



Town of Belleair

901 Ponce de Leon Blvd.
Belleair, FL 33756

Meeting Agenda

Finance Board

Thursday, January 16, 2020

4:00 PM

Town Hall

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

[19-0369](#) Approval of November 21, 2019 Meeting Minutes

Attachments: [Minutes-November 21, 2019](#)

GENERAL AGENDA

[19-0351](#) Cybersecurity Overview

[19-0352](#) Strategic Plan - Objectives and Action Items

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

[19-0354](#) Five-Year Financial Forecast FYE 2021-2025

Attachments: [2019 Forecast](#)
[Large Revenue Source](#)
[Overview of Expenditure Forecast Assumptions](#)
[Capital resilience plan - fb 1.16.2020](#)

OTHER BUSINESS

STAFF REPORT

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)

File #: 19-0369 **Version:** 1 **Name:**

Type: Minutes **Status:** Minutes Approval

File created: 1/6/2020 **In control:** Finance Board

On agenda: 1/16/2020 **Final action:**

Title: Approval of November 21, 2019 Meeting Minutes

Sponsors:

Indexes:

Code sections:

Attachments: [Minutes-November 21, 2019](#)

Date	Ver.	Action By	Action	Result
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Town of Belleair

901 Ponce de Leon Blvd.
Belleair, FL 33756

Meeting Minutes Finance Board

Thursday, November 21, 2019

4:00 PM

Town Hall

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 was called to order at 4:03 PM with Chairman Olson presiding.

Staff present:

Jp Murphy, Town Manager

Stefan Massol, Director of Support Services

Wilfred Holmes, Supervisor of Solid Waste

Ashley Bernal, Management Analyst

ROLL CALL

Present 5 - Chairman Tom Olson, Vice Chairman Dan Hartshorne, Mary Griffith, John Hail, and James Ingersoll

Absent 2 - John Prevas, and Kevin Piccarreto

CITIZENS COMMENTS

No Citizens comments

APPROVAL OF MINUTES

[19-0313](#) Approval of September 16, 2019 Meeting Minutes

John Hall moved to approve the minutes. Seconded by Mary Griffith.

Aye: 5 - Chairman Olson, Vice Chairman Hartshorne, Griffith, Hail, and Ingersoll

Absent: 2 - Prevas, and Piccarreto

GENERAL AGENDA

[19-0322](#) Discussion of Strategic Plan Goals, Objectives and Action Plans

Mr. Murphy opened with speaking about the Strategic Planning process; reviewed the six main themes that resulted from the process with board members; explained that the board will help staff work on identifying action items or action plans to ensure the success of the strategic plan.

Mr. Olson asked if there was a collection of town managers that meet to discuss matters between towns. Mr. Murphy confirmed there was the Pinellas County City Manager Association PCCMA that met once a month

Mr. Olson asked how the board could help in this process, which led Mr. Murphy to discuss the Finance Board objectives. On Objective 5.1: Not operate in a deficit, Mr. Murphy explained this could be built in the budget year where the town decreases expenditures, or puts away more reserves.

Mr. Ingersoll stated that rewarding individuals for achieving something may result in individuals saving more money, in the sense where, if a department came in under budget, they could get a fiscal reward. Mr. Murphy stated that is an example of an innovative idea for an action item.

Mr. Murphy also stated that the board may request more objectives to work on, or add in, if they wish.

Mr. Ingersoll said he was concerned that there may be discussion around this, but nothing will ever happen. Mr. Olson stated that some advice from the board would be helpful; proposed the members take the report home, review it, and go through the action items individually; stated he wanted a packet for each member and to review and monitor the process to bring solutions back in the January meeting.

Mr. Olson asked when the report is due, to which Mr. Murphy said it will be wrapping up in March but January would be ideal for the responses.

[19-0317](#)

Review of Investments Performance FY 2018-19

Mr. Massol opened by speaking on the history of investments that Belleair has made; recapped the current investment pools, such as the Florida Prime SBA pool; building on diversification, if something happens in the Town and one of the funds are frozen, the Town can pull from the other investment pool.

Mr. Hail inquired on the FEMA reimbursement funds, to which Mr. Massol stated there is about 95% refunded.

Mr. Hail also asked for some information related to the LPGA event, specifically about the attendance and if Belleair will feel any pressure. Mr. Murphy stated this item will be addressed later.

Mr. Massol discussed the revenues that each fund brought in at the end of the year. Mr. Murphy also discussed Commissioner Kurey's concerns on the costs of each investment. The fees for FL Safe are trending about four times more than other investment funds, but that is because of the pool.

Mr. Olson discussed fees and performance of funds; suggested that the Town should let these funds grow a bit to determine roughly how they will behave. Mr. Murphy stated that the Town will look at some other options, but only attractive options will be brought to the board.

Mr. Massol finished the discussion by stating that the SBA is the biggest player, but also has the larger fees. Mr. Massol stated that having the second back up plan is necessary for the town.

Mr. Olson stated that if there is a more obvious choice, to pursue it.

Mr. Murphy also restated the Florida statutes; added that if the board thinks pursuing other investment options would be beneficial, it should be added to the Strategic Plan.

[19-0321](#)

Refresher on Sunshine Law

Mr. Murphy opened this item by defining what an official board is, which means that the board has to obey the Sunshine Laws.

Mr. Hartshorne asked if he and Mr. Olson could get dinner together, to which Mr. Murphy explained that the board members may interact socially, provided that matters which may come before the board or commission are not discussed.

Mr. Murphy stated that as long as someone is there to take minutes, and there is public notice, board members may hold a meeting;

Mr. Murphy spoke about public statements; stated a board member may make a public statement, but other board members may not respond until they are in a public meeting.

Mr. Hartshorne questioned how to respond to inquiries about the LPGA tournament; Mr. Murphy stated he may respond about town business to any resident that is not a member of a board he sits on.

Mr. Murphy continued to discuss and review the Sunshine Law; defining a meeting; meetings between members of different boards; social events; telephone conversations; emails; public records.

[19-0323](#)

Departmental Overviews - Building and Solid Waste

Mr. Murphy started the discussion on Departmental Overviews by stating some statistics about the Solid Waste department; stated that Belleair is one of the few municipalities that still offers twice a week pick up.

Mr. Ingersoll inquired how the town prices Solid Waste fee. Mr. Murphy stated it is based off of traditional pricing the Town has had, but the Town recently underwent a fee increase. Mr. Ingersoll stated that he is uncomfortable that staff is not aggressively reviewing areas that could use a fee increase.

Mr. Hartshorne strongly commended Mr. Wilfred Holmes on his well run department and customer service.

Mr. Holmes discussed rate increases; major concern, was the recycling program; the budget for recycling is \$130,000 as opposed to the \$80,000 from the prior year; stated that the town needs to review options regarding decreasing the expense related to this, possibly even performing the recycling responsibilities in house.

Mr. Murphy stated that at the \$130k price point, it makes more sense for the Town to purchase a vehicle and create a recycling area; City of Largo achieved a contract with a private recycling provider; disposal is the largest issue with the recycling program, which is currently being reviewed by staff.

Mr. Holmes also discussed the Haz-to-Go event, which is not held in town anymore since the County realized that Belleair has the highest population for Haz-to-Go participants; also shredding event that is usually held in the winter months.

Discussion ensued regarding solid waste issues, and parking during the LPGA event.

Mr. Murphy spoke about trash pickup.

Mr. Murphy spoke about customer service and permitting in the Building department; processing online; permits and revenues.

OTHER BUSINESS

Mr. Olson expressed his concerns regarding Belleair Community Foundation raising funds for the Belleair Police department.

Discussion ensued regarding the Belleair Community Foundation solicitation for the police department; regarding off-hours Belleair Police officers at private events.

Mr. Olson inquired as to short term rentals related to the LPGA tournament. Mr. Murphy stated that no, individuals cannot rent out their homes as a BNB during this period.

COMMISSION ADVISOR REPORT

None given

ADJOURNMENT

Meeting adjourned in due form at 5:35 PM

James Ingersoll moved to adjourn the meeting. Seconded by Dan Hartshorne.

Aye: 5 - Chairman Olson, Vice Chairman Hartshorne, Griffith, Hail, and Ingersoll

Absent: 2 - Prevas, and Piccarreto

APPROVED:

Chairman



Legislation Details (With Text)

File #: 19-0351 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 12/27/2019 **In control:** Finance Board
On agenda: 1/16/2020 **Final action:**
Title: Cybersecurity Overview
Sponsors:
Indexes:
Code sections:
Attachments:

Date	Ver.	Action By	Action	Result
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Summary

To: Finance Board
From: Stefan Massol, Director of Support Services
Date: 1/16/2020

Subject:
Cybersecurity Overview

Summary:

Staff will present an overview of cybersecurity risks and current mitigation efforts.

Background/Problem Discussion: In recent years, local governments have become a leading target for cybercrime. These efforts center primarily on fraud and ransomware attacks. There have been several successful attacks in Florida over the past year prompting many jurisdictions to accelerate investment in security and risk mitigation.

The Town's investment in cybercrime risk mitigation has grown over the past year, and it is anticipated that greater investment will be needed in the months and years ahead.

Current mitigation efforts exist in multiple key areas, including:

- 1) Security policy updates
- 2) Training and monitoring
- 3) Backups and testing
- 4) Updates of hardware, software and operating systems
- 5) Automated threat detection
- 6) Mobile device management
- 7) Government Resources (i.e. MS-ISAC and CyberFlorida)
- 8) Active IT Management
- 9) Recovery Planning

These efforts require significant assistance from outside consultants with the resources, knowledge and

expertise needed for proper threat mitigation.

Financial Implications: A typical ransomware attack can cost a municipal government upwards of several hundred thousands of dollars, either for the ransom and/or for recovery of encrypted data and restoration of integrated systems.

Additionally it is expensive to mitigate the threats posed by cybercrime, and this cost will only continue to grow in the years to come.

Recommendation: None, this is for discussion purposes only.



Legislation Details (With Text)

File #: 19-0352 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 12/27/2019 **In control:** Finance Board
On agenda: 1/16/2020 **Final action:**
Title: Strategic Plan - Objectives and Action Items
Sponsors:
Indexes:
Code sections:
Attachments: [Executive Summary](#)
[Finance Board Items](#)
[Strategic Plan Themes, Goals & Objectives](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Finance Board
From: Stefan Massol, Director of Support Services
Date: 1/16/2020

Subject:

Strategic Plan - Objectives and Action Items

Summary:

The Finance Board and Town Staff will consider the goals, objectives and action items discussed at the previous meeting. At the end of this meeting there should be a drafted list of objectives for each goal and an action plan for each objective.

Background/Problem Discussion: At the previous meeting the Finance Board and town staff discussed the Strategic Plan as well as its anticipated completion in April 2020. Before the Town Commission finalizes the plan, advisory boards will be providing valued input in their respective areas of focus.

There are two goals in particular that directly relate to the Town's finances:

L&M Goal 5: Maintain a strong and stable financial position

L&M Goal 6: Ensuring the Town has adequate financial reserves

Each goal consists of objectives. Furthermore, each objective consists of action steps, which may include a combination of efforts by staff, consultants, advisory board(s) and the Town Commission. As those actions are taken and the objectives are completed, the town will eventually achieve each of its goals.

Enclosed are attachments from the previous meeting.

Recommendation: None, this item is for discussion purposes only.

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.

