE HYDRAULIC MODEL AND CALIBRATE MODEL**

M&C will:

1. Utilize information and the existing system hydraulic model (from Phase I) to develop a future model that will focus on eliminating existing galvanized piping and replacing, as needed, to meet hydraulic requirements.

2. Coordinate with Town staff to determine strategic locations for field testing (e.g., fire hydrant flow tests) to obtain data that will be used to compare with hydraulic model simulations.
3. Confirm results from field testing with modeling calculations.
4. Identify areas for additional field testing and/or confirmation of valve positioning to refine model calibration. Provide information to Town that the Town will use to perform additional field testing. Update model with additional field data.

### **C. HYDRAULIC MODELING**

M&C will:

1. Develop demand scenarios, using both the current and future model, for the following:
  - a) Average day demands (24-hour EPS)
  - b) Maximum day demands (24-hour EPS)
  - c) Maximum day + fire flow demands (steady-state)
2. Perform hydraulic modeling for the referenced scenarios. Parameters to be analyzed will include:
  - a. Minimum pressures
  - b. Maximum pressures
  - c. Maximum velocities
  - d. Maximum headloss gradients
  - e. Fire flow availability
  - f. Storage capacity
  - g. Pumping capacity

### **D. WATER AGE ANALYSIS**

M&C will:

1. Utilize the hydraulic model to perform a water age analysis for the Town's existing and future potable water system. The analysis will use average day demands and a multi-day EPS.
2. Using the results of the water age analysis, M&C will develop up to two (2) additional modeling scenarios that will be used, if needed, to provide recommendations to the Town to improve (reduce) water age, where possible. It should be noted that water age analyses will consider fire flow requirements that take precedence over water age.

## **E.. HYDRAULIC MODELING SUMMARY MEMORANDUM**

M&C will:

1. Develop the draft Technical Memorandum based upon findings, results, alternatives and recommendations regarding hydraulic and water age conditions. Submit five (5) hard copies and an electronic PDF copy (via e-mail) of Technical Memorandum.
2. Attend a review meeting with Town staff to discuss findings and recommendations. Prepare and distribute meeting minutes to attendees.
3. Incorporate comments from the review meeting and finalize the Technical Memorandum to include an updated cost estimate. Submit five (5) signed & sealed hard copies and an electronic PDF copy of memo (via e-mail).

### **OTHER INFORMATION**

1. Work included in this scope of services will follow the Phase I work.
2. It is anticipated that the Town will authorize this scope of services in early January 2020, such that the final memorandum schedule goal is to be completed by May 1, 2020.
3. Fire flows will be based on information provided by the Town and from the Insurance Services Office (ISO) Fire Suppression Rating Schedule (FSRS).
4. Town will perform all field work and testing (e.g., fire flow and pressure), as needed. This may include locating closed valves in the system.

### **SCHEDULE**

The tasks identified herein will be completed within 120 calendar days of receiving written authorization from the Town.

### **COMPENSATION**

McKim & Creed will perform the scope of services identified herein for the lump sum amount of \$63,554.00. A Fee Matrix showing the tasks and budgeted hours is attached as Exhibit A.

**PREPARED BY:**

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**Phillip J. Locke**  
**Senior Project Manager**  
**McKim & Creed**

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**Date**

**APPROVED BY:**

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**JP Murphy**  
**Town Manager**  
**Town of Belleair**

