

# TOWN OF BELLEAIR

INC. 1925



**Town of Belleair Goals, Objectives and Action Items**

**December 2020**



# 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





# Executive Summary

The USF Florida Institute of Government was contracted to design a strategic planning methodology for the Town of Belleair. This project kicked off with town leadership in the fall of 2018. Throughout this approximate nine month process, town residents, town Leadership, and town employees were engaged in various ways in order to provide input about the desired strategic direction of the Town of Belleair. The overarching purpose of this project was to provide the Town of Belleair with strategic direction by using stakeholder input and analysis in order to establish strategic objectives, a mission, and a vision for the town to use as a planning tool for future growth.

This Executive Summary provides an overview of the project methodology and the top findings.

## Methodology

In order for the research team to engage and capture feedback from all stakeholders, this project was designed to allow for many opportunities and methods of feedback that would drive the content of each of the subsequent phases. For example, the major themes from stakeholder interviews were used to frame the conversation at Community Forum I, and the Community Feedback Survey results were analyzed then used to drive content at Community Forum II.

### Stakeholder Interviews

21 stakeholder interviews with Belleair Stakeholders via in-person meetings and telephone calls. Seven major themes surfaced regarding issues and priorities for the Town of Belleair. They were: High Level of Initial Satisfaction/Desires for the Future of the Town, Infrastructure, Hallett Park, Public Safety, Relations with Surrounding Communities, Community Life, and Town Services.

### Community Forum I

Open community forum in the town's strategic planning process to introduce the project, identify and discuss residents' hopes for the future of Belleair.

### Community Survey

The survey sought feedback from residents of the community pertaining to a number of issues, including (1) the quality of life in Belleair, (2) the accessibility of town leaders and their staff, (3) the quality of local public services/amenities, (4) the town's current

strengths, weaknesses, opportunities, and threats, and (5) the most pressing public priorities, as perceived by residents of the community.

### Community Forum II

Open forum to review and confirm issues to be addressed in the strategic planning process as identified through the Stakeholder Interviews, Community Forum I and the Community Feedback Survey to develop and preliminarily prioritize potential outcomes for the town commission to consider.

### Hallett Park

Town of Belleair convened a meeting to discuss the future of Hallett Park and to review the process for planning Hallett Park renovations, hear and understand the range of resident perspectives on how renovations should be approached, and explore support for different approaches to renovations at Hallett Park.



## Employee Survey

To foster employee engagement, and assess employee readiness for change, the research team worked with town staff to develop a town-wide, web-based employee survey.

## Employee Forum

An employee focus group where the research team debriefed the employee survey results and prioritized the SWOT analysis results from the employee survey to develop and preliminarily prioritize potential outcomes that the commission should consider in the strategic planning process.

## Leadership Forum I

Leadership Forum I included leadership across the town's departments to debrief all input to date and included activities to develop the mission, vision, values, and strategic SMART goals for the town government as an organization.

## Leadership Forum II

Commission and senior staff of the Town of Belleair met in a second leadership forum as part of the town's strategic planning process to review and refine draft goals and objectives, prioritize goals, review and refine draft vision and mission, discuss and agree on next steps.

## Conclusions

Commissioners preliminarily agreed on the draft mission and vision statements with the understanding town staff would wordsmith the language and present it back to the commission for final approval.

Certain themes arose repeatedly from the variety of discussions and input opportunities throughout the process. Commissioners worked with these to develop a list of six key strategic issues:

- Communication
- Community Character
- Infrastructure
- Leadership and Management
- Partnering and Intergovernmental Collaboration
- Town Services

With town staff, Commissioners then developed a total of 26 recommended goals, together with related objectives. They concluded by exploring and identifying the highest priorities among the 26 goals.

## Highest Priorities

Among the 26 high-priority goals adopted by the Commission to address the 6 themes it identified as strategic, the Commission determined the following 5 goals to be the highest priorities.

- Financial responsibility
- Proactive policing
- Pavement quality
- Preservation and protection of the bluff
- Water supply

## Next Steps

In an effort to continue moving forward, these additional next steps are crucial to the completion and implementation of the strategic plan: .

- Commission adoption of the recommended goals and objectives
- Staff completion of action plans/tasks for each of the objectives, outlining in detail actions that will be taken to achieve the objectives
- Staff development of a “score card” checklist, allowing the tracking of progress toward completion of each of the action plans
- An annual commission retreat to review and evaluate score cards, priorities, and successes



# Methodology

In order for the research team to engage and capture feedback from all stakeholders, this project was designed to allow for many opportunities and methods of feedback that would drive the content of each of the subsequent phases. For example, the major themes from stakeholder interviews were used to frame the conversation at Community Forum I, and the Community Feedback Survey results were analyzed and used to drive content at Community Forum II.

The following will give an explanation and overview of each of the phases included in this study, a description of the events therein, and the data/outcomes that came out of each of these phases.

## Stakeholder Interviews

The Research Team conducted 21 stakeholder interviews with Belleair Stakeholders via in-person meetings and telephone calls. The team met with key individuals, businesses, and organization stakeholders identified by Town staff as having particular insight into issues facing the Town or into the views and opinions of segments of the Belleair community. These were conducted in October of 2018. The issues and priorities for the Town of Belleair that came up during these meeting could be categorized into seven major themes. These themes were used as starting points for discussions at the community forums.

## Stakeholder Interview Themes

### *High Level of Initial Satisfaction/Desires for the Future of the Town*

While all interviewees cited some issues to address in the strategic planning process, most began their accounts with expressions of satisfaction with the quality of life in the Town of Belleair. As they thought about what they might want the Town to be like in ten years, the overriding theme was “Just like it is now, but with a few issues taken care of.”

There were exceptions to this theme. Some of those interviewed expressed the desire for the Town to “aspire to higher standards” such as those they perceived applied in Palm Beach or Naples.

The most frequent variation on this theme (offered by a minority of those interviewed) was an expression of satisfaction with the physical condition and atmosphere of Belleair, but dissatisfaction

# Introduction

The USF Florida Institute of Government was contracted to design a strategic planning methodology for the Town of Belleair. This project kicked off with Town leadership in the fall of 2018. Throughout this approximate nine month process, Town residents, Town Leadership, and Town Employees were engaged in various ways in order to provide input about the desired strategic direction of the Town of Belleair. The overarching purpose of this project was to provide the Town of Belleair with strategic direction by using stakeholder input and analysis in order to establish strategic objectives, a mission, and a vision for the Town to use as a planning tool for future growth.

This Data Report is an in-depth, detailed report of all project work. This includes data collected from Community Forums 1 and 2, Leadership Forum 1 and 2, Employee Forum, Hallett Park Community Session, and both the Community and Employee Surveys. In addition, this report includes deeper analysis, discussion, and recommendations than the Report to the Community.



---

at the perceived social stratification of the town, and the influence over town affairs exercised by a small number of its wealthier residents.

## Infrastructure

Virtually all of those interviewed cited infrastructure as the most pressing issue facing the Town. When asked to elaborate, all of those who offered “infrastructure” as an answer mentioned roads and most mentioned water supply and sidewalks. A few mentioned the desire for undergrounding utilities.

It is probably significant that interviewees started their accounts talking about “infrastructure” rather than directly talking about “roads” or “water supply.” This suggests that they were reflecting an on-going discussion in the Town that includes this term, rather than just their own experience (although that clearly plays an important role.)

Familiarity with the Town’s efforts in the area of infrastructure varied among participants.

A variation on the theme of infrastructure focused on the Town’s approach to addressing the road maintenance issue. These individuals acknowledged that the Town is already planning for road resurfacing, but expressed concern that the planning is piecemeal and insufficiently long-term. These individuals would rather see the Town develop and fund, though bonding if necessary, a long-term comprehensive plan for upgrading infrastructure.

Most of those citing infrastructure acknowledged the significant cost of the needed improvements, but believed that residents would support the expenditures. Opinions were almost evenly divided among those who offered water supply as an issue as to whether the city should retain and upgrade its well and system, or transfer them to the County.

## Hallett Park

A majority of those interviewed mentioned stabilization of Hallett Park as an issue the Town would have to address. This issue was sometimes mentioned in conjunction with infrastructure, and sometimes with parks. The familiarity of these interviewees with previous Town and Water Management District efforts regarding the bluffs varied.

## Public Safety

Approximately half of those interviewed perceived that the Town had experienced a string of recent burglaries, and expressed concerns about public safety as a result.

## Relations with Surrounding Communities

A few of those interviewed thought that, at some point in the future, the Town should reexamine the feasibility, positives, and negatives, about merging with Belleair Bluffs. Perceived benefits included the ability to have greater say over the appearance of the principal entrance to Belleair, and the fact that Belleair Bluffs serves as the “downtown” or commercial center for the area. A subset of those who mentioned this possibility expressed skepticism that such a merger would benefit Belleair.