6 MAIN THEMES



5 TOP OBJECTIVES



Belleair Strategic Plan Action Item Setting

Finance Board

Discuss on Thursday, November 21

Leadership and Management Goal 5: Maintain a strong and stable financial position

LM 5.1	Obj. 5.1 Not operate in a deficit
LM 5.2	Obj. 5.2 Develop and maintain a diverse portfolio of funding sources
LM 5.3	Obj. 5.3 Increase consideration and use of creative funding opportunities

Leadership and Management Goal 6: Ensuring the Town has adequate financial reserves

Town of Belleair Strategic Planning Process Goals and Objectives

Themes	Goals and Objectives	Action Items
Infrastructure	Road Goal 1 A road maintenance program that delivers consistently high levels of pavement quality throughout all areas of town	
	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
	Traffic Goal 2: Street designs that control speed and minimize traffic volume throughout town	
	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
	Traffic Goal 3: Provide a system of multi-modal safe (sidewalks, trails, bike lanes, crosswalks) routes throughout Town	
	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	
	Water Goal 4: Secure and Reliable supply of high-quality potable water at a consistent and reliable cost	
	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	
	Underground Utilities Goal 5: Research the feasibility of undergrounding utilities that enhance the resilience and aesthetics of Belleair	

	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	
	Drainage Goal 6: Stormwater system that provides protection of roadways, persons and property, and public health	
	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	
	Drainage Goal 7: Proactive system of stormwater treatment that meets or exceeds federal water quality standards to promote environmental sustainability	
	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	
	Smart City Goal 8: Develop Smart City infrastructure	
	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
	Smart City Goal 9: Utilizing technological advances to improve Town services	
	Obj 9.1 Public safety, , cameras, license plate readers,	*modify and define
	Obj 9.2 Blue tooth beaconing	
	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	
	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	
	Community Character Goal 2: Preservation and protection of the Bluff and natural resources	

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
	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	
	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
	Community Character Goal 4: Future land use decisions that have an emphasis on low-density development	
	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
	Goal 5: Historical Preservation	ACTION NEEDED
	Public Safety Goal 1: Community-oriented proactive police services	
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
	Public Safety Goal 2: Maximize intergovernmental relationships	
	clarify emergency management	**
	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	
	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	
	Trash Collection Goal 1: Continue concierge level service delivery	
	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	
	Events Goal 5: Town-wide events that foster a sense of community in Belleair	
	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	Partnering Goal 1 maintain mutually beneficial relations with surrounding agencies	
	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	Goal 1: Expanding communication to foster a connected and engaged community	
	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	
	Goal 2: A Town commission and staff that is accessible and responsive to communication from residents	
	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	
	Goal 3:	
	Goal 1: Utilizing a data-driven approach to make better decisions	*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	* COME BACK TO THIS
	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	
	Goal 2: Engage, train, and retain a high quality workforce	
	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	
	Goal 3: Consistently deliver high quality public services	
	obj. 3.1	
	Goal 4: Strong financial reserves to meet unforeseeable issues	
	obj. 4.1 Annual conduct strategic financial forecast	
	obj. 4.2 Consider developing emergency management fund	
	Goal 5: Maintain a strong and stable financial position	
	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...
	Goal 6: Ensuring your Town has adequate financial reserves	



Legislation Details (With Text)

File #: 19-0354 **Version:** 1 **Name:**
Type: Discussion Items **Status:** General Agenda
File created: 12/30/2019 **In control:** Finance Board
On agenda: 1/16/2020 **Final action:**
Title: Five-Year Financial Forecast FYE 2021-2025
Sponsors:
Indexes:
Code sections:
Attachments: [2019 Forecast](#)
[Large Revenue Source](#)
[Overview of Expenditure Forecast Assumptions](#)
[Capital resilience plan - fb 1.16.2020](#)

Date	Ver.	Action By	Action	Result
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Summary

To: Finance Board
From: Stefan Massol, Director of Support Services
Date: 1/16/2020

Subject:
Five-Year Financial Forecast FYE 2021-2025

Summary:

Staff will present the preliminary assumptions for this year's Five-Year Financial Forecast of revenues, expenditures and fund balances.

Background/Problem Discussion: Each year the Town of Belleair uses trend analysis to project revenues, expenditures and fund balances over the upcoming five-year timeframe. The forecast informs the budgeting process for the upcoming fiscal year and assist the Town in developing a financial strategy for the years ahead.

Enclosed is an overview of projections from the prior fiscal year. Additionally, there is a summary included of the assumptions methodology from recent years.

Staff's intent is to present the forecasts for Water, Solid Waste and Wastewater funds in February. The forecasts for General Fund, Local Option Gas Tax Fund, Capital Equipment Replacement Fund and Capital Projects Fund would be included with the March meeting agenda.

Rather than significantly overhaul the forecasting methodology, staff is recommending a continuation of the existing assumption methods, with fine-tuning for known expenses in the upcoming year. With the board's acceptance of this approach, staff will prepare the forecast as outlined.

Recommendation: This item is for discussion purposes.

**TOWN OF BELLEAIR
FORECAST FOR FISCAL YEARS 2018 THRU 2024
CHANGES IN FUND BALANCE IN THE GENERAL FUND**

The purpose of this page is to demonstrate the projected fund balance at the end of each fiscal year. While Table 1 shows a stable fund balance for the forecasted years, this is not an altogether accurate projection. Fund balance may increase or decrease to the extent that reserves are appropriated or there is excess revenue at the end of any given year.

Table 2 displays the forecasted operating reserves for subsequent years. This equals 20% of expenditures from the previous year.

**Table 1
Change in Fund Balance of General Fund**

	Actual 2018	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Total Revenues \$	5,707,546	\$ 5,996,861	\$ 6,009,346	\$ 6,127,671	\$ 6,545,853	\$ 6,771,607	\$ 7,004,001
Total Expenditures	6,199,943	6,675,578	6,532,019	6,667,197	6,755,897	6,974,104	7,187,219
EXCESS OF REVENUE OVER EXPENDITURES	(492,397)	(678,717)	(522,673)	(539,526)	(210,043)	(202,497)	(183,217)
Other Financing Sources (uses)							
Transfers in	818,394	1,413,750	579,387	585,180	591,032	596,942	602,912
Transfers out	(57,350)	(60,650)	(190,300)	(190,300)	(190,300)	(190,300)	(190,300)
Subtotal	761,044	1,353,100	389,087	394,880	400,732	406,642	412,612
Net change in fund balance	268,647	674,383	(133,587)	(144,645)	190,689	204,145	229,394
Fund Balance Oct. 1	<u>\$ 2,040,625</u>	<u>\$ 1,825,625</u>	<u>\$ 2,500,008</u>	<u>\$ 2,366,421</u>	<u>\$ 2,221,776</u>	<u>\$ 2,412,465</u>	<u>\$ 2,616,610</u>
Fund Balance Sept. 30	<u>\$ 1,825,625</u>	<u>\$ 2,500,008</u>	<u>\$ 2,366,421</u>	<u>\$ 2,221,776</u>	<u>\$ 2,412,465</u>	<u>\$ 2,616,610</u>	<u>\$ 2,846,005</u>

**Table 2
Operating Reserve and Fund Balance**

	2018	2019	2020	2021	2022	2023	2024
Ending Fund Balance	\$ 1,825,625	\$ 2,500,008	\$ 2,366,421	\$ 2,221,776	\$ 2,412,465	\$ 2,616,610	\$ 2,846,005
Operating Reserve	\$ 1,058,552	\$ 1,239,989	\$ 1,306,404	\$ 1,333,439	\$ 1,351,179	\$ 1,394,821	\$ 1,437,444
Available Fund Balance	\$ 767,073	\$ 1,260,020	\$ 1,060,018	\$ 888,337	\$ 1,061,286	\$ 1,221,789	\$ 1,408,561

TOWN OF BELLEAIR
FINANCIAL FORECAST
ADMINISTRATION

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Executive Salaries	\$ 9,142	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
Salaries	344,123	351,150	368,950	378,174	387,628	397,319	407,252
PT Salaries	-	-	-	-	-	-	-
Unused Medical	2,364						
Sick Leave	-	12,800	13,184	13,580	13,987	14,407	14,839
FICA	26,138	26,850	28,200	28,950	29,650	30,400	31,150
Retirement	29,984	31,604	33,206	34,036	34,887	35,759	36,653
Life/Hospital Ins.	57,383	64,700	77,935	83,390	89,228	95,474	102,157
Workman's Comp	-	-	-	-	-	-	-
Medical Benefit	3,543	6,000	6,000	6,000	6,000	6,000	6,000
Subtotal	\$ 472,677	\$ 502,704	\$ 537,075	\$ 553,729	\$ 570,979	\$ 588,958	\$ 607,650
Operating							
Professional Services	\$ 50,375	\$ 72,150	\$ 140,000	\$ 140,000	\$ 65,000	\$ 65,000	\$ 65,000
Travel & Per Diem	27,407	20,100	24,300	24,300	24,300	24,300	24,300
Telephone	3,968	4,400	4,519	4,641	4,766	4,895	5,027
Postage	5,627	1,600	1,600	1,600	1,600	1,600	1,600
Ordinance Codes	5,995	5,000	3,000	3,081	3,164	3,250	3,337
Advertising	4,301	3,500	3,500	5,500	3,500	5,500	3,500
Filing Fees	185	1,250	1,250	1,250	1,250	1,250	1,250
Boards Expenses	5,492	5,000	5,000	5,000	5,000	5,000	5,000
Records Mgmt Fees	4,591	8,750	8,986.25	9,229	9,478	9,734	9,997
Elections	4,949	5,000	-	5,000	-	5,000	-
Archives	234	400	400	400	400	400	400
Maintenance:							
Vehicle	1,290	1,000	1,027	1,055	1,083	1,112	1,142
Equip	-	112,411	-	-	-	-	-
Office Supplies	1,585	3,100	3,184	3,270	3,358	3,449	3,542
Operating Supplies	11,736	4,540	4,663	4,788	4,918	5,051	5,187
Uniforms	642	650	650	650	650	650	650
Protective Clothing	147	250	250	250	250	250	250
Membership	11,807	10,800	10,800	10,800	10,800	10,800	10,800
Training, Aids	23,996	19,500	22,000	22,000	22,000	22,000	22,000
Subtotal	\$ 164,327	\$ 279,401	\$ 235,128	\$ 242,814	\$ 161,517	\$ 169,240	\$ 162,982
Non-Operating							
Transfer to Equip.	\$ 5,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 5,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 642,903	\$ 782,105	\$ 772,203	\$ 796,543	\$ 732,497	\$ 758,198	\$ 770,632

TOWN OF BELLEAIR
FINANCIAL FORECAST
BUILDING

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Salaries	\$ 44,466	\$ 44,350	\$ 45,459	\$ 46,595	\$ 47,760	\$ 48,954	\$ 50,178
PT Salaries	-	-	-	-	-	-	-
Overtime	481	-	-	-	-	-	-
Sick Leave	-	2,200	2,266	2,334	2,404	2,476	2,550
FICA	3,362	3,400	3,502	3,607	3,715	3,827	3,942
Retirement	4,045	4,000	4,120	4,244	4,371	4,502	4,637
Life/Hospital Ins.	8,894	10,250	10,763	11,516	12,322	13,185	14,107
Medical Benefit	1,171	1,200	1,200	1,200	1,200	1,200	1,200
Workmen's Comp.	-	-	-	-	-	-	-
Subtotal	\$ 62,420	\$ 65,400	\$ 67,309	\$ 69,496	\$ 71,772	\$ 74,144	\$ 76,614
Operating							
Contractual Labor	\$ 67,453	\$ 82,360	\$ 82,360	\$ 82,360	\$ 84,584	\$ 86,867	\$ 89,213
Travel & Per Diem	-	-	-	-	-	-	-
Telephone	5	250	250	250	250	250	250
Maintenance							
Maint. Equip	6	500	500	500	500	500	500
Office Supplies	742	500	500	500	500	500	500
Operating Supplies	355	500	500	500	500	500	500
Uniforms	99	200	250	250	250	250	250
Memberships	-	-	-	-	-	-	-
Training Aids	-	-	-	-	-	-	-
Computer System	-	-	-	-	-	-	-
Subtotal	\$ 68,660	\$ 84,310	\$ 84,360	\$ 84,360	\$ 86,584	\$ 88,867	\$ 91,213
Non-Operating							
Transfer to Equip.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	<u>\$ 131,080</u>	<u>\$ 149,710</u>	<u>\$ 151,669</u>	<u>\$ 153,856</u>	<u>\$ 158,356</u>	<u>\$ 163,011</u>	<u>\$ 167,827</u>