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**Date**



**Exhibit A**

Town of Belleair - Potable Water System Hydraulic Modeling - Phase II											
McKim & Creed, Inc.											
Task	Description	Labor	ODCs	Total	Project Principal	Project Manager II	Project Engineer II	Engineer Intern	Project Administrator	Total Hours	ODCs
					\$ 290.00	\$ 195.00	\$ 157.00	\$ 130.00	\$ 86.00		
<b>A.</b>	<b>Project Administration</b>										
1	Project Setup, Status Reports and Invoicing	\$ 849.00	\$ 10.00	\$ 859.00		2	1	1	2	6	\$ 10.00
	Task Subtotal	\$ 849.00	\$ 10.00	\$ 859.00	0	2	1	1	2	6	\$ 10.00
<b>B.</b>	<b>Develop Future Model and Calibrate Model</b>										
1	Develop Future Hydraulic Model	\$ 10,300.00	\$ 10.00	\$ 10,310.00		2	30	40		72	\$ 10.00
2	Determine Locations for Field Testing	\$ 2,556.00	\$ 10.00	\$ 2,566.00		4	8	4		16	\$ 10.00
3	Meeting with Town to Review Field Test Results	\$ 1,484.00	\$ 10.00	\$ 1,494.00		2	2	6		10	\$ 10.00
4	Update Model with Field Data	\$ 5,318.00	\$ 5.00	\$ 5,323.00		4	14	18		36	\$ 5.00
	Task Subtotal	\$ 19,658.00	\$ 35.00	\$ 19,693.00	0	12	54	68	0	134	\$ 35.00
<b>C.</b>	<b>Hydraulic Modeling</b>										
1	Develop Demand Scenarios	\$ 5,232.00	\$ 5.00	\$ 5,237.00		2	6	30		38	\$ 5.00
2	Perform Modeling for Demand Scenarios	\$ 5,112.00	\$ 5.00	\$ 5,117.00		4	16	14		34	\$ 5.00
	Task Subtotal	\$ 10,344.00	\$ 10.00	\$ 10,354.00	0	6	22	44	0	72	\$ 10.00
<b>D.</b>	<b>Water Age Analysis</b>										
1	Perform Initial Water Age Modeling	\$ 5,870.00	\$ 10.00	\$ 5,880.00		6	20	12		38	\$ 10.00
2	Develop Recommendations and Update Water Age Model	\$ 8,534.00	\$ 15.00	\$ 8,549.00		6	32	18		56	\$ 15.00
	Task Subtotal	\$ 14,404.00	\$ 25.00	\$ 14,429.00	0	12	52	30	0	94	\$ 25.00
<b>E.</b>	<b>Hydraulic Modeling Summary Memo</b>										
1	Draft Technical Memo	\$ 10,486.00	\$ 125.00	\$ 10,611.00	3	8	16	40	4	71	\$ 125.00
2	Review Meeting with Town	\$ 979.00	\$ 10.00	\$ 989.00		2	1	2	2	7	\$ 10.00
3	Final Technical Memo	\$ 6,494.00	\$ 125.00	\$ 6,619.00	1	6	10	24	4	45	\$ 125.00
	Task Subtotal	\$ 17,959.00	\$ 260.00	\$ 18,219.00	4	16	27	66	10	123	\$ 260.00
	<b>TOTAL</b>	<b>\$ 63,214.00</b>	<b>\$ 340.00</b>	<b>\$ 63,554.00</b>	<b>4</b>	<b>48</b>	<b>156</b>	<b>209</b>	<b>12</b>	<b>429</b>	<b>\$ 340.00</b>



## Legislation Details (With Text)

**File #:** 19-0361      **Version:** 1      **Name:**  
**Type:** Discussion Items      **Status:** General Agenda  
**File created:** 12/31/2019      **In control:** Infrastructure Board  
**On agenda:** 1/6/2020      **Final action:**  
**Title:** Town Street Lighting - update on Duke Energy LED upgrades  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:**

Date	Ver.	Action By	Action	Result
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### Summary

To: Infrastructure Board  
From: Keith A. Bodeker  
Date: 12/31/2019

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**Subject:**

Update on street lighting upgrades to existing Duke Energy lights

**Summary:**

Staff is looking to update the Infrastructure Board on a plan to update existing Duke Energy street lights from high pressure sodium to LED.

**Previous Commission Action:** N/A

**Background/Problem Discussion:** The Town currently has a number of Duke Energy street lights throughout town. These existing lights are predominantly high pressure sodium lights (HPS), which give off a yellow hue light. Town staff is looking to change these lights and upgrade them to a more efficient LED fixture. The new LED fixtures will give off a more clean white, 4K, light that will match our own Town decorative lights. Additionally, Duke will not repair or replace the HPS lights. Instead they will replace the light with an LED fixture. Staff is going to remove several existing Duke Lights where there is a duplication with Town decorative lighting.