## Community Life

Many of those interviewed said that community events such as concerts in the park, holiday celebrations, and family-friendly recreational programs were important opportunities to interact with other residents and build a sense of community. They acknowledged that these events are often patronized by residents of surrounding areas, but most believed that the positive aspects of these events far outweighed any disadvantages associated with funding activities for non-Belleair residents. Recreational programs were also mentioned as building community, especially for residents with children.



## Town Services

Most interviewees were positive about the Town services they experienced. Town parks, staff, and the Police Department are well-regarded. The Police Department in particular received many expressions of support. Most of those interviewed acknowledged the cost of maintaining a separate Town of Belleair police department but believed the expense to be both widely supported by their fellow residents and worthwhile.

Most of those interviewed expressed satisfaction with City Parks. Many thought that those parks supported by the Belleair Community Foundation were especially well maintained.

City staff were well regarded by most of those interviewed. A variation on this theme noted that while Town staff are generally responsive, accessible, competent and hardworking, many are young, leading to questions about their possible inexperience and how it might affect their judgment.

## Community Forum I

### Town Services

On November 28, 2018 the Town of Belleair hosted the first community forum in the Town's strategic planning process. The specific objectives of the workshop were to:

- Introduce and provide an overview of the Belleair Strategic Planning Process
- Develop a shared sense of the history of Belleair
- Identify those aspects of the Town and life in it that should not change
- Begin to identify and discuss residents' hopes for the future of Belleair

Over 60 residents of Belleair and the immediately surrounding communities attended the workshop. Through a social media campaign, word-of-mouth, and an article in the local newspaper, residents, businesses, and other groups affiliated with the Belleair community were invited to participate. Elected officials were invited, but requested they attend only to listen and observe, but not participate.



Belleair residents participate in planning activities at Community Forum I

The data collected throughout the various discussions and participant exercises allowed the research team to better understand the vision and priorities of the Town of Belleair. This data was used to drive subsequent phases of this project.



# Community Survey

The 2018-19 Community Feedback Survey was conducted by the Town of Belleair in an effort to obtain public input as part the Town's larger strategic planning initiative. It followed and was informed by previous information-gathering efforts, including extensive stakeholder interviews and a community forum, each conducted in the fall of 2018. The survey sought feedback from residents of the community pertaining to a number of issues, including (1) the quality of life in Belleair, (2) the accessibility of Town leaders and their staff, (3) the quality of local public services/amenities, (4) the Town's current strengths, weaknesses, opportunities, and threats, and (5) the most pressing public priorities, as perceived by residents of the community.

The survey results summarized include data from 171 completed questionnaires – a response rate representing roughly 10% of all Belleair households. The survey was administered in a web-based format, and citizens were encouraged to participate via a postal mail invitation, social media, a local newspaper article, and the Town's official strategic planning website.

## *Major Themes and Findings of the Community Survey*

Several consistent and noteworthy trends emerged from the survey responses. Key themes included:

✓ Respondents had an overwhelmingly positive perception of the Town, including a general sense of satisfaction with the quality of life and services that residents experience in Belleair.

✓ Local infrastructure improvements were identified as the most important public priority by a decisive margin. The maintenance and upkeep of roads was particularly emphasized by a substantial majority of respondents.

✓ Respondents placed a much greater emphasis on investments in physical infrastructure than economic and/or cultural investments.

✓ Respondents placed a high premium on retaining locally-owned-and-delivered public services, such as the Police Department, the water treatment plant, and the Solid Waste Department.

✓ Along with the improvement and upkeep of roads, transitioning to underground utilities was identified as a top priority by a majority of respondents.

✓ While there was not strong support for increasing taxes to pay for these public investments, many respondents indicated their openness to the Town creating new revenue sources to cover the cost of upgrades and improvements.

✓ The results showed that a large contingent of respondents would like to see the Town become more pedestrian and bike friendly. These opinions were often accompanied by concerns over the volume of traffic on local streets, as well as accompanying safety concerns.

✓ Several respondents voiced concerns over the perception that a few influential residents wield unequal influence over public decisions. These concerns were echoed on several occasions throughout the survey responses.



## Community Forum II

On January 9, 2019 the Town of Belleair hosted Community Forum II. The objectives of the workshop were to:

- Provide a brief overview of the “State of Belleair”
- Review Strategic Planning Process input to-date
- Review and confirm issues to be address in the strategic planning process as identified through the Stakeholder Interviews, Community Forum I and the Community Feedback Survey
- Develop and preliminarily prioritize potential outcomes for the Town Commission to consider

Over 110 residents of Belleair and the immediately-surrounding communities attended the workshop. Participants were presented with the issues as



identified in the Community Survey and asked to brainstorm desired objectives for those issues they would like to see in Belleair. Then, participants were asked to, in groups, discuss the difficulty of achieving the outcomes they had prioritized. Lastly, each group placed their desired outcome on a matrix of impact versus “doability”.

## Hallett Park

On January 9, 2019 the Town of Belleair hosted On January 24, 2019 the Town of Belleair convened a meeting to discuss the future of Hallett Park. The specific objectives of the workshop were to:

- Review the process for planning Hallett Park renovations
- Hear and understand the range of resident perspectives on how renovations should be approached
- Explore support for different approaches to renovations at Hallett Park

into three sections: park character, park design, and park access. The objective of this discussion was to not reach agreement, but to seek to understand differing perspectives.

After the group discussion, participants were asked to reflect on the discussion and complete a worksheet. The worksheet posed two sets of questions. The first was about the importance of certain considerations (access, ownership, and additional public safety measures) in the design of the renovations. The second focused on the acceptability of four different approaches to the renovations (no upgrades, minimal upgrades, some upgrades, and high level of upgrades).

Over 75 residents of Belleair and the immediately-surrounding communities attended the meeting. The group discussion portion of the meeting was divided



## PRIORITIZATION MATRIX



## Employee Survey

To foster employee engagement, and assess employee readiness for change, the research team worked with Town staff to develop a town-wide, web-based employee survey. Employee feedback was anonymous, 100% of employees participated. Survey questions focused on:

- Identifying internal and external strengths, weaknesses, opportunities, and threats (SWOT) that are influencing Belleair

- Suggestions for improving organizational effectiveness
- Overall employee engagement and readiness for change
- Employee desires for the future of Belleair as an organization and as a workplace



# Employee Survey Findings

## Strengths

- 99% of employees believe they have the knowledge, skills, and abilities to do their job well.
- 98% of employees believe Belleair has an environment free of harassment or discrimination.
- 96% of employees find meaning in their job.
- 94% of employees believe there is an atmosphere of trust and respect among Town staff.
- 91% of employees look forward to going to work every day.
- 88% of employees plan to still be working for the Town in the next two years.
- 93% of employees believe their job is important to the mission of the Town.
- 92% of employees know what is expected of them.
- 92% of employees believe Belleair has a positive work environment.

## Areas for Improvement

- 30% of employees often experience stress at work. (We later learned this response may have been skewed by the Police Department.)
- 17% of employees do not believe employees communicate effectively with one another.
- 13% of employees do not receive regular recognition or feedback about their performance.
- 13% of employees do not see themselves being promoted within the Town.
- 13% of employees do not believe leaders communicate problems facing the Town.

*Overall Readiness for Change: 4.306 (5.0 Scale)*

## Employee Forum

To foster employee engagement, and assess employee readiness for change, the research team worked with Town staff to develop a town-wide, web-based employee survey. Employee feedback was anonymous, 100% of employees participated. Survey questions focused on:

- Identifying internal and external strengths, weaknesses, opportunities, and threats (SWOT) that are influencing Belleair
- Suggestions for improving organizational effectiveness



- Overall employee engagement and readiness for change
- Employee desires for the future of Belleair as an organization and as a workplace



# Employee Focus Group Results

## Staff Ranked Priorities:

1. Develop employee cross-training opportunities
2. Evaluate and decrease health care costs
3. Improve project planning

4. Stay current with technology
5. Offer more community events for residents
6. Ensure the Town has adequate financial reserves

## Leadership Forum I

Leadership Forum I included leadership across Town department's and consisted of:

- A debriefing of the citizen forum/survey results
- A debriefing of the employee forum results
- A debriefing of initial citizen and employee desires for the future of the Town, including potential goals, objectives, and recommendations related to the vision
- Activities to develop the mission, vision, values, and strategic SMART goals for the Town government as an organization

The research team started the forum by reviewing the input received from interviews with key stakeholders, and from residents and others at the two community forums and the Community Survey. This input lead to the identification of a preliminary list of issues to be addressed.

Commissioners worked with this input to identify additional key issues, and to provide guidance to staff on the amended list of issues. Direction included potential goals and objectives, and additional direction which staff could use to develop additional goals and objectives.

Below is the composite list of issues collected

through the various prior phases of this planning process, as presented at Leadership Forum I.