TOWN OF BELLEAIR
FINANCIAL FORECAST
SUPPORT SERVICES

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Salaries	\$ 419,363	\$ 459,400	\$ 470,885	\$ 482,657	\$ 494,724	\$ 507,092	\$ 519,769
PT Salaries	6,444	-	-	-	-	-	-
Unused Medical	778	-	-	-	-	-	-
Overtime	917	1,500	2,000	2,000	2,000	2,000	2,000
Sick Leave	-	15,300	15,759	16,232	16,719	17,220	17,737
FICA	31,268	35,150	36,023	37,103	38,216	39,363	40,544
Retirement	36,783	41,400	42,380	43,651	44,961	46,309	47,699
Life/Hospital Ins	76,884	92,100	96,705	103,474	110,718	118,468	126,761
Medical Benefit	7,241	10,800	10,800	10,800	10,800	10,800	10,800
Workmen's Comp	-	-	-	-	-	-	-
Unemployment Comp	-	-	-	-	-	-	-
Physicals	145	500	500	500	500	500	500
Subtotal	\$ 579,821	\$ 656,150	\$ 675,051	\$ 696,418	\$ 718,637	\$ 741,752	\$ 765,809
Operating							
Bank Fees	\$ 8,313	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400
Town Attorney	74,326	75,750	75,750	77,795	79,896	82,053	84,268
Professional Services	48,280	42,000	43,134	44,299	45,495	46,723	47,985
Fire	575,525	602,000	632,100	661,177	691,591	723,404	756,680
Copies	-	-	-	-	-	-	-
Community Development Serv.	9,450	40,000	40,000	40,000	40,000	40,000	40,000
Contractual Labor	-	-	-	-	-	-	-
Accounting & Audit	43,922	38,000	35,000	35,000	35,000	35,000	35,000
Travel & Per Diem	-	-	-	-	-	-	-
Telephone	13,155	13,500	13,500	13,865	14,239	14,623	15,018
Postage	7,030	3,500	3,595	3,692	3,791	3,894	3,999
Electricity	17,659	13,500	12,960	12,442	11,944	11,466	11,008
Water	75,436	13,500	13,500	13,500	13,500	13,500	13,500
Sanitation	16,864	800	800	800	800	800	800
Sewer	49,840	6,200	6,200	6,200	6,200	6,200	6,200
Equipment Lease	7,047	18,100	18,589	19,091	19,606	20,135	20,679
Advertising	1,723	-	-	-	-	-	-
Insurances:							
General Liab.	242,624	257,000	274,990	294,239	314,836	336,875	360,456
Maintenance							
Vehicle	428	1,900	1,951	2,004	2,058	2,114	2,171
Building	66,140	48,500	48,500	49,955	51,454	52,997	54,587
Air Conditioning	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-
Claims/Settlements	17,467	-	-	-	-	-	-
Ahlf Property	27,791	28,650	-	-	-	-	-
Employee Relations	8,998	8,500	9,000	9,000	9,000	9,000	9,000
Office Supplies	3,929	4,500	4,750	4,750	4,750	4,750	4,750
Operating Supplies	8,427	9,600	9,859	10,125	10,399	10,680	10,968
Planning & Zoning	19,208	10,000	10,000	10,000	10,000	10,000	10,000
Gasoline & Oil	41,597	48,000	49,296	50,627	51,994	53,398	54,839
Tools	257	650	650	650	650	650	650
Uniforms	263	1,400	1,400	1,400	1,400	1,400	1,400
Cleaning Supplies	293	-	-	-	-	-	-
Protect. Cloth.	-	600	600	600	600	600	600
Membership	-	-	-	-	-	-	-
Training, Aids	-	-	-	-	-	-	-
Cars	-	-	-	-	-	-	-
Computer System	174,873	183,700	192,885	202,529	212,656	223,288	234,453
Renovations	-	-	-	-	-	-	-
Vehicle Debt Service	7,993	6,000	6,000	3,000	-	-	-
Library	15,440	15,000	15,000	15,000	15,000	15,000	15,000

TOWN OF BELLEAIR
FINANCIAL FORECAST
SUPPORT SERVICES

Misc.	-	-	-	-	-	-	-
Capital Purchase	-	157,000	-	-	-	-	-
Subtotal	\$ 1,584,299	\$ 1,655,250	\$ 1,527,409	\$ 1,589,139	\$ 1,654,257	\$ 1,725,950	\$ 1,801,411
Non-Operating							
Transfer to Equip.	\$ 22,500	\$ 12,500	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500
Subtotal	\$ 22,500	\$ 12,500	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500	\$ 31,500
Total	\$ 2,186,620	\$ 2,323,900	\$ 2,233,960	\$ 2,317,056	\$ 2,404,394	\$ 2,499,202	\$ 2,598,720

TOWN OF BELLEAIR
FINANCIAL FORECAST
POLICE

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Incentive Pay	\$ 12,128	\$ 13,000	\$ 13,390	\$ 13,792	\$ 14,205	\$ 14,632	\$ 15,071
Salaries	877,988	882,750	904,819	927,439	950,625	974,391	998,751
PT Salaries	85,140	94,950	97,324	99,757	102,251	104,807	107,427
Special Duty Pay	-	-	40,400	10,000	10,000	10,000	10,000
Longevity	-	-	-	-	-	-	-
Unused Medical	5,140	-	-	-	-	-	-
Overtime	56,061	96,400	20,000	20,000	20,000	20,000	20,000
Sick Leave	296	32,400	33,372	34,373	35,404	36,466	37,560
FICA	80,086	83,150	82,309	81,931	83,927	85,973	88,071
Retirement-Pension	125,559	273,200	298,000	306,046	314,309	322,796	331,511
Retirement	6,577	6,350	6,541	6,737	6,939	7,147	7,361
Life/Hospital Ins	80,631	95,050	99,803	106,789	114,264	122,262	130,821
Medical Benefit	12,484	19,200	16,800	16,800	16,800	16,800	16,800
Workmen's Comp.	-	-	-	-	-	-	-
Unemployment Comp	-	-	-	-	-	-	-
Code Enforcement	2,576	3,000	3,000	3,500	3,500	3,500	3,500
Physical Exams	620	500	1,000	1,000	1,000	1,000	1,000
Subtotal	\$ 1,345,287	\$ 1,599,950	\$ 1,616,756	\$ 1,628,163	\$ 1,673,224	\$ 1,719,774	\$ 1,767,873
Operating							
Professional Services	\$ 29,420	\$ 30,000	\$ 30,810	\$ 31,642	\$ 32,496	\$ 33,374	\$ 34,275
Travel & Per Diem	-	-	-	-	-	-	-
Telephone	7,253	7,000	7,189	7,383	7,582	7,787	7,997
Postage	534	800	822	844	867	890	914
Equip Leasing	2,249	5,000	5,135	5,274	5,416	5,562	5,712
Contract Labor	10,593	-	-	-	-	-	-
Maintenance							
Lot Mowing	-	-	-	-	-	-	-
Vehicles	6,823	7,600	7,805	8,016	8,232	8,455	8,683
Radios	24,454	5,000	5,135	5,274	5,416	5,562	5,712
Equipment	4,148	4,700	4,827	4,957	5,091	5,229	5,370
Office Supplies	1,893	2,350	2,413	2,479	2,546	2,614	2,685
Crime Prevention	1,941	1,750	1,797	1,846	1,896	1,947	1,999
Operating Supplies	10,852	9,300	9,551	9,809	10,074	10,346	10,625
Tools	395	550	565	580	596	612	628
Traffic Control Equip	-	-	-	-	-	-	-
Uniforms	8,082	9,700	9,000	9,000	9,000	9,000	9,000
Cars	-	-	-	-	-	-	-
Protective Clothing	6,204	8,100	3,500	3,500	3,500	3,500	3,500
Membership	-	-	-	-	-	-	-
Training Aids	-	-	-	-	-	-	-
Vehicle Debt. Serv.	23,800	23,250	23,250	11,625	-	-	-
Capital Purchase	-	40,000	-	-	-	-	-
Subtotal	\$ 138,641	\$ 155,100	\$ 111,799	\$ 102,228	\$ 92,711	\$ 94,877	\$ 97,101
Non-Operating							
Transfer to Equip	\$ 3,500	\$ 10,000	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500
Subtotal	\$ 3,500	\$ 10,000	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500	\$ 62,500
Total	\$ 1,487,428	\$ 1,765,050	\$ 1,791,056	\$ 1,792,891	\$ 1,828,436	\$ 1,877,151	\$ 1,927,474

TOWN OF BELLEAIR
FINANCIAL FORECAST
PUBLIC WORKS

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Salaries	\$ 338,415	\$ 361,750	\$ 370,794	\$ 380,064	\$ 389,565	\$ 399,304	\$ 409,287
PT Salaries	-	-	-	-	-	-	-
Longevity	-	-	-	-	-	-	-
Unused Medical	3,125	-	-	-	-	-	-
Overtime	146	850	850	850	850	850	850
Sick Leave	-	6,300	6,489	6,684	6,884	7,091	7,303
FICA	25,162	27,750	28,366	29,075	29,802	30,547	31,310
Retirement	30,056	32,650	33,371	34,206	35,061	35,937	36,836
Life/Hospital Ins	75,933	89,550	94,028	100,609	107,652	115,188	123,251
Medical Benefit	4,535	10,200	10,800	10,800	10,800	10,800	10,800
Workman's Comp	-	-	-	-	-	-	-
Physical Exams	325	500	500	500	500	500	500
Subtotal	\$ 477,697	\$ 529,550	\$ 545,197	\$ 562,787	\$ 581,114	\$ 600,217	\$ 620,137
Operating							
Professional Services	\$ 16,610	\$ 16,500	\$ 16,100	\$ 16,100	\$ 16,100	\$ 16,100	\$ 16,100
Contract Labor	48,121	61,800	63,469	65,182	66,942	68,750	70,606
Street Sweeping	15,936	19,500	19,500	19,500	19,500	19,500	19,500
Travel & Per Diem	-	-	-	-	-	-	-
Telephone	3,003	2,050	2,105	2,162	2,221	2,281	2,342
Lights-Energy	37,870	40,250	39,848	39,449	39,055	38,664	38,277
Patching Materials	-	-	-	-	-	-	-
Maintenance							
Maint. - Hunter park	4,007	5,600	5,751	5,906	6,066	6,230	6,398
Tennis Courts-Maint.	1,556	2,000	2,054	2,109	2,166	2,225	2,285
Fields/Courts	14,597	15,000	15,405	15,821	16,248	16,687	17,137
Vehicle	1,794	1,600	2,000	2,000	2,000	2,000	2,000
Equipment	4,064	5,000	5,135	5,274	5,416	5,562	5,712
Grounds	18,025	20,000	20,540	21,095	21,664	22,249	22,850
Tree Trimming	31,548	35,000	35,945	36,916	37,912	38,936	39,987
Holiday Lighting	6,961	8,000	8,000	8,000	8,000	8,000	8,000
Plantings	4,417	4,700	4,800	5,000	5,000	5,000	5,000
Office Supplies	789	800	800	800	800	800	800
Operating Supplies	5,326	5,500	5,600	5,600	5,600	5,600	5,600
Cleaning Supplies	-	-	-	-	-	-	-
Tools	130	700	700	700	700	700	700
Traffic Control Equip.	-	-	-	-	-	-	-
Chemicals	9,492	9,500	9,738	9,981	10,230	10,486	10,748
Uniforms	1,646	1,900	1,900	1,900	2,000	2,000	2,000
Protective Clothing	1,124	1,700	1,700	1,800	1,800	1,800	1,800
Road Materials & Splies.	34,175	30,000	30,810	31,642	32,496	33,374	34,275
Memberships	-	-	-	-	-	-	-
Training & Aids	-	-	-	-	-	-	-
Cars	415	-	-	-	-	-	-
Computer System	90	500	500	500	500	500	500
Mowing Stock	-	-	-	-	-	-	-
Vehicle Debt Service	26,150	26,700	26,700	13,350	-	-	-
Capital Purchase	95,047	31,800	-	-	-	-	-
Subtotal	\$ 382,895	\$ 346,100	\$ 319,099	\$ 310,787	\$ 302,417	\$ 307,443	\$ 312,618
Non-Operating							
Transfer to Equip.	\$ 13,850	\$ 26,550	\$ 58,150	\$ 58,150	\$ 58,150	\$ 58,150	\$ 58,150
Subtotal	\$ 13,850	\$ 26,550	\$ 58,150	\$ 58,150	\$ 58,150	\$ 58,150	\$ 58,150
Total	\$ 874,441	\$ 902,200	\$ 922,447	\$ 931,724	\$ 941,681	\$ 965,810	\$ 990,905