**Expenditure Challenges** N/A

**Financial Implications:** N/A

**Recommendation:** N/A

**Proposed Motion** N/A





## Legislation Details (With Text)

**File #:** 19-0327      **Version:** 1      **Name:**  
**Type:** Discussion Items      **Status:** Agenda Ready  
**File created:** 11/13/2019      **In control:** Infrastructure Board  
**On agenda:** 1/6/2020      **Final action:**  
**Title:** Discussion of Action Items for the Strategic Plan  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [Executive Summary](#)  
[Infrastructure Board Items](#)  
[Strategic Plan Themes, Goals & Objectives](#)

Date	Ver.	Action By	Action	Result
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### Summary

To: Infrastructure Board  
From: Town Staff  
Date: 1/6/2020

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#### Subject:

Discussion of Action Items for the Strategic Plan

#### Summary:

Last month, the Commission accepted Belleair's first strategic plan from the Florida Institute of Government. This plan culminated from a year of hard work by residents, employees, and elected officials, and we are excited to hit the ground running with it soon.

However, before we can do that, we need help from all of our boards to create action items for each of the objectives.

**Previous Commission Action:** The Commission has been working closely with the creation of Belleair's strategic plan since the fall of 2018, and is planning to have all action items added and polished by April of 2020.

**Background/Problem Discussion:** As the board generates action items for the strategic plan, each one should be SMART - that is, specific, measurable, attainable, relevant, and timely. There can be (and probably should be) multiple action items for each objective, and staff is available to you to help write these and answer any questions the board may have.

There are three attachments for this item to help the board complete this task:

1. "Strategic Plan Themes, Goals & Objectives" that outlines all of the items in the plan
2. "Executive Summary" that displays the key takeaways from the project

3. “Infrastructure Board Items” that drills down on the objectives that the Infrastructure Board will have specific and expert input on

**Expenditure Challenges** N/A

**Financial Implications:** N/A

**Recommendation:** N/A

**Proposed Motion** N/A - this item is for discussion and the generation of ideas only - no motion or vote is required.

# TOWN OF BELLEAIR, FLORIDA

## STRATEGIC PLAN EXECUTIVE SUMMARY

In the fall of 2018, the residents of Belleair came together to produce our town's first strategic plan. It took the whole community to assemble this plan, and we, the Commission of the Town of Belleair, can not thank you all enough for the time, dedication, and passion you have shown to our local government throughout the process.

In its essence, this plan is by, from, and for you - Belleair's residents. For over a year, we and our consultants engaged with you through interviews, community forums, surveys, and conversations that informed the outcomes of this plan.

Now, we are ready to hit the ground running with a plan that reflects our community's needs, wishes, and goals. This plan will help us make better, more informed decisions based on data and achievable goals, and will set us on a path to achieve a future that we have envisioned together. Some of the key takeaways from the plan are displayed below.

TO VIEW A DIGITAL COPY OF THE PLAN, VISIT [WWW.TOWNOFBELLEAIR.COM/STRATPLAN](http://WWW.TOWNOFBELLEAIR.COM/STRATPLAN).

### 6 MAIN THEMES



### 5 TOP OBJECTIVES



# Belleair Strategic Plan Action Item Setting

## Infrastructure Board

Discuss on Monday, January 6

### **Infrastructure Goal 1 (Roads): A road maintenance program that delivers consistently high levels of pavement quality throughout all areas of town**

INF 1.3                      Obj 1.3 Conduct continuous pavement condition evaluation in order to devise a pavement management plan within 2 years with a continued evaluation to take place every 3 years

INF 1.4                      Obj 1.4 Explore creative strategies to accelerate road maintenance projects continuously over the next 18-36 months

### **Infrastructure Goal 3 (Traffic): Provide a system of multi-modal safe (sidewalks, trails, bike lanes, crosswalks) routes throughout Town**

INF 3.1                      Obj 3.1 Conduct a connectivity study that assess the safe connection of the Town's public spaces (6-12 month process)

INF 3.2                      Obj 3.2 Develop a Town plan for multi-modal transportation based on the results of the connectivity study within 12-24 months of completing the study

INF 3.3                      Obj 3.3 Develop an accessibility transition plan and implement recommendations to accommodate needs within Town right of way within 12-24 months

### **Infrastructure Goal 5 (Undergrounding Utilities): Research the feasibility of undergrounding utilities that enhance the resilience and aestheticsof Belleair**

INF 5.1                      Obj 5.1 Host a presentation by Duke Energy on the possible costs of undergrounding Town utilities within 6 - 12 months.