### COMPOSITE LIST OF ISSUES

- Infrastructure
  - Road maintenance
  - Traffic management
  - Water supply plant (retaining and updating water treatment plant)
  - Underground utilities
  - Sidewalks
  - Visibility (streetlights and trimmed foliage)
- Services
  - Public safety - maintaining current Police Department
  - Parks - consistent aesthetics and maintenance, permitting, (resident vs non-resident access and use of parks)
  - Trash collection
- Community life/character
  - Focus on single-family housing
  - Town-wide events, recreational programs
  - Sense of community, stratification
- Relations with and to surrounding communities
- Environmental sustainability



## Leadership Forum II

On May 16, 2019 the Commission and senior staff of the Town of Belleair met in a second leadership forum as part of the Town's strategic planning process. The specific objectives of the forum were to:

- Review and refine draft goals and objectives
- Prioritize goals
- Review and refine draft vision and mission
- Discuss and agree on next steps

Town leadership participated in a goals and objectives evaluation exercise, prioritization of goals exercise, and an exercise to refine the mission and vision of the Town of Belleair.

26 goals were identified through the strategic planning process as priorities. These goals were categorized into the following six themes: Communication, Community Character, Infrastructure, Leadership and Management, Partnering and Intergovernmental Collaboration, and Town Services. Town leadership was then asked to prioritize these goals in order to allocate potentially scarce resources from year to year.

Commissioners individually identified their top 5 priorities (in priority order) among the 26 goals using adhesive dots. Immediately following are the 26 goals that were voted on:

### Section A – Communication

*Goal A1:* A connected and engaged community

*Goal A2:* A Town commission and staff that is accessible and responsive to communication from residents

### Section B -- Community Character

*Goal B1:* Public facilities and spaces, programs, and services that encourage residents to know each other and identity as part of the Belleair community



*Goal B2:* Preservation and protection of the Bluff and natural resources

*Goal B3:* An attractive park-like atmosphere throughout the Town of Belleair optimizing aesthetics, planning, and development to maintain a natural/native green appearance

*Goal B4:* Emphasis on low-density development in future land use decisions

*Goal B5:* Historic preservation

### Section C – Infrastructure

*Goal C1:* Consistently high levels of pavement quality throughout all areas of Belleair

*Goal C2:* Street designs that control speed and minimize traffic volume throughout Belleair

*Goal C3:* A system of multi-modal safe routes (sidewalks, trails, bike lanes, crosswalks) throughout Belleair

*Goal C4:* Secure and reliable supply of high-quality potable water at a consistent and reliable cost

*Goal C5:* Data collection on feasibility of underground utilities

*Goal C6:* A stormwater system that provides protection of roadways, persons, property, and public health



Town Commission participate in a group activity at Leadership Forum II

**Goal C7:** A proactive system of stormwater treatment that meets or exceeds federal water quality standards to promote environmental sustainability

**Goal C8:** Town services integrated with information and communication technology

**Goal C9:** Consistent system of well-lit streets

## Section D – Leadership and Management

**Goal D1:** A data-conscious approach to making better decisions at the staff and commission level about financial resources

**Goal D2:** A high-quality workforce that is engaged, well trained, and retained

**Goal D3:** Strong financial reserves to meet unforeseeable issues

**Goal D4:** A stable and strong financial position

## Section E – Partnering and Intergovernmental Collaboration

**Goal E1:** Mutually beneficial relationships with surrounding agencies

## Section F – Town Services

**Goal F1:** Community-oriented “proactive” police services for the safety and security of all residents

**Goal F2:** Maximize intergovernmental relationships

**Goal F3:** A consistently low response time and excellent fire prevention services using a contracted entity for the provision of Fire and EMS services

**Goal F4:** High-level service delivery (trash collection)

**Goal F5:** Town-wide events that foster a sense of community in Belleair

## Top Five Priorities

Among the 26 high-priority goals adopted by the Commission to address the 5 themes it identified as strategic, the following 5 goals were selected as the highest priorities during the prioritization exercise from Commissioners present.

- **Financial Responsibility** (Goals D3 and D4 combined during session)

Financial responsibility and proactive policing were priorities since the Commission viewed them as necessary to all other activities the Town does (financial responsibility) or central to the Town's responsibility for public safety (proactive policing).

- **Proactive Policing** (Goal F1)

Commissioners also noted that the level of police services provided by the Town was highly appreciated by residents, and dependent on the Town retaining its own police department.

- **Pavement Quality** (Goal C1)

Pavement quality, by contrast, was a priority because it was important to quality of life, and viewed by residents as important, but also because current conditions were seen by Commissioners and residents alike as deficient.



## Top Five Priorities Continued

- **Pavement Quality** (Goal C1)

Pavement quality, by contrast, was a priority because it was important to quality of life, and viewed by residents as important, but also because current conditions were seen by Commissioners and residents alike as deficient.

- **Preservation and Protection of the Bluff** (Goal B2)

Preservation of the bluff is viewed as not only important, but urgent. The process to develop a plan to preserve the bluff is beginning, but not under the Town's exclusive control.

- **Water Supply** (Goal C4)

Water supply is also viewed as not only important, but urgent. The information the Town needs to make a decision on whether to retain and upgrade its water treatment plant or transfer ownership of it to Pinellas County is already underway.

### Other Considerations

As the discussion progressed, it became clear that several other issues were also very high priorities, particularly the importance of the high cost of health insurance for Town employees and infrastructure

## Review and Refinement of Vision and Mission

Commissioners reviewed and refined a draft vision and mission statement for the Town, prepared by the facilitators based on earlier Commission discussion. Commissioners emphasized their desire for the statements to be not just aspirational but also inspirational. Commissioners preliminarily agreed on the following mission and vision statements with the understanding Town staff would wordsmith the language and present it back to the Commission for final approval.

### Mission

To be the best place to live on the west coast of Florida.

### Vision

#### Option 1

Our vision is to promote and improve our quality of life, enhance our sense of community, and preserve the integrity of our small town – a beautiful, safe, secure, community focused on creating environments where people know their neighbors.

#### Option 2

The Town of Belleair is a beautiful, well-designed community where people know their neighbors. We are friendly and inclusive. We are rich in history, anchored by a safe, small town atmosphere, while enhancing the quality of life for all residents and a place where people know their neighbors.

#### Option 3

We are rich in history, anchored by a safe, small-town atmosphere, while enhancing the quality of life for all residents and a place where people know their neighbors.



## Conclusions and Recommendations

This section presents the conclusions of the strategic planning process by the research team. The recommendations are cast here as the research team's, but they are really the work of those Belleair residents, commissioners and staff who gave generously of their time over a period of ten months to develop the results. The research team helped with support and direction, but the credit belongs to the participants. Ultimately, The Town of Belleair Commission will make the final decisions about the recommended goals and objectives.

Certain themes arose repeatedly from the variety of discussions and input opportunities throughout the process. Commissioners worked with these to develop a list of six key strategic issues – issues central to the future success of the Town of Belleair.

Those issues were:

- Communication
- Community Character
- Infrastructure
- Leadership and Management
- Partnering and Intergovernmental Collaboration
- Town Services

With Town staff, Commissioners then developed a total of 26 recommended goals, together with related objectives. They concluded by exploring and identifying the highest priorities among the 26 goals.

Each of the key strategic issues is outlined below, followed by the recommended goals and objectives addressing it. These are followed by a discussion of the Commission's highest priorities. The section concludes with recommended next steps to turn these goals and objectives into a complete strategic plan for the Town of Belleair.





# Six Main Themes

## Communication

Commissioners saw effective and transparent communication as central to the success of Town government. These included effective communication to residents not just of Town activities but of the rationale behind them. It included the availability of multiple ways for residents and other stakeholders to communicate their views to Town government, and to engage with Town government and fellow residents to address issues facing the community. And last but by no means least it included clear, effective communication between elected officials and staff.

Achievement of these aims presented Commissioners with a range of challenges. Individuals have different preferences for how they receive and provide information. Some of those preferences break down along generational lines. How can the largest number of residents be effectively involved? Information communicated to or from local government is just a small fraction of the full range of information that bombards most people today. How to make it stand out and be noticed? Residents' attention to local government and community issues waxes and wanes with other pressures in their lives. How can they be encouraged to pay consistent attention?

## Community Character

In some ways, this issue was the easiest for Commissioners and other participants to see as important, and the hardest to define. The character of Belleair as a community was clearly what residents valued most about it. Commissioners wrestled with components of that character: the appearance of the community; the types of land use and buildings; the way residents relate to each other as members of the community.

Commissioners also wrestled with striking the right balance between preserving those things that contribute to the character of Belleair, encouraging more of some of them (especially community-centered interaction among residents), and allowing enough flexibility for Belleair to continue to evolve in ways consistent with its fundamental character.