TOWN OF BELLEAIR
FINANCIAL FORECAST
RECREATION

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Personnel							
Salaries	\$ 244,455	\$ 234,000	\$ 239,850	\$ 245,846	\$ 251,992	\$ 258,292	\$ 264,750
PT salaries	114,221	118,000	118,000	118,000	118,000	118,000	118,000
Longevity	-	-	-	-	-	-	-
Unused Medical	3,436	-	-	-	-	-	-
Overtime	2,823	850	1,000	1,000	1,000	1,000	1,000
Sick Leave	-	10,750	11,073	11,405	11,747	12,099	12,462
FICA	28,132	27,000	27,376	27,834	28,304	28,786	29,280
Retirement	22,281	21,050	21,587	22,126	22,679	23,246	23,827
Life/Hospital Ins	66,313	59,400	62,370	66,736	71,407	76,406	81,754
Medical Benefit	3,406	6,600	7,200	7,200	7,200	7,200	7,200
Workmen's Comp	-	-	-	-	-	-	-
Physicals	530	650	650	650	650	650	650
Subtotal	\$ 485,596	\$ 478,300	\$ 489,105	\$ 500,797	\$ 512,980	\$ 525,680	\$ 538,924
Operating							
Professional Services	\$ 61,112	\$ 53,000	\$ 54,431	\$ 55,901	\$ 57,410	\$ 58,960	\$ 60,552
Copies	3,716	5,000	5,000	5,000	5,000	5,000	5,000
Food Service	2,866	3,000	3,000	3,000	3,000	3,000	3,000
Travel & Per Diem	-	-	-	-	-	-	-
Telephone	7,483	4,600	7,500	7,500	7,500	7,500	7,500
Electricity	25,454	21,200	20,988	20,778	20,570	20,365	20,161
Tennis Courts	1,950	-	-	-	-	-	-
Equipment	978	1,900	1,900	1,900	2,000	2,000	2,000
Office Supplies	1,300	1,300	1,300	1,300	1,500	1,500	1,500
Operating Supplies	9,674	6,500	6,676	6,856	7,041	7,231	7,426
Beautification	-	-	-	-	-	-	-
Tools	44	200	200	200	200	200	200
Summer Camp	20,192	30,000	30,810	31,642	32,496	33,374	34,275
Teen Camp	10,230	10,500	11,049	11,598	12,147	12,696	13,245
Sports Leagues	24,652	23,700	24,169	24,637	25,106	25,575	26,043
Special Events	125,888	128,800	132,278	135,849	139,517	143,284	147,153
Refund Exp	611	-	-	-	-	-	-
Uniforms	1,622	1,700	1,700	1,700	1,700	1,700	1,700
Protect. Cloth.	-	250	250	250	250	250	250
Golf Tournament	-	-	-	-	-	-	-
Day Camps	3,177	3,200	3,286	3,375	3,466	3,560	3,656
Funky Friday	1,998	2,000	2,054	2,109	2,166	2,225	2,285
Specialty Camps	5,200	5,200	5,340	5,485	5,633	5,785	5,941
Memberships	-	-	-	-	-	-	-
Training Aids	-	-	-	-	-	-	-
Cars	415	-	-	-	-	-	-
Mowing Stock	-	-	-	-	-	-	-
Computer System	4,639	6,000	-	-	-	-	-
Vehicle Debt Service	-	8,800	8,800	4,400	-	-	-
Rec Vending	2,994	3,000	3,000	3,000	3,000	3,000	3,000
Capital Purchase	41,693	-	-	-	-	-	-
Subtotal	\$ 357,888	\$ 319,850	\$ 323,730	\$ 326,480	\$ 329,703	\$ 337,203	\$ 344,886
Non-Operating							
Transfer to Equip	\$ 11,600	\$ 11,600	\$ 38,150	\$ 38,150	\$ 38,150	\$ 38,150	\$ 38,150
Subtotal	\$ 11,600	\$ 11,600	\$ 38,150	\$ 38,150	\$ 38,150	\$ 38,150	\$ 38,150
Total	\$ 855,084	\$ 809,750	\$ 850,985	\$ 865,427	\$ 880,833	\$ 901,033	\$ 921,960

TOWN OF BELLEAIR
FINANCIAL FORECAST
GENERAL FUND REVENUE

TOWN OF BELLEAIR
FINANCIAL FORECAST
GENERAL FUND REVENUE

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
AD VALOREM	\$ 3,402,766	\$ 3,739,000	\$ 4,054,125	\$ 4,222,776	\$ 4,607,822	\$ 4,799,507	\$ 4,999,166
TENNIS ANNUAL PERMITS	1,611	2,500	2,500	2,500	2,500	2,500	2,500
ELECTRIC FRANCHISE	359,792	367,000	367,000	367,000	373,423	379,957	386,607
GAS FRANCHISE	17,612	22,000	22,865	23,763	24,697	25,668	26,676
COMMUNICATION SERVICES TAX	177,863	173,200	167,500	165,000	165,000	165,000	162,707
OCCUPATIONAL LICENSE (TOWN LICENSE)	24,159	25,000	25,000	25,000	25,000	25,000	25,000
ALCOHOL BEVERAGE LICENSE	210	150	500	500	500	500	500
STATE REVENUE SHARING	103,931	111,900	115,190	119,658	124,300	129,122	134,131
SALES TAX (half cent)	255,019	255,700	268,500	277,199	286,181	295,453	305,026
GASOLINE REBATE	-	3,000	3,500	3,500	3,500	3,500	3,500
GRANTS	50,000	119,700	-	-	-	-	-
ZONING & VARIANCE FEES	2,400	800	800	800	800	800	800
BUILDING PERMITS	502,410	350,000	290,000	250,000	250,000	250,000	250,000
SPECIAL DUTY POLICE	49,711	91,960	44,844	11,100	11,100	11,100	11,100
LOT MOWING	360	3,000	4,000	4,000	4,000	4,000	4,000
RECREATION (PROG. ACTIVITY)	308,350	292,000	311,765	319,554	327,537	335,720	344,107
RECREATION PERMITS	24,475	24,800	24,000	24,000	24,000	24,000	24,000
REC-VENDING MACHINE SALES	2,518	9,700	3,500	3,500	3,500	3,500	3,500
Concession Stand Sales	11,200	4,100	10,000	10,000	10,000	10,000	10,000
MERCHANDISE	-	-	-	-	-	-	-
SPECIAL EVENTS-Private Parties	5,804	6,150	6,000	6,000	6,000	6,000	6,000
SPECIAL EVENTS-ATHLETIC PROGRAMS	14,097	15,000	23,000	23,000	23,000	23,000	23,000
COURT FINES (POLICE FINES)	6,742	4,000	4,000	4,000	4,000	4,000	4,000
POLICE ACADEMY	358	300	300	300	300	300	300
RESTITUTION	2,029	1,500	1,500	1,500	1,500	1,500	1,500
OTC FINES AND TICKETS	1,260	250	250	250	250	250	250
ORDINANCE VIOLATION	-	2,000	-	-	-	-	-
INTEREST	44,677	25,000	25,000	25,000	25,000	25,000	25,000
RENTAL INCOME	4,800	4,800	4,800	4,800	4,800	4,800	4,800
SALE OF FIXED ASSETS	-	6,000	40,000	40,000	40,000	40,000	40,000
INSURANCE PROCEEDS	10,940	-	-	-	-	-	-
SALE OF SURPLUS METAL	-	-	-	-	-	-	-
SALE OF AUCTIONED ASSETS	81,795	2,000	2,000	2,000	2,000	2,000	2,000
DONATION-COMMUNITY PROJECTS	-	-	-	-	-	-	-
DONATION-RECREATION PROJECTS	22,338	-	-	-	-	-	-
BCF CONTRIBUTION HUNTER PARK (EQUIP)	-	1,700	1,700	1,700	1,700	1,700	1,700
CONTRIBUTION - POL. EQUIPMENT	850	20,000	-	-	-	-	-
DONATION - VANITY PLATE	5	-	-	-	-	-	-
SPECIAL EVENTS	165,312	146,550	150,507	154,571	158,744	163,030	167,432
DONATIONS	10,000	-	-	-	-	-	-
MISCELLANEOUS	26,782	34,700	34,700	34,700	34,700	34,700	34,700
RESERVES	-	-	-	-	-	-	-
RESERVES (PRIOR YEARS)	-	131,401	-	-	-	-	-
TRANSFER FROM 301	57,544	101,100	-	-	-	-	-
TRANSFER FROM 110	63,850	-	-	-	-	-	-
TRANSFER FROM 305	-	20,000	-	-	-	-	-
TRANSFER FROM 401	-	40,000	-	-	-	-	-
TRANSFER FROM 403	129,000	-	-	-	-	-	-
TRANSFER FROM 113 (TREE FUND)	-	-	-	-	-	-	-
TRANSFER FROM 115 (GOLF FUND)	-	-	-	-	-	-	-
ADMINISTRATIVE FEES	568,000	573,650	579,387	585,180	591,032	596,942	602,912
FEMA HMGP/Irma Assistance	-	679,000	-	-	-	-	-
Forfeiture Account	14,086	-	-	-	-	-	-
STATE CRIME PREVENTION GRANT	-	-	-	-	-	-	-
PREVIOUS YEAR'S REVENUE	-	-	-	-	-	-	-
PRIOR YEAR PO FUND REVENUE	1,287	-	-	-	-	-	-
Revenue (Less Ad Valorem)	\$ 3,123,174	\$ 3,671,611	\$ 2,534,607	\$ 2,490,076	\$ 2,529,064	\$ 2,569,042	\$ 2,607,747
Total Revenue	\$ 5,707,546	\$ 5,996,861	\$ 6,009,346	\$ 6,127,671	\$ 6,545,853	\$ 6,771,607	\$ 7,004,001

TOWN OF BELLEAIR
FORECAST FOR FISCAL YEARS 2019-2024
GENERAL FUNDS DEPARTMENTS SUMMARY OF EXPENDITURES

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Administration							
Personnel \$	472,677	\$ 502,704	\$ 537,075	\$ 553,729	\$ 570,979	\$ 588,958	\$ 607,650
Operating	164,327	279,401	235,128	242,814	161,517	169,240	162,982
Non-Operating	5,900	-	-	-	-	-	-
Total	\$ 642,903	\$ 782,105	\$ 772,203	\$ 796,543	\$ 732,497	\$ 758,198	\$ 770,632