INF 5.2                      Obj 5.2 Based on information from Duke Energy, consider conducting a feasibility study for the undergrounding of Town utilities within 18-24 months from the presentation from Duke Energy

INF 5.3                      Obj 5.3 For all upcoming capital projects, evaluate costs to underground utilities within project scope

### **Infrastructure Goal 6 (Drainage): Stormwater system that provides protection of roadways, persons and property, and public health**

- |         |   |
|---------|---|
| INF 6.1 | Obj 6.1 Develop stormwater management design standards to preclude street flooding to meet the requirements of a 10-year storm event within 6 - 12 months               |
| INF 6.2 | Obj 6.2 Identify areas within Town that do not meet the management design standards and prioritize these roadway segments based on traffic volume within 18 - 24 months |
| INF 6.3 | Obj 6.3 Evaluate the cost of a stormwater utility over the next 24 months to determine if fee increases are necessary   |



## Town of Belleair Strategic Planning Process Goals and Objectives

Themes	Goals and Objectives	Action Items
Infrastructure	<b>Road Goal 1</b> <b>A road maintenance program that delivers consistently high levels of pavement quality throughout all areas of town</b>	
	Obj 1.1 A road maintenance program that delivers a PCI of 70 or greater within 5 years	Need time frame discussion re: resource prioritization Any roadways with a PCL score of XX or under need to be addressed in X years
	Obj 1.2 Not allowing a road to fall below a PCI Score of 50 within 3 years	Revise the prioritization algorithm to give greater emphasis to pavement conditions Develop two maintenance schedules (and related algorithms), one for pavement condition and one for complete streets? other road-related infrastructure
	Obj 1.3 Conduct continuous pavement condition evaluation in order to devise a pavement management plan within 2 years with a continued evaluation to take place every 3 years	Training for staff to conduct analyses in-house
	Obj 1.4 Explore creative strategies to accelerate road maintenance projects continuously over the next 18-36 months	Annually apply for State appropriations
	<b>Traffic Goal 2: Street designs that control speed and minimize traffic volume throughout town</b>	
	Obj 2.1 Conduct a long-term traffic study to understand speed, traffic patterns and volume within 18-24 months	
	Obj 2.2 Develop a plan based on the results of the traffic study to manage speed and cut through traffic with traffic calming measures (including environmentally friendly plantings) on key roads within 12 months of completion of the traffic study.	
	Obj 2.3 Investigate alternative ways to reducing speed to 25 mph throughout town within 6 months completion of traffic study	*Need to wordsmith
	<b>Traffic Goal 3: Provide a system of multi-modal safe (sidewalks, trails, bike lanes, crosswalks) routes throughout Town</b>	
	Obj 3.1 Conduct a connectivity study that assess the safe connection of the Town's public spaces (6-12 month process)	
	Obj 3.2 Develop a Town plan for multi-modal transportation based on the results of the connectivity study within 12-24 months of completing the study	
	Obj 3.3 Develop an accessibility transition plan and implement recommendations to accommodate needs within Town right of way within 12-24 months	
	<b>Water Goal 4: Secure and Reliable supply of high-quality potable water at a consistent and reliable cost</b>	
	Obj 4.1 Complete evaluation of the cost of retaining an updating the water plant vs the cost of transferring ownership of the water plant within 24 months	Complete RO Pilot Study Complete Rate Study Complete Injection well pilot study Update Preliminary Engineering Report Update water model
	Obj 4.2 Develop a plan based on the results of the above studies to present to commission for final decision making within 12 months of the first objective being complete	
	Obj 4.3 Actively identify and pursue state and alternative funding sources. Annually apply for State appropriations	
	<b>Underground Utilities Goal 5: Research the feasibility of undergrounding utilities that enhance the resilience and aesthetics of Belleair</b>	