## Infrastructure

Commissioners saw effective and transparent This may have been the most straightforward of the issues. The planning process tapped into ongoing community conversations about roads, water supply and transportation, among other infrastructure issues. Residents desire to address some of these (especially pavement condition) was abundantly clear in the input received throughout the process. On other issues, such as water supply, residents perceived a clear need to take some action, and additional information was needed before the Commission could make a fully informed decision. The challenges related to infrastructure were principally those of limited resources compared to the scope of the issues.

## Leadership and Management

This issue deals with the functioning of the Town's government. It addresses how Commission and staff make decisions, a range of workforce concerns, and the financial soundness of the Town of Belleair. All of these affect the Town's ability to effectively implement the other goals and objectives in the strategic plan.

## Partnering and Intergovernmental Collaboration

Commissioners saw this issue as strategic for the future of Belleair for two reasons. The first was that some of the key challenges facing the Town, such as traffic and stormwater cross jurisdictional boundaries. The second was that as a small municipality, Belleair needs to pool resources with partners to address issues, such as stabilization of the bluffs, that are either beyond its ability to address alone, or outside its exclusive jurisdiction.

## Town Services

Town services are central to the satisfaction of Belleair residents with the quality of life in their community. Commissioners focused on maintaining these services at the currently high levels that residents expect and want to see continue or aspire to.





## A – Communication

Fostering a connected, engaged, and accessible community.

### Years 1 to 10\*



#### MAXIMIZE ENGAGEMENT

Continue to annually compile a Communications Summary Report to be presented to the Commission using analytics to discuss goals, successes, and continuing refinement of the overall plan.



#### STRATEGIC COMMUNICATIONS

Continue to communicate regularly with the community, create a town-wide communications plan, and seek innovative options to expand and increase communications.



#### ENSURE ADA COMPLIANCE

Develop and manage a Digital ADA Transitional Plan to bring the Town's digital presence into a Web Content Accessibility Guidelines (WCAG) Compliance.



#### ASSESS RESIDENT PREFERENCES

Use the results of the Citizen Satisfaction Survey to analyze how, when, and at what frequencies residents wish to be communicated with and to.



#### ENHANCE RESIDENT INPUT

Determine how residents prefer to be engaged on high-priority issues and Town affairs and hold more on-site public meetings on specific topics.

\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



## B – Community Character

Designing and preserving public spaces and facilities for all to enjoy.

### Years 1 to 5\*



#### CITIZEN SATISFACTION SURVEY

Conduct a repeatable Citizen Satisfaction Survey to gather feedback from residents on Town services, programs, and standards.



#### BLUFF PRESERVATION

Partner with the Southwest Florida Water Management District to study and determine permittable erosion mitigation solutions.



#### ENHANCED STREETSCAPES

Consider land use regulations that maximize traditional single-family streetscapes and curb appeal.



#### PUBLIC SPACES

Identify public facilities, spaces, programs, and services that encourage residents to know each other and identify with Belleair.



#### PARK MAINTENANCE

Develop design guidelines and standards to maintain a high level of service for Belleair's parks.



#### TREE CONSERVATION

Protect the urban canopy, develop a Grand Tree Ordinance, and lobby the legislature to consider additional protections for Tree City USA participants.



#### HISTORIC PRESERVATION

Update Belleair's local historic registry and seek grant funding from the State of Florida Division of Historical Resources to develop historic design guidelines.



## B – Community Character

Designing and preserving public spaces and facilities for all to enjoy.

### Years 6 to 10\*



#### ECONOMIC DEVELOPMENT

While emphasizing Belleair's low-density character, consider whether and where a blend of commercial and multi-family development may be appropriate to boost economic growth



#### MAXIMIZE PROPERTY VALUES

Review the Code of Ordinances's dimensional regulations to consider amendments that could allow larger single-family home sizes.



#### PARK LANDSCAPE MASTER PLAN

Seek to review, update, and publish a Landscape Master Plan for the development and maintenance of Belleair's parks.



#### MITIGATE BLUFF EROSION

Implement findings to mitigate further erosion of the bluff.



#### PRESERVE EXISTING GREEN SPACES

Evaluate opportunities to preserve and improve existing green spaces in order to encourage community use and promote community gathering.



#### RESIDENTIAL LANDSCAPE STANDARDS

Consider developing residential landscape standards that would encourage a natural, native, and park-like atmosphere throughout town that is maintained through planning and development initiatives.

\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



## C – Leadership and Management

Investing in a high-quality workforce to best manage finances, data, and services.

### Years 1 to 10\*



#### SALARY SURVEY

Perform a salary and benefits survey every three years and align compensation targets with Commission goals.



#### EMPLOYEE GROWTH AND DEVELOPMENT

Develop a milestone program of incentives and promotion that encourages employee growth.



#### WORKFORCE TOPIC REVIEW

Annually analyze the effectiveness of the workforce size and utilization to optimize efficiency, productivity, quality, and retention of employees, while also developing diverse and inclusive recruitment strategies.



#### LEVERAGE METRICS

Identify key performance indicators for programs and connect metrics with user-friendly data collection, reporting, and decision-making tools.



#### INCREASE JOB RESILIENCY

Achieve greater organizational success by cross-training employees, drafting essential procedures and tasks for each position, and developing a program to expose employees to all aspects of the organization.



#### SUCCESSION PLANNING

For each supervisory position and above, develop succession plans that seek to retain a strong leadership team.



## C – Leadership and Management

Investing in a high-quality workforce to best manage finances, data, and services.

### Years 1 to 10\*



#### REVENUE ALLOCATION

Continue to match revenue sources with expenditures down to program-level detail in budgetary reports, market analyses, and reporting tools.



#### AVOID LONG-TERM DEBT

Develop and adopt an official benchmark guide for public borrowing based on factors and limitations, including definitions of borrowing.



#### REVIEW INVESTMENT STRATEGIES

Analyze the Town's investment policies and strategies once every two years, taking into consideration legal compliance, internal control, and market performance.



#### STRATEGIC FINANCIAL FORECASTING

Continue to produce an annual financial forecast for the upcoming five-year period based on the adopted assumptions of projected revenues, expenditures, fund balances, current revenue sources, and a review of capital improvement needs.



#### DIVERSIFY THE PORTFOLIO

Seek a diverse portfolio of funding sources by considering a public services tax on water utility services, seeking grants, and encouraging bequests and donations to the Town.



#### CAPITAL IMPROVEMENTS PLANNING

Hold a joint meeting of the Finance Board and Infrastructure Board each year to review current and future capital projects and describe current phasing and plans for projects expected to begin within the next three years.

\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



## D – Partnering & Intergovernmental Collaboration

Maintaining mutually-beneficial relations with our neighbors and partners.

### Years 1 to 10\*



#### LEVERAGE PARTNERSHIPS

Seek out capital improvement projects that engage multiple agencies or entities such as Forward Pinellas, Pinellas County, and the City of Largo in order to optimize savings, communication, and efficiency.



#### SHARED PURCHASING APPROACHES

Create a database and tracking system that lists existing and all potential purchasing agreements and piggybacks that could benefit the Town.



#### PARTNER WITH NEIGHBORING COMMUNITIES

Take advantage of economies of scale for operational maintenance by annually identifying programs that could benefit from intergovernmental agreements and use this information to make smarter operational decisions.



#### STATE FUNDING

Proactively identify and pursue projects that may be candidates for State funding via lobbying, grant pursuit, cooperative funding, and other measures.

\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



# E – Town Services

Providing people-first services that emphasize safety and efficiency while building a sense of community.

## Years 1 to 10\*



### EMERGENCY MANAGEMENT

Update and operationalize an Emergency Management Plan for the Town by maintaining just-in-time contracts and pre-positioned assets in the case of a natural disaster or other emergency.



### TRASH COLLECTION

Optimize the efficiency of twice-weekly residential pickup and seek new opportunities to increase revenues for the Solid Waste Department in conjunction with those identified in a solid waste rate study.



### RECREATION

Host Town-wide events and programs that foster a sense of community through a high level of resident participation, a focus on neighborhood events, and a diverse offering of recreation programs for all demographics.



### COMMUNITY ORIENTED POLICING

Adopt a Town charter amendment to put restrictions around the dissolution of the Police Department, and use the results of the Citizen Satisfaction Survey to develop level-of-service standards for policing policies and services.



### FIRE AND EMS SERVICES

Ensure that level-of-service standards for fire and emergency medical services include specific deliverables such as response time, special event participation, Insurance Services Office rating, training requirements, and community outreach and education.



### RECYCLING

Evaluate recycling disposal alternatives based on recommendations from a consultant and feedback from the community.

\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



## F – Infrastructure

Building and installing smarter systems for tomorrow while maintaining what we have today.

### Years 1 to 5\*



#### ROAD MAINTENANCE

Re-evaluate Pavement Condition Index (PCI) scores throughout Town, manage pavement quality and standards, and explore creative strategies to manage road maintenance projects.