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Support Services							
Personnel \$	579,821	\$ 656,150	\$ 675,051	\$ 696,418	\$ 718,637	\$ 741,752	\$ 765,809
Operating	1,584,299	1,655,250	1,527,409	1,589,139	1,654,257	1,725,950	1,801,411
Non-Operating	22,500	12,500	31,500	31,500	31,500	31,500	31,500
Total	\$ 2,186,620	\$ 2,323,900	\$ 2,233,960	\$ 2,317,056	\$ 2,404,394	\$ 2,499,202	\$ 2,598,720

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Building							
Personnel \$	62,420	\$ 65,400	\$ 67,309	\$ 69,496	\$ 71,772	\$ 74,144	\$ 76,614
Operating	68,660	84,310	84,360	84,360	86,584	88,867	91,213
Non-Operating	-	-	-	-	-	-	-
Total	\$ 131,080	\$ 149,710	\$ 151,669	\$ 153,856	\$ 158,356	\$ 163,011	\$ 167,827

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Recreation							
Personnel \$	485,596	\$ 478,300	\$ 489,105	\$ 500,797	\$ 512,980	\$ 525,680	\$ 538,924
Operating	357,888	319,850	323,730	326,480	329,703	337,203	344,886
Non-Operating	11,600	11,600	38,150	38,150	38,150	38,150	38,150
Total	\$ 855,084	\$ 809,750	\$ 850,985	\$ 865,427	\$ 880,833	\$ 901,033	\$ 921,960

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Police							
Personnel \$	1,345,287	\$ 1,599,950	\$ 1,616,756	\$ 1,628,163	\$ 1,673,224	\$ 1,719,774	\$ 1,767,873
Operating	138,641	155,100	111,799	102,228	92,711	94,877	97,101
Non-Operating	3,500	10,000	62,500	62,500	62,500	62,500	62,500
Total	\$ 1,487,428	\$ 1,765,050	\$ 1,791,056	\$ 1,792,891	\$ 1,828,436	\$ 1,877,151	\$ 1,927,474

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Public Works							
Personnel \$	477,697	\$ 529,550	\$ 545,197	\$ 562,787	\$ 581,114	\$ 600,217	\$ 620,137
Operating	382,895	346,100	319,099	310,787	302,417	307,443	312,618
Non-Operating	13,850	26,550	58,150	58,150	58,150	58,150	58,150
Total	\$ 874,441	\$ 902,200	\$ 922,447	\$ 931,724	\$ 941,681	\$ 965,810	\$ 990,905

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Emergency and Disaster Relief							
Personnel \$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	79,736	3,513	-	-	-	-	-
Non-Operating	-	-	-	-	-	-	-
Total	\$ 79,736	\$ 3,513	\$ -	\$ -	\$ -	\$ -	\$ -

	Actual 2018	Budget 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
General Fund							
Personnel \$	3,423,497	\$ 3,832,054	\$ 3,930,493	\$ 4,011,390	\$ 4,128,707	\$ 4,250,524	\$ 4,377,007
Operating	2,776,446	2,843,524	2,601,526	2,655,807	2,627,189	2,723,580	2,810,211
Non-Operating	57,350	60,650	190,300	190,300	190,300	190,300	190,300
Total	\$ 6,257,293	\$ 6,736,228	\$ 6,722,319	\$ 6,857,497	\$ 6,946,197	\$ 7,164,404	\$ 7,377,519

Operating Expenditures	\$ 6,199,943	\$ 6,675,578	\$ 6,532,019	\$ 6,667,197	\$ 6,755,897	\$ 6,974,104	\$ 7,187,219
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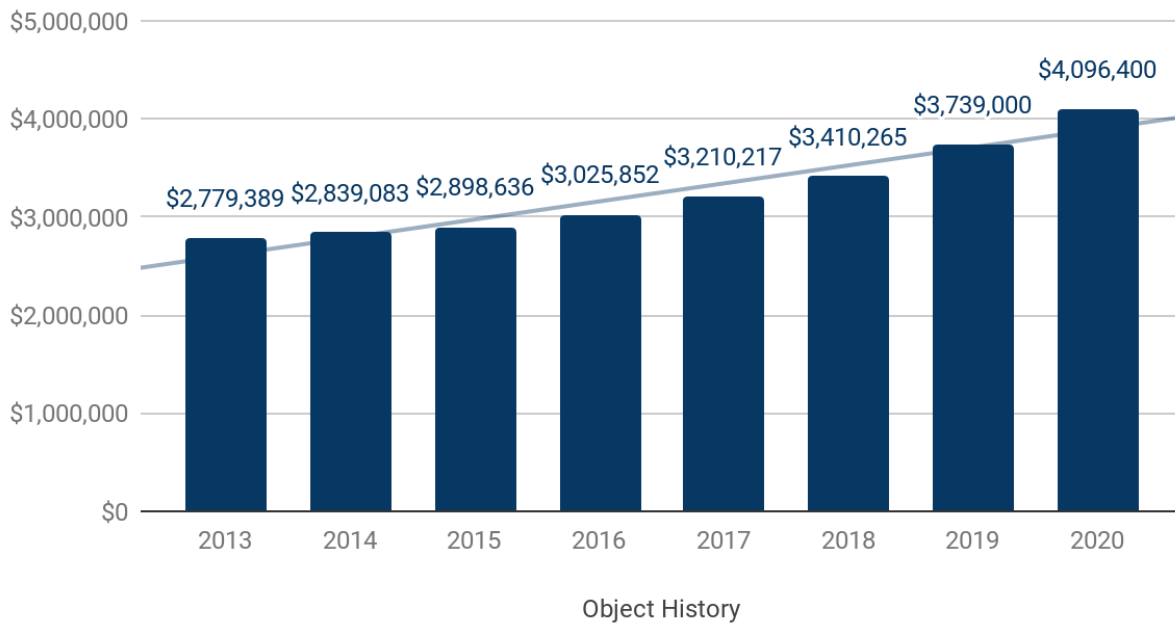
A Guide to Major Revenue Sources Within the General Fund

AD VALOREM TAXES

DESCRIPTION:

A levy against the taxable value of real and personal property. The Town Commission sets the millage rate annually prior to October 1st. One mill is \$1 of tax per \$1,000 of taxable assessed value. The adopted operating millage from FY 2018-2019 is 6.5000.

Ad Valorem



LEGAL AUTHORITY:

Florida Constitution, Article VII, Section 9
Chapters 192-197 and 200, Florida Statutes

AUTHORIZED EXEMPTION:

All legal Florida residents are eligible for a Homestead Exemption on their homes, condominiums, apartments and certain mobile home lots if they qualify. The Florida Constitution provides this tax-saving exemption on the first and third \$25,000 of the assessed value of an owner/occupied residence.

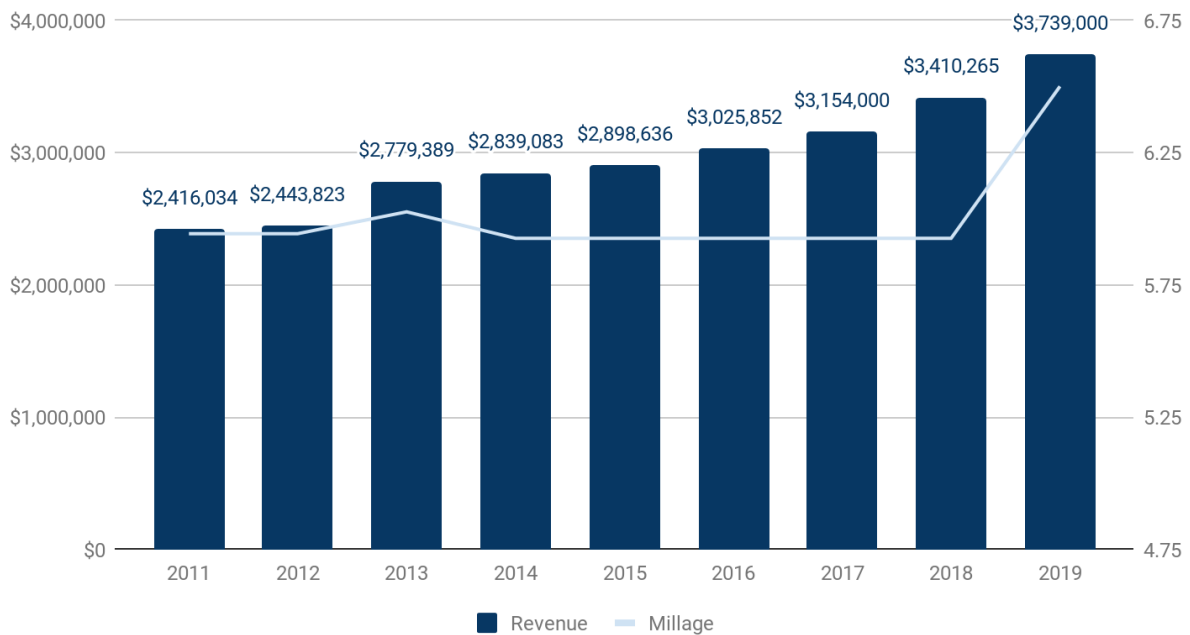
CURRENT METHODOLOGY:

Belleair's millage rate has recently increased from 5.9257 to 6.5000. Belleair has the capacity to levy up to 10 mills for operating expenditures based on State law. The millage rate is set by the Commission each fiscal year. The amount of revenue received through ad valorem taxes is the product of two factors: 1) the tax rate (millage) set by the Town Commission; and 2) the value the Pinellas County Property Appraiser's Office (PCPAO) places upon the property.

The exact amount of proceeds for Ad Valorem revenue can be difficult to calculate exactly due to changes save our homes portability, exemption status and value adjustments. An additional homestead exemption proposed last year was not approved. This forecast includes assumptions for

the Belleview Place properties which will be better understood over the next few years as they are added to the property tax rolls. This number could come in short depending on how many owners carry their Save Our Homes cap from their previous properties.

Millage Against Ad Valorem

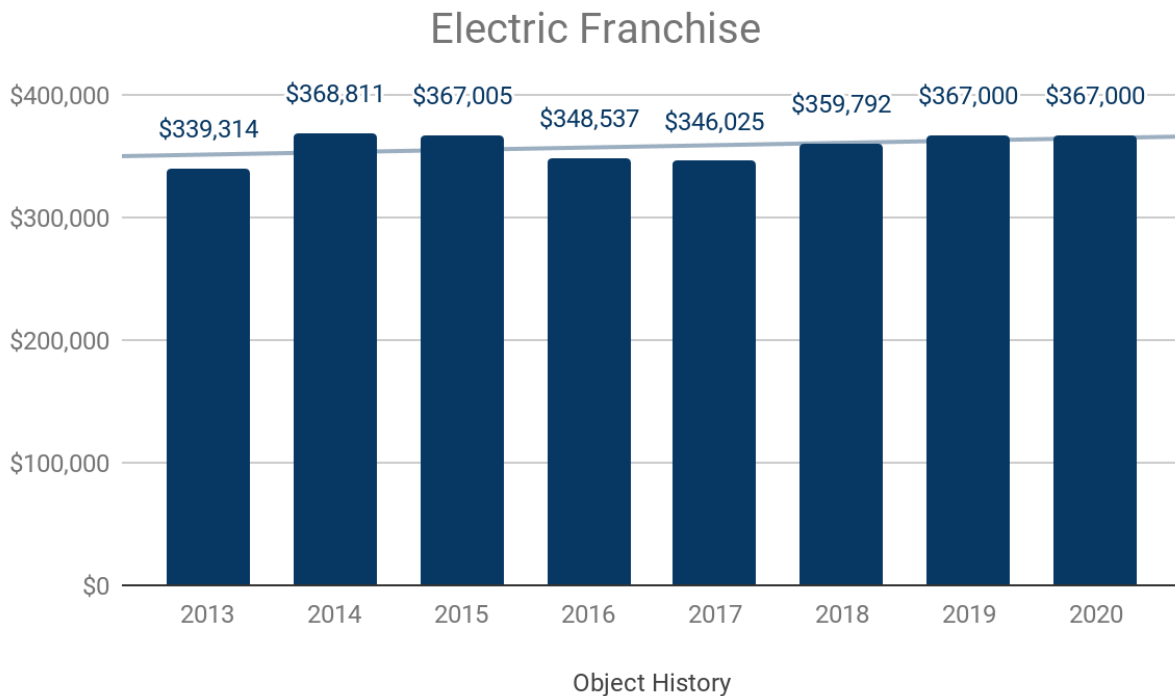


Year	2012	2013	2014	2015	2016	2017	2018	2019
Millage	5.9432	6.0257	5.9257	5.9257	5.9257	5.9257	5.9257	6.5000
Revenue	\$2,443,823	\$2,779,389	\$2,839,083	\$2,898,636	\$3,025,852	\$3,154,000	\$3,410,265	\$3,739,000

ELECTRIC FRANCHISE

DESCRIPTION:

This revenue source consists of payments made for the privilege of operating within the rights of way owned by the Town. The basis for this fee is provided for in a franchise agreement with Duke Energy for payments to the city calculated from gross revenue derived from accounts within Town limits. Any electric sales for streetlights, government, or municipal services are exempted from the franchise fee.