	Obj 5.1 Host a presentation by Duke Energy on the possible costs of undergrounding Town utilities within 6 - 12 months.	
	Obj 5.2 Based on information from Duke Energy, consider conducting a feasibility study for the undergrounding of Town utilities within 18-24 months from the presentation from Duke Energy	Involve an EOR to further assess
	Obj 5.3 For all upcoming capital projects, evaluate costs to underground utilities within project scope	
	<b>Drainage Goal 6: Stormwater system that provides protection of roadways, persons and property, and public health</b>	
	Obj 6.1 Develop stormwater management design standards to preclude street flooding to meet the requirements of a 10-year storm event within 6 - 12 months	
	Obj 6.2 Identify areas within Town that do not meet the management design standards and prioritize these roadway segments based on traffic volume within 18 - 24 months	
	Obj 6.3 Evaluate the cost of a stormwater utility over the next 24 months to determine if fee increases are necessary	
	<b>Drainage Goal 7: Proactive system of stormwater treatment that meets or exceeds federal water quality standards to promote environmental sustainability</b>	
	Obj 7.1. Annually create an action plan based on Pinellas County's annual water quality report recommendations in order to improve water quality and reduce nutrient runoff each year	Intergovernmental cooperation for the rehabilitation of rattlesnake creek Best management practices for Harold's Lake
	Obj 7.2 Develop construction standards to avoid/mitigate nutrient runoff consistent with the stormwater management design standards to be developed under Objective 6.1. (Timeframe?)	
	Obj 7.3 Develop a maintenance plan for all major stormwater outfalls within 12 months.	Propose levels of service for treatment of stormwater
	Obj 7.4. Issue communication and education pieces to residents on doing their part to reduce stormwater nutrient runoff annually	
	<b>Smart City Goal 8: Develop Smart City infrastructure</b>	
	Obj 8.1 Inventory and evaluate smart city tools already available to the Town	Robust training plan-we have a lot of resources we need to learn how to
	<b>Smart City Goal 9: Utilizing technological advances to improve Town services</b>	
	Obj 9.1 Public safety, , cameras, license plate readers,	*modify and define
	Obj 9.2 Blue tooth beaconing	
	<b>Community Character Goal 1: Public facilities and spaces, programs, and services that encourage Belleair residents to know each other and identify as part of the Belleair community</b>	
	Obj 1.1 Conduct a citizen satisfaction survey within 12 months (and at least every two years)	
	Obj 1.2 Use the results of the citizen satisfaction survey to develop new programs, improve existing services and develop and implement best practices	
	Obj 1.3 Annually evaluate opportunities to preserve existing green spaces in order to encourage community use and promote community gathering	
	Obj 1.4 Design or renovate public spaces to accommodate community-building activities as opportunities arise and/or as infrastructure improvements are made in adjacent locations	
	Obj 1.5 Develop design guidelines and standards to maintain a high level of maintenance for Belleair parks within 12 months	
	<b>Community Character Goal 2: Preservation and protection of the Bluff and natural resources</b>	

Community Character	Obj 2.1 Cooperative with the Southwest Florida Water Management District, conduct a feasibility study of the bluff to see what repair solutions are permissible within 24 months	
	Obj 2.2 Implement findings of the feasibility study to mitigate further erosion of the bluff	Apply for cooperative funding
	Obj 2.3 Protect trees and the urban canopy within 12 months	Revisit tree protection ordinances that further protect trees and urban canopy Enact "grand tree" ordinance
	<b>Community Character Goal 3: Optimize aesthetics, planning and development with an emphasis maintain an attractive park-like atmosphere. Maintaining a natural/native green appearance throughout the Town of Belleair</b>	
	Obj 3.1 Consider developing residential landscape standards	* Need clarification
	Obj 3.2 Develop a landscape master plan for parks within 12 months.	Includes a unifying design pallet for Belleair parks and public green spaces, high standards for maintenance, and resident-centered design
	<b>Community Character Goal 4: Future land use decisions that have an emphasis on low-density development</b>	
	Obj 4.1 Annually review and monitor legislation to minimize use of short-term rentals in Belleair	
	Obj 4.2. Develop land use regulations that encourage re-development of existing single-family housing stock in order to maximize property value	
	Obj 4.3 Consider land use regulations that maximize traditional single-family streetscapes and curb appeal?	
	Obj 4.4 Consistent with the low-density character of Belleair, and as opportunities arise, consider whether and where additional commercial and multi-family development may be appropriate for the purposes of economic development	*reword around single-family
	<b>Goal 5: Historical Preservation</b>	ACTION NEEDED
	<b>Public Safety Goal 1: Community-oriented proactive police services</b>	
Town Services	Obj 1.1 Adopt Town charter amendment within 12 months	
	Obj 1.2 The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for a community-oriented Police Department; these standards should include specific deliverables such as house checks, a visible presence, code enforcement, etc.	Education piece
	<b>Public Safety Goal 2: Maximize intergovernmental relationships</b>	
	clarify emergency management	**
	<b>Public Safety Goal 3: Continue provision of Fire/EMS services with a contracted entity for a consistently low response time and excellent fire prevention services</b>	
	Obj 3.1 Maintain response time of under 5 minutes	
	Obj 3.2 The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for fire/EMS services	
	Obj 3.3 Review any fire/EMS contracts every 6 months to ensure that desired levels of service continue	
	<b>Trash Collection Goal 1: Continue concierge level service delivery</b>	
	Obj 4.1 continue 2x week residential pickup	
	Obj 4.2 Increase education and marketing around side year pick-up, including multi-modal messaging at least once per year	
	Obj 4.3 evaluate recycling disposal alternatives with the next 18 months	
	Obj 4.4. The Commission should develop level-of-service standards within 9 months following the citizen satisfaction survey that sets expectations for trash collection	
	<b>Events Goal 5: Town-wide events that foster a sense of community in Belleair</b>	
	Obj 5.1 Increase resident participation in events	-Seek better messaging for events-- providing opportunities for residents to engage through events. -Gather data on resident participation