#### STREET DESIGN

Create street designs that control speed and minimize traffic volume throughout Town using the results of the long-term traffic study to provide solutions to manage speed and cut-through traffic.



#### CONNECTIVITY

Create a connected system of multi-modal routes throughout Town that emphasize safe pedestrian travel to Belleair's public spaces via sidewalks, trails, bike lanes, and crosswalks.



#### WATER SUPPLY



Maintain a reliable supply of high-quality potable water at a consistent and reliable cost, including consideration of the implementation of a reverse osmosis facility.



## F – Infrastructure

Building and installing smarter systems for tomorrow while maintaining what we have today.

### Years 6 to 10\*



#### UNDERGROUND UTILITIES

Host a public presentation from Duke Energy to present a cost analysis of undergrounding all utilities in Belleair, and consider alternatives for select areas that could benefit if a complete conversion is unattainable.



#### STORMWATER MANAGEMENT

Create Stormwater Design Standards that meet the requirements of a 10-year storm event and explore a stormwater utility fee structure to fund improvements.



#### DRAINAGE

Annually create an action plan based on Pinellas County's Ambient Water Quality Monitoring Report in order to improve water quality and promote environmental sustainability.



#### SMART CITY

Employ smart city tools and strategies that protect Belleair's physical and digital infrastructure, including GIS maps, cybersecurity, and innovative public safety technologies.



\* Our goal is to start all of these efforts in the years designated despite the COVID-19 pandemic. We appreciate your patience if the timeline is somewhat fluid as a result. This timeline reflects intended start dates.



# Prioritization Exercise Top Five Priorities

Among the 26 high-priority goals adopted by the Commission to address, the 6 themes it identified as strategic, the Commission determined the following 5 goals to be the highest priorities.

- Financial responsibility (Goals D3 &D4, combined during discussion)
- Proactive policing (Goal F1)
- Pavement quality (Goal C1)
- Preservation and protection of the bluff (Goal B2)
- Water supply (Goal C4)

Financial responsibility and proactive policing were priorities because the Commission viewed them as necessary to everything else the Town does (financial responsibility), or central to the Town's responsibility for public safety (proactive policing). Commissioners also noted that the level of police services provided by the Town was highly appreciated by residents, and dependent on the Town retaining its own police department. Commissioners wanted to maintain the currently high levels of Town performance relative to these goals.

Pavement quality, by contrast, was a priority because it was important to quality of life, and viewed by residents as important, but also because it was seen by Commissioners and residents alike as deficient. This was the Commission's priority for additional effort and resources.

Commissioners were willing to accept the trade-offs necessary to make pavement quality a higher priority. Currently, the Town includes milling and repaving of streets as one element of a group of related infrastructure upgrades it performs more or less simultaneously on streets it rates as having the highest need for all of the upgrades together. To ensure

repaving of as many streets with deficient paving as practicable given available resources, the Town will now base repaving decisions solely on the pavement condition of a street, independent of the need for other infrastructure upgrades. This may mean some other road-related infrastructure upgrades take longer, and that in the future some streets may have to be repaved a second time as upgrades to underground road-related infrastructure are performed.

Water supply and preservation of the bluffs were viewed as not only important, but urgent. The information the Town needs to make a decision on whether to retain and up-grade its water treatment plant or transfer ownership of it to the county is already underway. The process to develop a plan to preserve the bluff is beginning, but not under the Town's exclusive control.

## Other High Priorities

As the discussion progressed, it became clear that several other issues were also very high priorities. Commissioners recognized the importance of the issues reflected under the Workforce goal (Goal D2), particularly the high cost of health insurance for Town employees. Commissioners also agreed that some of the other infrastructure issues, especially stormwater drainage and street lights, should move forward quickly as additional resources become available.

Additionally, Commissioners recognized resident interest in undergrounding utilities, and expressed a willingness to gather information about the feasibility of doing so. Finally, some Commissioners found particular issues difficult to prioritize because they cut across goals (especially the park-like appearance of the Town.)



# Town of Belleair Goals, Objectives and Action Items

## Theme A - Communication: Fostering a connected, engaged, and accessible community

### Goal A.1 – Communications initiatives, tools, and projects that foster a connected and engaged community

#### Objective A.1.1 – Strategically and regularly communicated with the Belleair Community

Action Item A.1.1.1 - Maintain a cross-departmental Communications Team of employees to manage and plan for town-wide communications and marketing (Y1-Y6+: 2021-2026+)

Action Item A.1.1.2 - Have the Communications Team update a Town-wide Communications Plan annually in December, to be approved by the Town Manager (Dependent on: A.1.1.1) (Y1-Y6+: 2021-2026+)

Action Item A.1.1.3 - Ensure that this Communications Plan includes a breakdown of tools and standards of maintenance for each tool (Dependent on: A.1.1.2) (Y1-Y6+: 2021-2026+)

Action Item A.1.1.4 - Continuously seek new and innovative options to expand and increase communications tools, techniques, and processes, to be included in the annual Communications Plan (Y1-Y6+: 2021-2026+)

#### Objective A.1.2 – Continuously adjust or create new communications strategies, activities, and projects in order to maximize engagement and the sharing of information

Action Item A.1.2.1 - Have the Communications Team compile a Communications Summary Report, to be presented to the Commission each March (Y1-Y6+: 2021-2026+)

Action Item A.1.2.2 - Have this report use the analytics from communications tools to discuss goals, successes, and guide areas for improvement for the previous and current year (Dependent on: A.1.2.1) (Y1-Y6+: 2021-2026+)

#### Objective A.1.3 - Use survey or qualitative tools to annually assess how residents' communications preferences

Action Item A.1.3.1 - Use the results of the Citizen Satisfaction Survey to analyze how, when, and at what frequencies residents wish to be communicated with and to (Dependent on: B.1.1.2) (Y2-3: 2022-2023)

Action Item A.1.3.2 - Use this data to plan for the annual Communications Summary Report (Dependent on: A.1.3.1) (Y2-Y6+: 2022-2026+)



---

Objective A.1.4 - Ensure digital communications are accessible per ADA WCAG 2.1 AA standards

Action Item A.1.4.1 - Determine needs to bring the Town's digital presence into WCAG 2.1 AA compliance (Y0: 2020)

Action Item A.1.4.2 - Develop a Digital ADA Transition Plan (Dependent on: A.1.4.1) (Y1: 2021)

Action Item A.1.4.3 - Follow through with the Digital ADA Transition Plan until accessibility standards are met (Dependent on: A.1.4.2) (Y2-Y4: 2022-2024)

**Goal A.2 - A Town commission and staff that is accessible and responsive to communication and feedback from residents and community members**

Objective A.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

Action Item A.2.1.1 - Use results from the Citizen Satisfaction Survey to determine how residents prefer to be engaged with Town affairs and then design outreach efforts to fit those needs (Dependent on: B.1.1.2) (Y2-Y4: 2022-2024)

Action Item A.2.1.2 - hold more on-site public meetings for specific issues and topics (Y6+: 2026+)

Objective A.2.2 - Consider creative approaches to soliciting public input on decisions

Action Item A.2.2.1 - Continue to host virtual public meetings that are interactive and accessible (Dependent on: A.1.4.2) (Y1-Y6+: 2021-2026+)

Action Item A.2.2.2 - Create opportunities for impromptu discussions of Town services and activities that make it easy for staff to hear and share ideas with the community (Y2-Y4: 2022-2024) (Y1-Y6+: 2021-2026+)

**Theme B- Community Character: Designing and preserving public spaces and facilities for all to enjoy**

**Goal B.1 - Public facilities, spaces, programs, and services that encourage Belleair residents to know each other and identify as part of the Belleair community**

Objective B.1.1 - Periodically conduct a repeatable Citizen Satisfaction Survey to be benchmarked in subsequent surveys

Action Item B.1.1.1 - Work with all departments and elected officials to identify needs for a Citizen Satisfaction Survey (Y1: 2021)

Action Item B.1.1.2 - Engage a contractor to draft, publish, and analyze a survey on behalf of the Town (Dependent on: B.1.1.1) (Y1: 2021)



---

Action Item B.1.1.3 - Repeat this survey on a regular basis (at least every two years) in order to benchmark results and note both areas of success and areas that need improvement (Dependent on: B.1.1.2) (Y2-Y6+: 2022-2026+)

Objective B.1.2 - Use the results of the Citizen Satisfaction Survey to develop new programs, improve existing services, and develop and implement best practices

Action Item B.1.2.1 - Use the results of the Citizen Satisfaction Survey in departmental and town-wide planning and decision making (Dependent on: B.1.1.2) (Y2-Y4: 2022-2024)

Action Item B.1.2.2 - Develop relevant level-of-service standards using the feedback of the survey (Dependent on: B.1.1.2) (Y2-Y4: 2022-2024)