LEGAL AUTHORITY:

Florida State Statute chapter 166.231

CURRENT METHODOLOGY:

The Town is currently expecting revenue amounts to stay the same.

This revenue account is contractually guaranteed through our franchise agreement with Duke Energy. Assumptions utilize historic trends and smoothing during the budget planning phase. The 30-year agreement between the Town of Belleair and Duke Energy will be available for renegotiation in 2036. At the end of the term the Town of Belleair shall have the right to purchase power generation and transmission infrastructure servicing the town, or renegotiate the terms of a future franchise agreement.

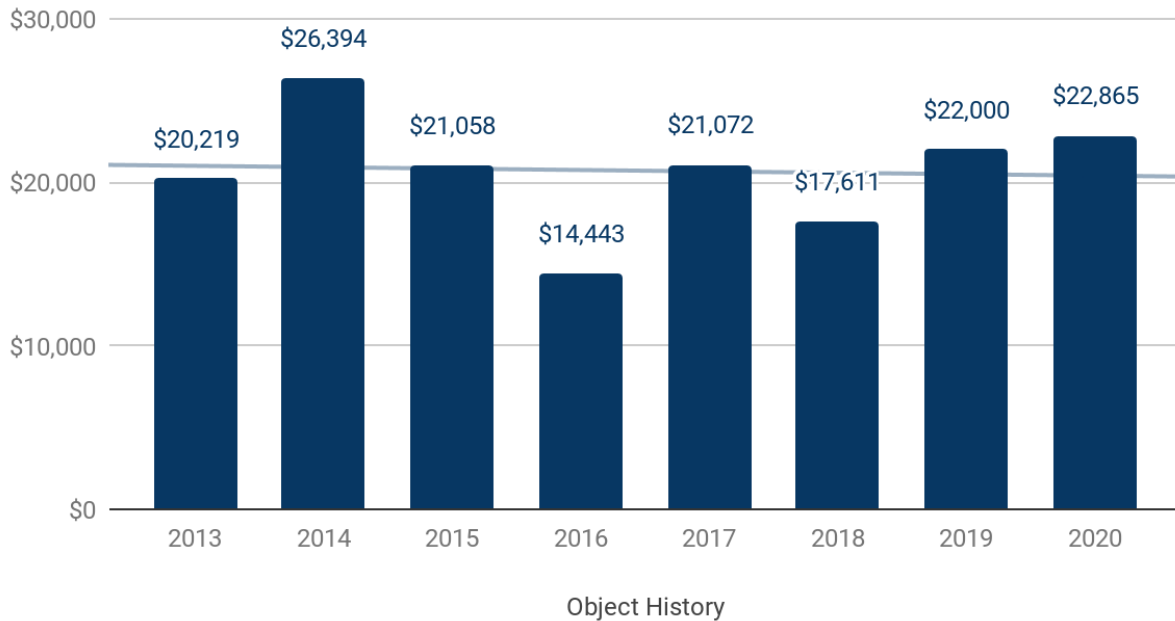
Despite this account having a positive trendline, averaging the change in revenue over the past 8 years shows a decrease of \$1,700. Duke Energy is considering price hikes, but staff feels comfortable estimating this revenue at \$367,000.

GAS FRANCHISE

DESCRIPTION:

This revenue source consists of payments made by Clearwater Gas for the privilege of operating within the rights of way owned by the Town. The basis for this fee is provided in a franchise agreement for payments to the Town of 5.5% on the sale of gas within the limits of the Town.

Gas Franchise



LEGAL AUTHORITY:

Town of Belleair Ordinance No. 298

CURRENT METHODOLOGY:

The two factors that influence the amount of revenue collected are the sale of natural gas to customers within the Town limits and the rate negotiated in the agreement. The agreement between the City of Clearwater and the Town of Belleair is a 30-year agreement that is up for renegotiation in 2020. At this time the Town can request a change in rates.

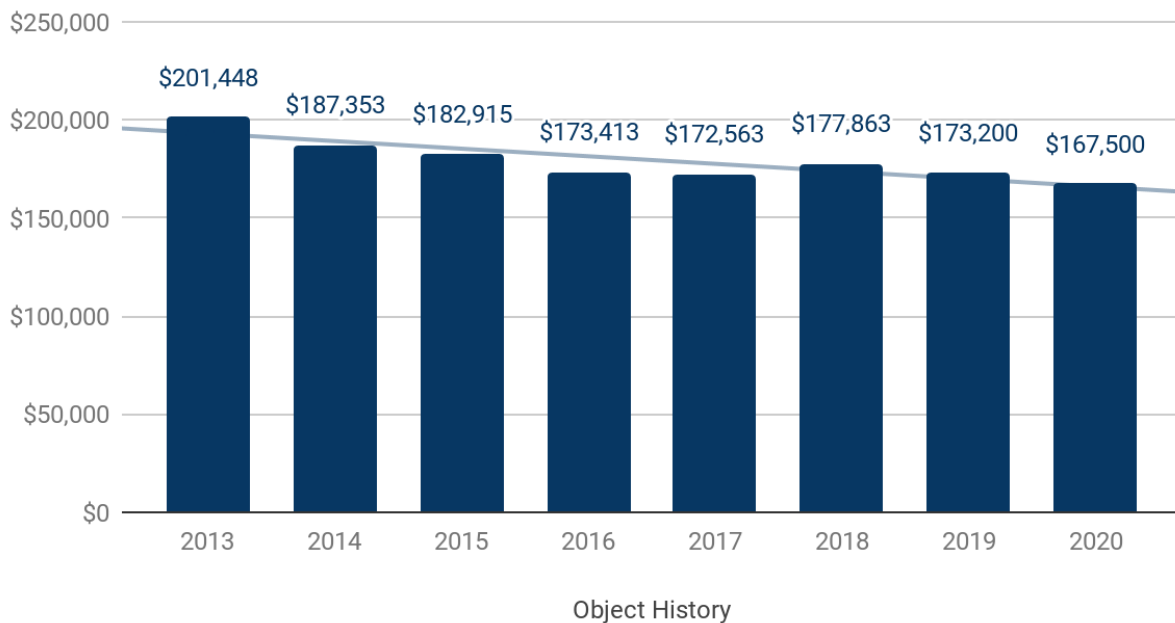
Gas franchise, while relatively stable has seen a small increase of about 3.70%, or \$150, each year. Staff estimates this line to increase by \$850 this year.

COMMUNICATION SERVICES TAX

DESCRIPTION:

Communication services tax (CST) is imposed on each sale of communications services in Florida. Examples include Telephone, video and music streaming, cable, direct-to-home satellite, mobile communications and similar services. Internet access services, sometimes referred to as “data” are specifically exempt, as are sales to governments, religious organizations, schools and assisted living facilities.

Communication Services Tax



LEGAL AUTHORITY:

Florida Statute chapter 202.19, 202.20
Town of Belleair Resolution No. 2001-26

CURRENT METHODOLOGY:

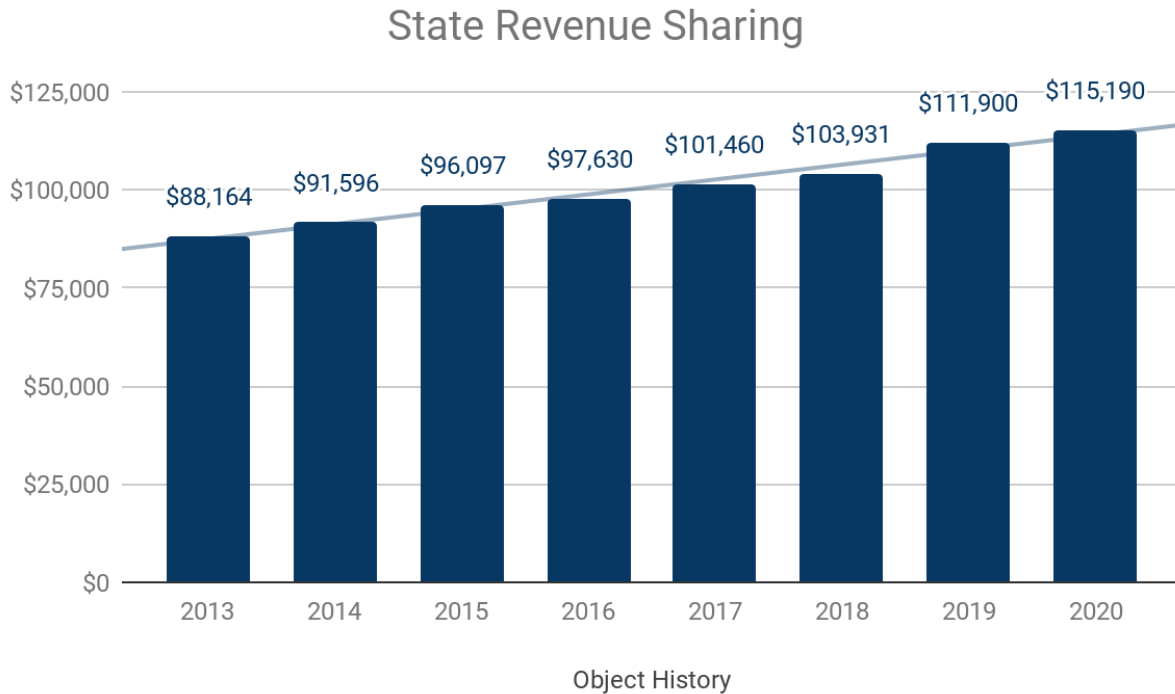
According to the Town of Belleair Resolution No. 2001-26, Beginning on October 1, 2002, the local communications services tax rate shall be five and one-tenth (5.1) percent or such other rate as may be authorized by the Florida legislature and adopted by resolution of the town. Increasing the rate for this revenue source would require authorization by both the Florida legislature and the Town's Commission.

Unfortunately, this line item has been decreasing consistently by about 2% every year, which results in this year's estimate decreasing to \$167,500. The decrease can be directly attributed to the reduction of telephone and cable services being purchased as consumers shift to purchase more internet access. Staff has observed the state increasing enforcement on sales of streaming video services like Netflix and Hulu.

STATE REVENUE SHARING

DESCRIPTION:

The municipal revenue sharing program is administered by the Department of Revenue, and monthly distributions are made to eligible governments. The revenue account reflects a combination of both States Sales taxes and fuel taxes.