	Obj 5.2 Understanding the types of events your residents would attend (from citizen satisfaction survey)	
	Obj 5.3 Evaluate the cost-benefit of events	
	Obj 5.4 Develop a strategy that defines the objectives of Town events	support community orgs -Develop a range of Town events that engages residents and showcases the community
Partnering and Intergovernmental Collaboration	<b>Partnering Goal 1 maintain mutually beneficial relations with surrounding agencies</b>	
	Obj 1.1 Seek out capital improvement projects that engage multiple agencies or entities to leverage resources	
	Obj 1.2 Seek out and prioritize shared purchasing approaches resources with neighbors	
	Obj 1.3 Explore opportunities to join with neighboring communities to take advantage of economies of scales for operational maintenance	
	Obj 1.4 Proactively identify projects that are good candidates for State funding every year	
	Obj 1.5	
Communication	<b>Goal 1: Expanding communication to foster a connected and engaged community</b>	
	Obj 1.1: Proactively maintain an array of communication modalities	
	Obj 1.2: Review analytics from Town communications tools annually and report to the commission	
	Obj 1.3: Use survey or qualitative tools to assess how residents want to communicate annually	
	Obj 1.4: Ensure communications are accessible	
	<b>Goal 2: A Town commission and staff that is accessible and responsive to communication from residents</b>	
	Obj 2.1 Develop strategies that combine online and in person opportunities for residents to explore their preferences and offer their input on high priority issues	
	Obj 2.2 Consider unusual approaches to soliciting public input on a decision	
	Obj 2.3	
	<b>Goal 3:</b>	
	<b>Goal 1: Utilizing a data-driven approach to make better decisions</b>	*management and workplace issues or leadership management and workforce Include leadership section for goals and objectives
	obj. 1.1 consider a system that connects various data points	<b>* COME BACK TO THIS</b>
	obj. 1.2 In all policy decisions the Town should collect data to inform decision-making processes	
	obj. 1.3 Where appropriate, the Town should share data and be transparent when appropriate	
	<b>Goal 2: Engage, train, and retain a high quality workforce</b>	
	obj. 2.1 research employee healthcare costs	Circle back **
	obj. 2.2 develop a competitive healthcare plan to retain employees	
	obj. 2.3 conduct a salary survey to evaluate the market and make adjustments as necessary triannually	

Leadership and Management	obj. 2.4 Seek and develop for cross training employees	
	obj. 2.5 develop a diverse program of incentive and promotion that encourages employee growth and development. Career path	
	obj. 2.6 Develop a program of continual and consistent training. ACTION: Stay current with technology	
	obj. 2.7 Develop succession plans	
	<b>Goal 3: Consistently deliver high quality public services</b>	
	obj. 3.1	
	<b>Goal 4: Strong financial reserves to meet unforeseeable issues</b>	
	obj. 4.1 Annual conduct strategic financial forecast	
	obj. 4.2 Consider developing emergency management fund	
	<b>Goal 5: Maintain a strong and stable financial position</b>	
	obj. 5.1 Not Operate in a deficit	
	obj. 5.2 Develop and maintain a diverse portfolio of funding sources	
	obj. 5.3 increase consideration and use of creative funding opportunities	ACTION P3, bequests, borrowing...
	<b>Goal 6: Ensuring your Town has adequate financial reserves</b>	