Objective B.1.3 - Evaluate opportunities to preserve existing green spaces in order to encourage community use and promote community gathering

Action Item B.1.3.1 - Review the requirements of the Town's Comprehensive Plan for open space and consider additional requirements for publicly accessible green space per capita (Y2-Y4: 2022-2024)

Action Item B.1.3.2 - Further define and create criteria for determining green space eligibility in the Comprehensive Plan (Dependent on: B.1.3.1) (Y2-Y4: 2022-2024)

Action Item B.1.3.3 - Through the Citizen Satisfaction Survey or other forums, determine features to promote community gathering in public spaces (Dependent on: B.1.1.2) (Y2-Y4: 2022-2024)

Action Item B.1.3.4 - Consider creating a policy around donation and gift acceptance of real property (Y2-Y4: 2022-2024)

Objective B.1.4 - Design and/or renovate public spaces to accommodate community-building activities as opportunities arise and/or as infrastructure improvements are made in adjacent locations

Action Item B.1.4.1 - Establish a baseline standard for park restoration during capital projects utilizing standardized cost indexes (Y1: 2021)

Action Item B.1.4.2 - Prioritize park development to coincide with Capital Improvement Plan (CIP) road projects (Dependent on: B.1.4.1) (Y1-Y6+: 2021-2026+)

Objective B.1.5 - Develop design guidelines and standards to maintain a high level of maintenance for Belleair's parks

Action Item B.1.5.1 - Define levels of maintenance service for various park sizes and uses using industry standards and levels of service (from minimal level to higher quality of care) (Y1: 2021)



---

Action Item B.1.5.2 - Understand and define maintenance costs for each of these levels of service (Dependent on: B.1.5.1) (Y1: 2021)

Action Item B.1.5.3 - Incorporate Florida-friendly or integrated pest management strategies in the maintenance of Belleair's parks (Dependent on: B.1.5.2) (Y1: 2021)

## **GOAL B.2 Preserved and protected natural resources, including the bluff**

Objective B.2.1 - Cooperative with the Southwest Florida Water Management District to conduct a feasibility study of the bluff to determine permittable repair solutions

Action Item B.2.1.1 - Instruct the Town's Engineer of Record (EOR) to begin reviewing the current condition of the bluff (Y0: 2020)

Action Item B.2.1.2 - Utilizing the Engineer of Record (EOR), apply for funding through the Southwest Florida Water Management District and other funding sources (Dependent on: B.2.1.1) (Y0: 2020)

Action Item B.2.1.3 - Authorize the Engineer of Record (EOR) to conduct a feasibility study for repair options (Dependent on: B.2.1.2) (Y1: 2021)

Objective B.2.2 - Implement the findings of the feasibility study to mitigate further erosion of the bluff

Action Item B.2.2.1 - Conduct public hearings on the findings of the Engineer of Record's (EOR's) report with the Commission and the public within 6 months of the engineer's report (Dependent on: B.2.1.3) (Y2-3: 2022-2023)

Action Item B.2.2.2 - Evaluate short and long-term solutions and pricing from the feasibility study to halt and/or repair erosion (Dependent on: B.2.1.3) (Y4-5: 2024-2025)

Action Item B.2.2.3 - Using input from the Engineer of Record (EOR) and the public, consider phased approaches toward erosion mitigation (Dependent on: B.2.2.1) (Y4-5: 2024-2025)

Action Item B.2.2.4 - Bid out and contract work to mitigate and/or repair erosion (Dependent on: B.2.2.3) (Y6+: 2026+)

Objective B.2.3 - Protect the trees and the urban canopy of the Town of Belleair

Action Item B.2.3.1 - Engage a consultant to develop a Grand Tree Ordinance for the Town (Y1: 2021)

Action Item B.2.3.2 - Lobby the legislature to consider a carve-out of new tree statutes for municipalities that are previously designated as a Tree City USA (Y1: 2021)



Action Item B.2.3.3 - Consider dedicating regular dollars to the tree replacement fund in response to new State statutes (Dependent on: B.2.3.2) (Y2-3: 2022-2023)

Action Item B.2.3.4 - Encourage shade tree planting opportunities by educating the public on the importance of urban tree canopies (Y2-3: 2022-2023)

**GOAL B.3 - A natural, native, and park-like atmosphere throughout town that is maintained through planning and development initiatives**

Objective B.3.1 - Consider developing residential landscape standards

Action Item B.3.1.1 - Consult the Town Planner to review options for residential landscape standards (Y4-5: 2024-2025)

Action Item B.3.1.2 - If residential landscape standards were to be adopted, seek to limit impermeable surfaces, consider a percentage of Florida-friendly plants per property, and recommend low water usage standards (Dependent on: B.3.1.1) (Y4-5: 2024-2025)

Objective B.3.2 - Develop a Landscape Master Plan for Belleair's parks

Action Item B.3.2.1 - Review existing work (from the Comprehensive Plan) and determine the work needed to complete the Town's Landscape Master Plan (Y4-5: 2024-2025)

Action Item B.3.2.2 - Engage a consultant to complete the necessary work alongside staff, the Park & Tree Board, and the Commission (Dependent on: B.3.2.1) (Y6+: 2026+)

**GOAL B.4 - Future land-use decisions that have an emphasis on low-density development**

Objective B.4.1 - Review and monitor legislation to minimize the use of short-term rentals in Belleair

Action Item B.4.1.1 - Annually reaffirm Belleair's commitment to home rule and the local control of short-term rentals through the Commission's annual Legislative Action Agenda (Y0-Y6+: 2020-2026+)

Action Item B.4.1.2 - Take a proactive approach to legislative outreach regarding short-term rentals (Y0-Y6+: 2020-2026+)

Objective B.4.2 - Utilize the Land Development Code to develop land use regulations that encourage the redevelopment of existing single-family housing stock in order to maximize property value

Action Item B.4.2.1 - Consider amending dimensional regulations to allow for larger home size for single-family zones (Y2-3: 2022-2023)



---

Objective B.4.3 - Consider land use regulations that maximize traditional single-family streetscapes and curb appeal

Action Item B.4.3.1 - Discuss the removal of non-conforming elements from public rights-of-way (Y1: 2021)

Action Item B.4.3.2 - Instruct the Town Planner to revise street design standards to eliminate conflicts between Belleair's Code of Ordinances and other regulatory specifications in order to set a uniform standard throughout town (Y4-5: 2024-2025)

Action Item B.4.3.3 - Create a system of enhanced enforcement for land use violations  
(Dependent on: B.4.3.1) (Y4-5: 2024-2025)

Action Item B.4.3.4 - Prioritize the use of low ground cover for right-of-way plantings (Y0-Y6+: 2020-2026+)

Objective B.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

Action Item B.4.4.1 - In the next Evaluation Appraisal Review (EAR) process, specifically study the zones which include multifamily housing, or other zones where multifamily might be added, and consider dimensional regulations and densities appropriate for the residential character of the Town (Y2-3: 2022-2023)

Action Item B.4.4.2 - In the next Evaluation Appraisal Review (EAR) process, specifically study the zones which include commercial uses, or other zones where varying intensities of commercial use might be added, such as allowing home-based businesses; consider commercial uses appropriate for the residential character of the Town (Y2-3: 2022-2023)

**GOAL B.5 - Programs and initiatives that preserve historic buildings and structures and educate the public on the importance of historic preservation**

Objective B.5.1 - Maintain and update a local historic registry

Action Item B.5.1.1 - Periodically reach out to properties eligible for Belleair's Historic Registry while emphasizing the importance and benefits of preservation (Y0-Y6+: 2020-2026+)

Action Item B.5.1.2 - Every five years, seek grant funding from the State of Florida Division of Historical Resources to catalog properties eligible for Belleair's Historic Registry (Y4-Y6+: 2024-2026+)



---

Objective B.5.2 - Educate the public on the history of Belleair and the benefits and importance of historic preservation

Action Item B.5.2.1 - Research historic preservation and education efforts from neighboring communities (Y4-5: 2024-2025)

Action Item B.5.2.2 - Create and launch purposeful public awareness campaigns and stories with the emphasis on persevering and remembering Belleair's unique people, events, and sense of community (Dependent on: B.5.2.1) (Y2-3: 2022-2023)

Action Item B.5.2.3 - Within these campaigns and stories, also emphasize particular historic properties and neighborhoods in Belleair (Dependent on: B.5.2.2) (Y2-3: 2022-2023)

Action Item B.5.2.4 - Promote these campaigns in line with results of the Citizen Satisfaction Survey and leverage local events and facilities for cross-promotion (Dependent on: B.5.2.2 and B.1.1.2) (Y2-3: 2022-2023)

Action Item B.5.2.5 - Assist with celebrating Belleair's centennial year in 2025 (Y4-5: 2024-2025)