LEGAL AUTHORITY:

Florida State Statute chapter 206.605(1), 206.997, 212.20(6)

Florida State Statute chapter 218.20-.26

CURRENT METHODOLOGY:

In order to calculate the municipal sales tax collection estimate, it is first necessary to allocate a share of the sales tax collected within a county to each of its respective municipalities. This allocation is derived based on population. Once that is done, an apportionment factor is calculated by the Department of Revenue for each eligible municipality using a formula consisting of the following equally weighted factors: adjusted municipal population, derived municipal sales tax collections, and the municipality's relative ability to raise revenue via rate increases.

As per the State Statutes, the proceeds will be distributed as follows:

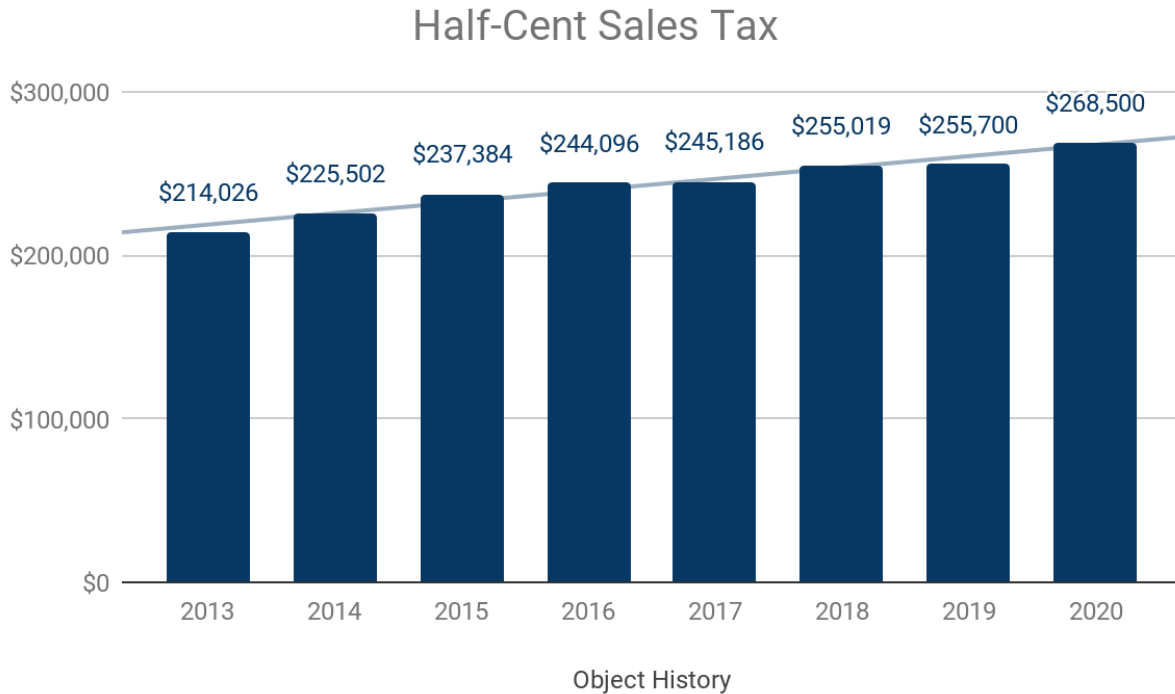
- 50% shall be transferred to the State Board of Administration for distribution according to the provisions of the State Constitution of 1885
- 25% shall be transferred to the Revenue Sharing Trust Fund for Municipalities
- After deducting administrative costs incurred in the collection, administration, and enforcement of the service charge, the remaining 25% shall be divided monthly in the same manner as the constitutional fuel tax found under s. 206.47.

This object has experienced a steady increase of nearly 4% every year. Staff has predicted that this trend will continue, increasing the budget by \$3,300 this year. The total amount for 2019 is \$105,800.

HALF-CENT SALES TAX

DESCRIPTION:

This program generates the largest portion of revenue for local governments among the state-shared revenue sources currently authorized by the legislature. It distributes a portion of state sales tax revenue earmarked for distribution to the county's governing body and each municipality.



LEGAL AUTHORITY:

Florida State Statute chapter 202.18(2)(c), 212.20(6)

Florida State Statute chapter 218.60-.67

Florida State Statute chapter 409.915

CURRENT METHODOLOGY:

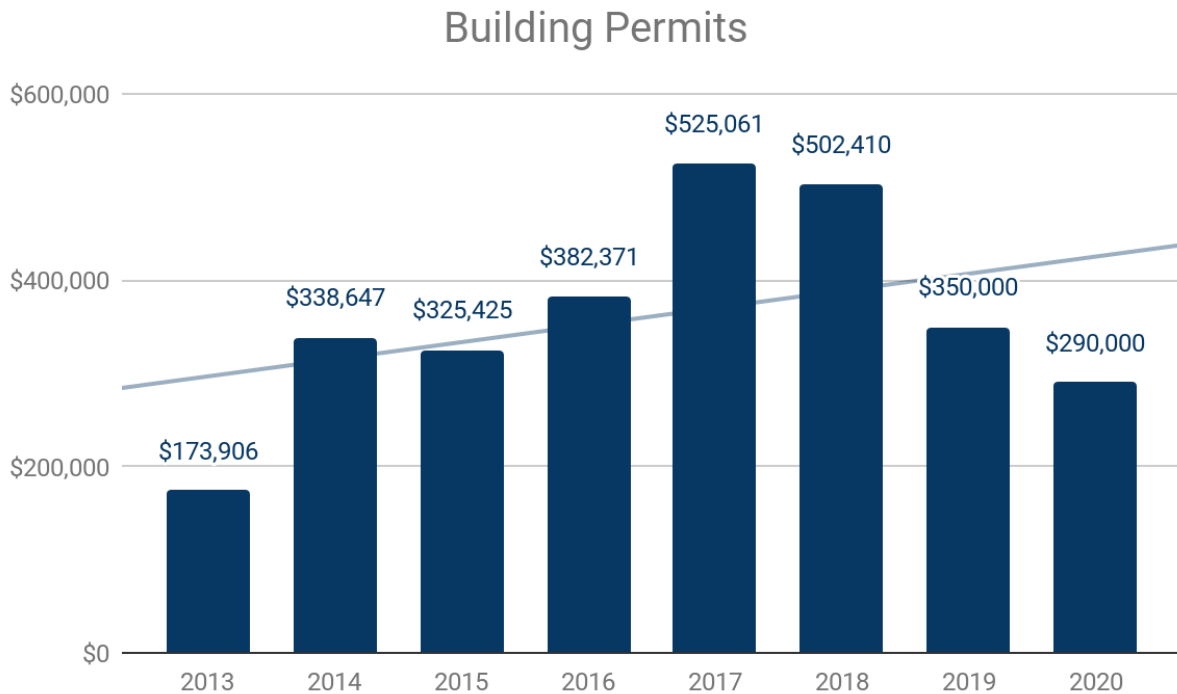
The allocation factor for each municipality is computed by dividing the municipality's total population by the sum of the county's total population plus two-thirds of the County's incorporated population. Each municipality's distribution is determined by multiplying the allocation factor by the sales tax monies earmarked for distribution within its respective county. Only an increase in population or total sales would generate an increase in revenue for the Town of Belleair.

Half-cent Sales Tax can be a line item that is estimated by the state and has a consistently positive trend. This object will increase by \$12,800 in the 2019-2020 budget.

BUILDING PERMITS

DESCRIPTION:

Building revenue is collected from fees and the sale of permits issued to authorize the renovation or construction of homes within Belleair.



LEGAL AUTHORITY:

Town of Belleair Ordinance No. 446

FISCAL CAPACITY:

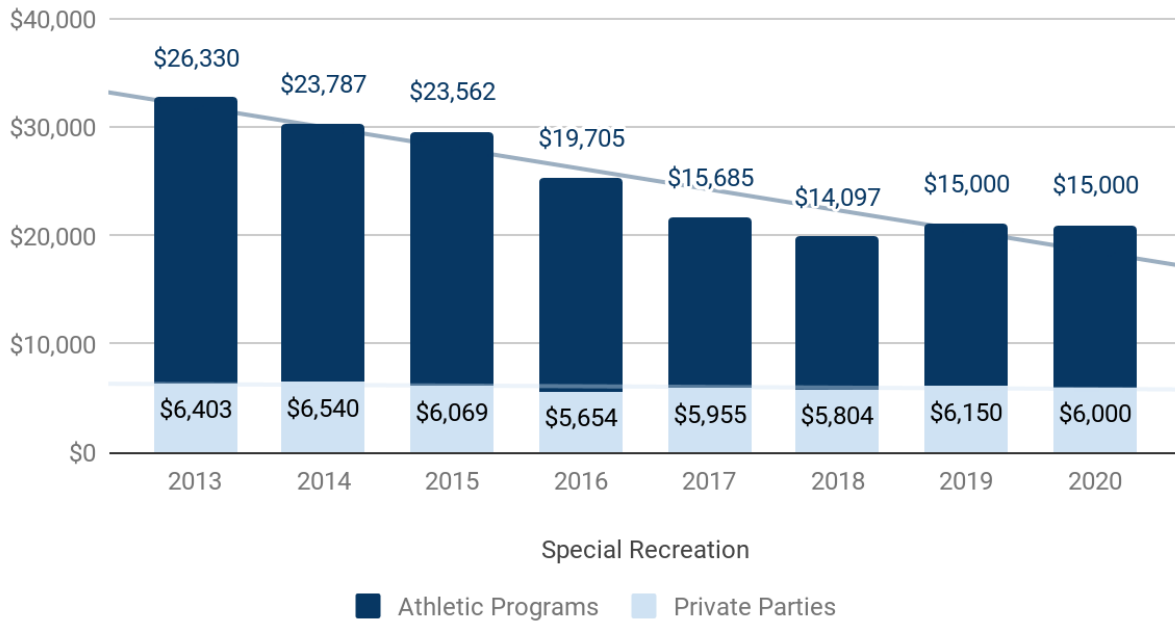
This source of revenue is derived primarily from two components being the permit fee, which is 2% of the total project value, and the administration fee applied to every project. Building Permits experienced a boom between 2016 and 2019 due to the Belleview Place properties and the Pelican Golf Course. As these projects come to a close, this object will resume a normal baseline of \$250,000.

RECREATION PRIVATE EVENTS

DESCRIPTION:

This account is comprised of revenues generated from events that the Recreation Department hosts, such as private parties or athletic programs.

Private Events and Rentals



CURRENT METHODOLOGY:

The largest portion of this revenue is derived from athletic rentals such as sports clubs from private schools, hosted by the Town of Belleair's Recreation Department. Any private parties that the Town agrees to host makes up about 20% of the incoming revenue. This revenue is a relatively stable source, though it can pose a challenge with predicting income.

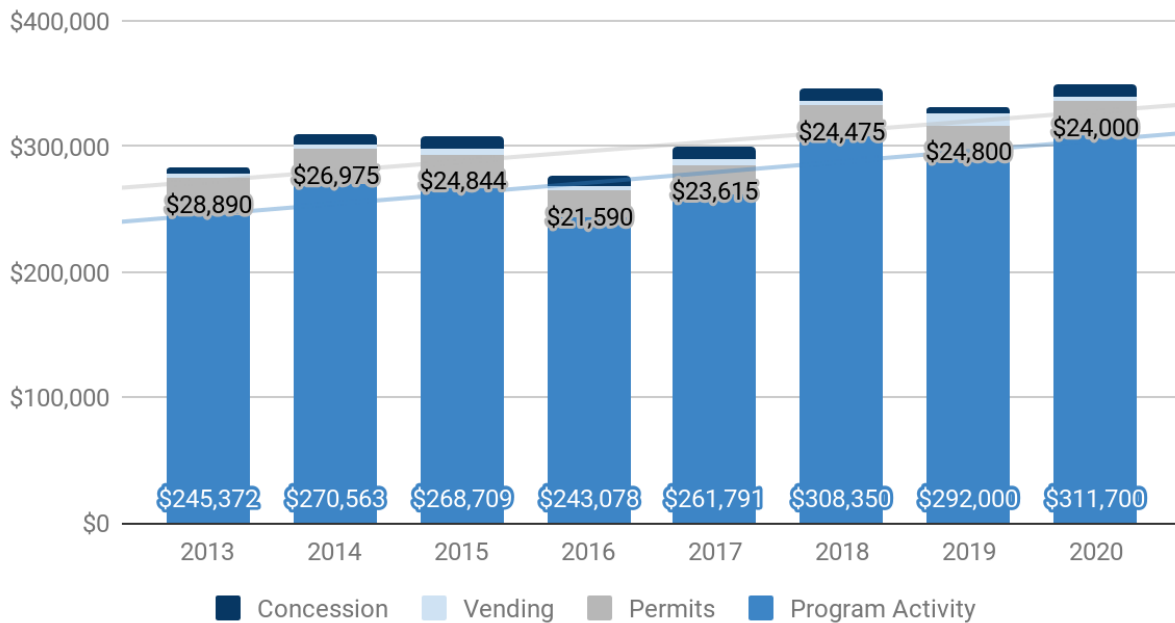
Town Staff is expecting this revenue account to remain stable in the fiscal year 2019-2020.

RECREATION PROGRAMS

DESCRIPTION:

Recreation revenues are generated from the sale of program activities, recreation memberships (permits), vending, concession sales, and the sale of merchandise.

Recreation Programs



FISCAL CAPACITY:

Program activity generates the largest portion of revenue for this segment. The estimates for these programs are generated based on historical analysis combined with smoothing trends. Listed below is a table with the actual revenue for 2013 to 2018, and budgeted revenue for 2019 and 2020.

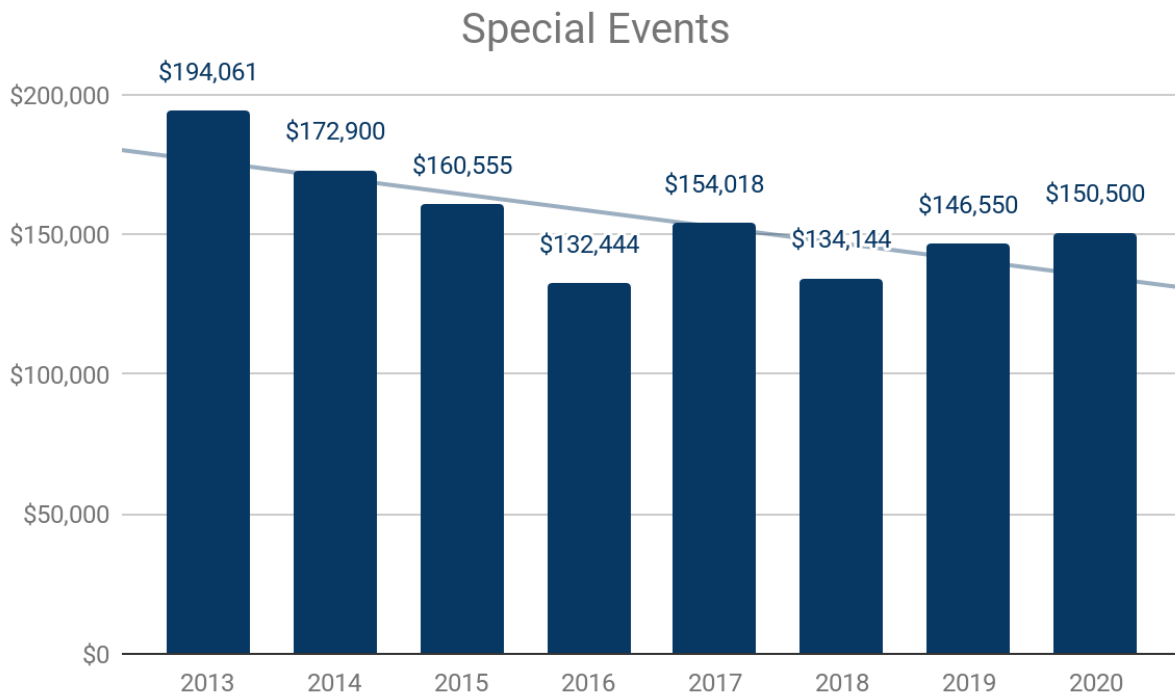
	2013	2014	2015	2016	2017	2018	2019	2020
Program Activity	\$245,372	\$270,563	\$268,709	\$243,078	\$261,791	\$308,350	\$292,000	\$311,700
Permits	\$28,890	\$26,975	\$24,844	\$21,590	\$23,615	\$24,475	\$24,800	\$24,000
Vending	\$3,399	\$3,632	\$3,976	\$3,553	\$3,570	\$2,518	\$9,700	\$3,500
Concession	\$5,815	\$7,755	\$11,056	\$8,307	\$10,086	\$11,200	\$4,100	\$10,000

The Vending and Concession accounts are being switched this year in order to accurately reflect the programs. Program Activity has been experiencing an increase in participation, resulting in more revenue.

SPECIAL EVENTS

DESCRIPTION:

This revenue account is funded from the proceeds of Special Events hosted by the town, including concerts, holiday events, the annual golf tournament, and the annual 5K Fun Sun Run. Revenue is generated from sponsorships, food and beverage sales, user fees and participant registrations



CURRENT METHODOLOGY:

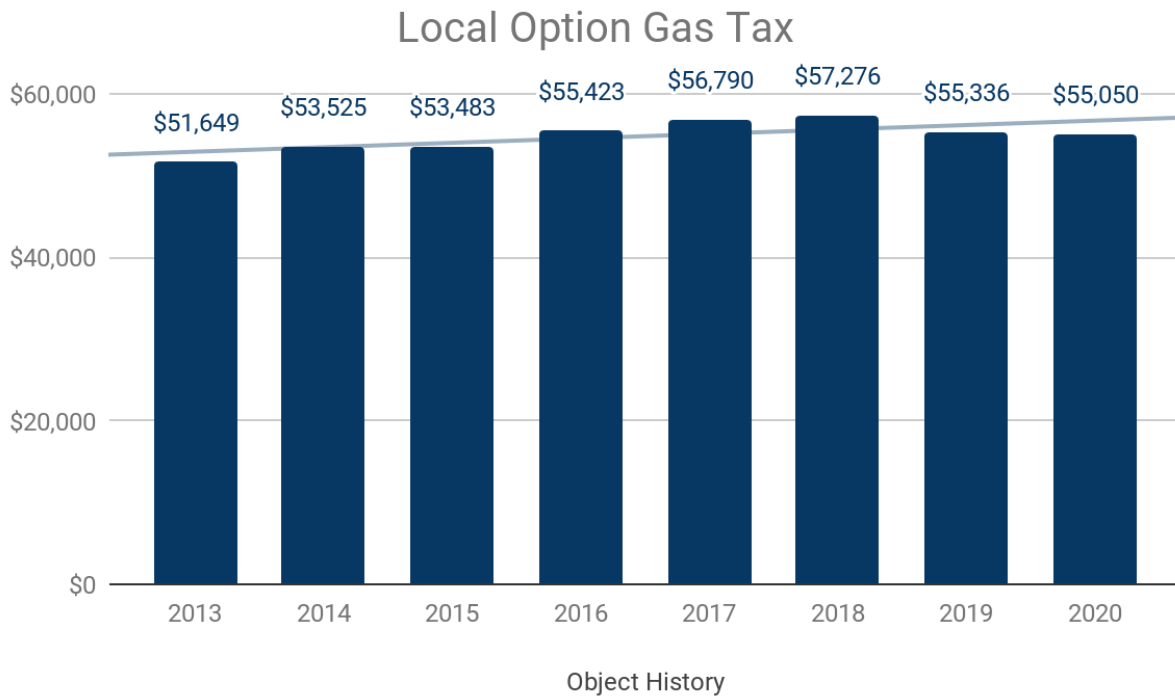
To forecast this line, staff utilizes a historic trend analysis as well as averages of attendance and participation for the events.

In the upcoming fiscal year, there is a projected increase of nearly \$4,000, as this account has historically exceeded revenue expectations.

LOCAL OPTION GAS TAX

DESCRIPTION:

County governments are authorized to levy up to 6 cents on every gallon of motor fuel sold within the county limits. The proceeds may be used to fund only transportation expenditures. Pinellas County is currently levying the maximum rate of 6 cents per gallon.



LEGAL AUTHORITY:

Florida Statute chapter 336.025

CURRENT METHODOLOGY:

The Revenue source is distributed to the Town through an interlocal agreement with the County. The formula for distribution to municipalities is based on population. An increase in the amount of motor fuel sold within Pinellas County, or an increase in the population of Belleair would result in an increase of revenue for the Town.

The forecast is based on Fiscal Year 2020 budget with no assumed increases in revenue.

Overview of Expenditure Forecast Assumptions

Personnel

Personnel costs consist of salaries, benefits and related payroll taxes. The bulk of this cost is located in Salaries, and the forecasted rate of increase last year was 2.5% per year. General employees will often receive a cost-of-living adjustment as well as a merit increase of up to 3%, and staff would recommend returning to an assumption of 3% annually for salaries. Payroll taxes are a reflection of pay, along with the retirement 401k contributions, and both of those assumptions are set at 3% per year. These could be revised to operate as a function of salaries, which would be more accurate.

Health insurance fluctuates each year, but trend analysis shows an estimated 7% increase over time which is currently included in the forecast. There is also a cafeteria offering of \$100 per month for full-time employees which is forecast at a flat dollar amount for future years.

Police pension cost was set at an annual increase of 2.7%, however this one will be fine-tuned based on actuarial estimated impacts of the plan changes for future participants.

Operating

Operating costs are generally assigned a 2.7% modifier for those items most sensitive to inflation, however some items are set at a flat, fixed amount. Contracted items for a set price are generally set to that established renewal rate, but for those items which are less certain and subject to inflation, the 2.7% modifier is utilized. This modifier seems reasonable given inflation indices specific to the Tampa region as well as the municipal sector. For Tampa area, the Bureau of Labor Statistics measured CPI of 1.5% as of September 2019, and the municipal CPI measured by American City & County was 3.45%.

Capital

Capital costs are estimated based on the expected replacement cost, net of auction proceeds, for those items listed in the capital equipment replacement schedule for each department. This list is reviewed each year and impacts the budgeted amounts for "Transfer to 301" in the General Fund and the budgeted amounts for "Depreciation" in the Water and Solid Waste Funds. A summary of the equipment schedules for each department will be included as part of the forecast for each department.

Summary

To: Finance Board

From: Stefan Massol, Director of Support Services

Date: 1/16/2020

Subject:

Capital Resiliency Plan for Facilities

Summary:

As part of the financial forecast this year, staff intends to present an overview of town buildings. Staff will also discuss funding options for future costs with the Finance Board.

Background/Problem Discussion: The Town of Belleair owns four main buildings for public services: Town Hall, Dimmitt Community Center, John J. Osborne Public Works Facility, and the Water Treatment Plant. For purposes of this discussion, we will not include the Water Treatment Plant as those costs are funded through water utility proceeds and the treatment plant has very different engineering needs than the other facilities.

Staff is reviewing various types of costs for these buildings, including 1) Maintenance, repair and furnishings 2) Renovation improvements 3) Major construction. Staff plans to develop a rough cost estimate for each facility in these various categories.

Based on the cost estimates developed, staff would eventually be seeking input from the Finance Board on preferred funding methods for different types of costs at each facility. Similarly, how far in advance costs should be planned and budgeted for future years, and how specifically those costs should be identified for planning purposes.

Recommendation: None, this item is for discussion purposes only.