Objective B.5.3 - Adopt or create design guidelines for the preservation of historic buildings and structures in Belleair

Action Item B.5.3.1 - Research existing design guidelines from neighboring communities to determine needs (Y0: 2020)

Action Item B.5.3.2 - Research grant funding opportunities from the State of Florida Division of Historical Resources to fund a consultant to create design standards for the Town of Belleair (Dependent on: B.5.3.1) (Y0: 2020)

Action Item B.5.3.3 - Decide whether to create custom design guidelines for the Town or to adopt those of a neighboring community (Dependent on: B.5.3.2) (Y1: 2021)

## **Theme C – Infrastructure: Building and installing smarter systems for tomorrow while maintaining what we have today**

### **GOAL C.1 - Roads: A road maintenance program that delivers consistently high levels of pavement quality throughout all areas of town**

Objective C.1.1 - Develop a road maintenance program that delivers an aggregate Pavement Condition Index (PCI) score of 70 or greater within 5 years

Action Item C.1.1.1 - Engage a consultant to re-evaluate Pavement Condition Index (PCI) scores throughout town and to train Town staff to continuously evaluate conditions (Y1: 2021)



---

Action Item C.1.1.2 - Prior to each budget year, provide cost estimates to the Commission for work that must occur both in-house and through contractors in order to bring aggregate the Pavement Condition Index (PCI) score to 70 or greater (Dependent on: C.1.1.1) (Y2-Y6+:2022-2026+)

Action Item C.1.1.3 - Use Pavement Condition Index (PCI) scores and cost estimates to assemble the Action Item Capital Improvement Plan (CIP) each budget year (Dependent on: C.1.1.2) (Y2-Y6+:2022-2026+)

Objective C.1.2 - Do not allow any road to fall below a Pavement Condition Index (PCI) score of 50, and correct any current roads below 50 within 3 years

Action Item C.1.2.1 - Update the Pavement Condition Index (PCI) every three years and adjust the Capital Improvement Plan (CIP) as needed (Dependent on: C.1.1.1) (Y2-Y6+:2022-2026+)

Action Item C.1.2.2 - Using the same Pavement Condition Index (PCI) data, identify pavement segments at risk of falling below a score of 50 within the next 5 years and prioritize those projects to be corrected through the annual Capital Improvement Plan (CIP) each budget year (Dependent on: C.1.1.1) (Y2-Y6+:2022-2026+)

Objective C.1.3 - Conduct regular Pavement Condition Index (PCI) evaluations in order to devise a management pavement quality and standards

Action Item C.1.3.1 - Assign staff to re-evaluate road segments utilizing Pavement Condition Index (PCI) methodology to provide an up-to-date score of roadway segments regularly (Dependent on: C.1.1.1) (Y2-Y6+:2022-2026+)

Action Item C.1.3.2 - Consider other data sources such as traffic counts, pavement condition, drainage, financing, and other factors alongside the Pavement Condition Index (PCI) when prioritizing projects (Dependent on: C.1.3.1) (Y2-Y6+:2022-2026+)

Action Item C.1.3.3 - Continuously update the Pavement Condition Index (PCI) on this standard every three years (Dependent on: C.1.2.2) (Y2-Y6+:2022-2026+)

Objective C.1.4 - Continuously explore creative strategies to accelerate road maintenance projects

Action Item C.1.4.1 - Achieve Local Agency Program (LAP) certification to allow the Town to apply for new funding mechanisms through the Florida Department of Transportation (Y1: 2021)

Action Item C.1.4.2 - Regularly seek grant and alternate funding opportunities for future capital improvement projects (Y0-Y6+:2020-2026+)



---

## **GOAL C.2 Traffic: Street designs that control speed and minimize traffic volume throughout town**

### Objective C.2.1 - Conduct a long-term traffic study to understand speed, traffic patterns, and volume

Action Item C.2.1.1 - Determine locations and scope for a long-term traffic study and request a cost breakdown for completion of the study from the Engineer of Record (EOR) (Y1: 2021)

Action Item C.2.1.2 - Authorize the Engineer of Record (EOR) to conduct a long- term traffic study (Dependent on: C.2.1.1) (Y2-3: 2022-2023)

Action Item C.2.1.3 - Have the Commission hear a report from the Engineer of Record (EOR) on the results and recommendations of this study (Dependent on: C.2.1.2) (Y2-3: 2022-2023)

### Objective C.2.2 - Develop a plan based on the results of the traffic study to manage speed and cut-through traffic with traffic calming measures

Action Item C.2.2.1 - Develop a plan utilizing data collected from the Engineer of record's (EOR's) long-term traffic study and other data points to guide the Capital Improvement Plan (CIP) (Dependent on: C.2.1.3) (Y4-5: 2024-2025)

### Objective C.2.3 - Investigate alternatives strategies to reducing speed to 25 miles-per-hour throughout

Action Item C.2.3.1 - Use data and recommendations from the Engineer of Record's (EOR's) long-term traffic study to evaluate options for speed reduction and visibility triangle clearance (Dependent on: C.2.1.3) (Y4-5: 2024-2025)

Action Item C.2.3.2 - Consider implementing speed reductions in specific locations, as deemed appropriate (Dependent on: C.2.3.1) (Y4-5: 2024-2025)

## **GOAL C.3 - Traffic: A connected system of multi-modal routes throughout town that emphasize safe pedestrian travel via sidewalks, trails, bike lanes, and crosswalk**

### Objective C.3.1 - Conduct a connectivity study that assess the safe connection of the Town's public spaces

Action Item C.3.1.1 - Determine locations and scope for an infrastructure connectivity study and request a cost breakdown for completion of the study from the Engineer of Record (EOR) (Y1: 2021)

Action Item C.3.1.2 - Authorize the Engineer of Record (EOR) to conduct a connectivity study (Dependent on: C.3.1.1) (Y1: 2021)

Action Item C.3.1.3 - Have the Commission hear a report from the Engineer of Record (EOR) on the results and recommendations of this study (Dependent on: C.3.1.2) (Y2-3: 2022-2023)



---

Objective C.3.2 - Develop a Town plan for multi-modal transportation based on the results of the connectivity study

Action Item C.3.2.1 - Use data and recommendations from the Engineer of Record's (EOR's) connectivity study to prioritize work areas (Dependent on: C.3.1.3) (Y2-3: 2022-2023)

Action Item C.3.2.2 - Use this data and prioritization to schedule and budget for work to be completed in both the short-term and the long-term (Dependent on: C.3.2.1) (Y2-3: 2022-2023)

Objective C.3.3 - Develop an ADA Accessibility Transition Plan and implement recommendations to accommodate needs within Town rights-of-way

Action Item C.3.3.1 - Use data and recommendations from the Engineer of Record's (EOR's) connectivity study to prioritize accessibility transition activities (Dependent on: C.3.1.3) (Y2-3: 2022-2023)

Action Item C.3.3.2 - Use this data and prioritization to schedule and budget for work to be completed in both the short-term and the long-term (Dependent on: C.3.3.1) (Y2-3: 2022-2023)

**GOAL C.4 - Water: A reliable supply of high-quality potable water at a consistent and reliable cost**

Objective C.4.1 - Evaluate of the cost of retaining an updating the water plant versus the cost of transferring ownership of the water plant to an external supplier

Action Item C.4.1.1 - Engage an engineer to conduct a water rate study (Y1: 2021)

Action Item C.4.1.2 - Update the Preliminary Engineering Report (PER) for construction of a modular reverse osmosis plant (Y1: 2021)

Action Item C.4.1.3 - Contract out a reverse osmosis pilot study (Dependent on: C.4.1.2) (Y1: 2021)

Action Item C.4.1.4 - Begin construction of an exploratory injection well (Y1: 2021)

Action Item C.4.1.5 - Obtain and interpret results of an 18-month testing period of the exploratory injection well (Dependent on: C.4.1.4) (Y2-3: 2022-2023)

Action Item C.4.1.6 - Update the Town's water model (Y0:2020)

Objective C.4.2 - Develop a plan based on the results of the above studies to present to the Commission for final decision making

Action Item C.4.2.1 - Hold a public hearing upon receiving data from the water rate study (Dependent on: C.4.1.1) (Y2-3: 2022-2023)



Action Item C.4.2.2 - Publicly advertise this meeting through print and digital means including but not limited to press coverage, social media, web presences, and mailers (Dependent on: C.4.2.1) (Y2-3: 2022-2023)

Action Item C.4.2.3 - At the meeting, compare rate-payer costs, quality, and customer service levels between supplier options (Dependent on: C.4.2.1) (Y2-3: 2022-2023)

Action Item C.4.2.4 - Make a staff recommendation on plant options to the Commission following the public hearing (Dependent on: C.4.2.1) (Y2-3: 2022-2023)

**Objective C.4.3 - Actively identify and pursue state and alternative funding sources to offset the cost of a potential reverse-osmosis conversion**

Action Item C.4.3.1 - Continuously request funding for the reverse osmosis pilot study and plant improvements (Y0-Y6+: 2020-2026+)

Action Item C.4.3.2 - Pursue any and all grant or alternative funding options available (Y0-Y6+: 2020-2026+)

Action Item C.4.3.3 - Consider obtaining dollars from the State Revolving Fund for Improvements for the Water Treatment Plant (Y0-Y6+: 2020-2026+)

**GOAL C.5 - Undergrounding Utilities: A feasible approach to the undergrounding of utilities that enhance the resilience and aesthetics of Belleair**

**Objective C.5.1 - Host a presentation by Duke Energy on the possible costs of undergrounding Town utilities**

Action Item C.5.1.1 - Engage representatives from Duke Energy to present the Commission a cost analysis on undergrounding utilities (Y1: 2021)

**Objective C.5.2 - Based on information from Duke Energy, consider conducting a feasibility study for the undergrounding of Town utilities**

Action Item C.5.2.1 - Use cost estimates from Duke Energy to consider undergrounding utilities (Dependent on: C.5.1.1) (Y1: 2021)

**Objective C.5.3 - For all upcoming capital projects, evaluate costs to underground utilities within project scope**

Action Item C.5.3.1 - When making capital improvement plans and decisions, consider the cost of undergrounding utilities (Dependent on: C.5.2.1) (Y1-Y6+: 2021-2026+)

Action Item C.5.3.2 - Consider prioritizing specific public areas in town that may be good candidates for undergrounding (Dependent on: C.5.2.1) (Y1-Y6+: 2021-2026+)



---

Action Item C.5.3.3 - Consider grant programs for blocks or neighborhoods that may wish to underground rear-lot easements (Dependent on: C.5.2.1) (Y1-Y6+: 2021-2026+)

**GOAL C.6 - Drainage: A stormwater system that protects roadways, persons, property, and public health**

Objective C.6.1 - Develop Stormwater Management Design Standards to preclude street flooding to meet the requirements of a 10-year storm event

Action Item C.6.1.1 - Engage the Engineer of Record (EOR) to conduct a study of current stormwater conditions (Y1: 2021)

Action Item C.6.1.2 - Obtain Stormwater Management Design Standards from the Engineer of Record (EOR) to set standards for stormwater system quality and maintenance (Dependent on: C.6.1.1) (Y1: 2021)

Action Item C.6.1.3 - Develop or select an evaluation tool as a part of the Stormwater Management Design Standards that staff can use to inspect and benchmark at least half of the Town's stormwater segments annually (Dependent on: C.6.1.2) (Y1: 2021)

Action Item C.6.1.4 - Consider engaging the Southwest Florida Water Management District (SWFWMD) for Action Item cooperative funding opportunities to survey and revamp the stormwater master plan (Dependent on: C.6.1.2) (Y1: 2021)

OBJECTIVE C.6.2 - Identify areas within Town that do not meet the Stormwater Management Design Standards and prioritize these roadway segments based on traffic volume

Action Item C.6.2.1 - Use the Stormwater Management Design Standards and data from the long-term traffic study and the Capital Improvement Plan (CIP) to prioritize and schedule work to be completed (Dependent on: C.1.1.3, C.2.1.3, and C.6.1.2) (Y4-5: 2024-2025)

OBJECTIVE C.6.3 - Evaluate the stormwater utility fee rate on a periodic basis to determine if any increases are necessary to cover current and future operating costs

Action Item C.6.3.1 - Develop and adopt stormwater system maintenance standards and identify the costs associated with those standards (Y2-3: 2022-2023)

Action Item C.6.3.2 - Compile maintenance costs and capital costs for stormwater improvements (Dependent on: C.6.3.1) (Y4-5: 2024-2025)

Action Item C.6.3.3 - Consider adjusting the stormwater utility fee to fund this work (Dependent on: C.6.3.2) (Y4-5: 2024-2025)



---

## **GOAL C.7 - Drainage: A proactive system of stormwater treatment that meets or exceeds federal water quality standards to promote environmental sustainability**

Objective C.7.1 - Annually create an action plan based on Pinellas County's Ambient Water Quality Monitoring Report in order to improve water quality

Action Item C.7.1.1 - Read and interpret data and recommendations in Pinellas County's annual stormwater quality monitoring report (Y1-Y6+: 2021-2026+)

Action Item C.7.1.2 - Consider these recommendations when making decisions for the Capital Improvement Plan (CIP), stormwater management, and/or stormwater quality decisions (Dependent on: C.1.1.3 and C.7.1.1) (Y1-Y6+: 2021-2026+)

Objective C.7.2 - Develop a maintenance plan for all major stormwater outfalls

Action Item C.7.2.1 - Annually identify any new stormwater outfalls in town (Y1-Y6+: 2021-2026+)

Action Item C.7.2.2 - Develop best management practices from stormwater maintenance standards (Y2-3: 2022-2023)

Action Item C.7.2.3 - Identify the costs associate with maintenance of major outfalls (36-inches and larger) (Dependent on: C.7.2.2) (Y2-3: 2022-2023)

Action Item C.7.2.4 - Use standards and cost estimations in future Capital improvement Plan (CIP), stormwater management, and/or stormwater quality decisions (Dependent on: C.7.2.3)

Objective C.7.3 - Communicate educational pieces to residents on doing their part to reduce stormwater nutrient runoff annually

Action Item C.7.3.1 - Seek grant funding for increased resident education materials or programs (Y1-Y6+: 2021-2026+)

Action Item C.7.3.2 - Establish an annual public education and outreach program centered around National Pollutant Discharge Elimination Systems (NPDES) standards, initiatives and requirements (Y1-Y6+: 2021-2026+)

## **GOAL C.8 - Smart City: Smart city tools and strategies that understand, maintain, and protect the Town of Belleair's physical and digital infrastructure**

Objective C.8.1 - Identify and evaluate smart city tools for their implementation and use

Action Item C.8.1.1 - Inventory and evaluate the Town's smart city devices or tools that create data (for both physical and digital infrastructure) (Y1: 2021)



---

Action Item C.8.1.2 - Design interfaces that combine datasets to inform decision making and ensure this data is open and transparent for public access (Dependent on: C.8.1.1) (Y1-Y6+: 2021-2026+)

Action Item C.8.1.3 - Issue a Request for Information (RFI) to evaluate opportunities for capital improvement through the use of smart cities infrastructure that encourage public-private-partnerships (Y1: 2021)

Objective C.8.2 - Generate and update Geographic Information System (GIS) maps for all utilities and infrastructure

Action Item C.8.2.1 - Develop a plan to create a unified system of GIS mapping (Y2-3:2022-2023)

Action Item C.8.2.2 - Assign or contract work to generate and update all necessary GIS maps and components (Dependent on: C.8.2.1) (Y2-3: 2022-2023)

Action Item C.8.2.3 - Publish GIS data where appropriate (Y0-Y6+: 2020-2026+)

Objective C.8.3 - Implement cybersecurity measures to protect the Town's infrastructure and data

Action Item C.8.3.1 - Regularly conduct cybersecurity training for all employees (Y0-Y6+: 2020-2026+)

Action Item C.8.3.2 - Maintain a cybersecurity framework for all technological resources via a town-wide Information Technology Security Policy to be approved by the Commission (Y2-3: 2022-2023)

Action Item C.8.3.3 - Purchase adequate insurance coverages to mitigate cybersecurity risks annually (Y0-Y6+: 2020-2026+)

**GOAL C.9 - Smart City: Intuitive technology and processes that advance and improve Town services**

Objective C.9.1 - Consider innovating public safety technologies to assist law enforcement and increase the safety of Belleair

Action Item C.9.1.1 - Evaluate technologies such as license plate readers, cameras, and Bluetooth beaconing for use in Belleair (Y2-3: 2022-2023)

Action Item C.9.1.2 - Collaborate with other law enforcement agencies to seek options for joint procurement of smart city technology that helps the Town make informed decisions about infrastructure improvements and public safety (Y0-Y6+: 2020-2026+)

Objective C.9.2 - Utilize Bluetooth beaconing and similar technologies in infrastructure planning and decision making



---

Action Item C.9.2.1 - Consider acquiring Bluetooth beaconing (and similar technologies) throughout major intersections in Belleair to understand traffic patterns (Y1: 2021)

Action Item C.9.2.2 - Use Bluetooth beaconing (and similar technologies) on a regular basis to track traffic flow and consider this data when making future infrastructure decisions (Dependent on: C.9.2.1) (Y2-Y6+: 2022-2026+)

Objective C.9.3 - Consider investing in smart city initiatives

Action Item C.9.3.1 - Engage a consultant to conduct a valuation study of data points available (Y2-3: 2022-2023)

Action Item C.9.3.2 - Determine available revenue sources as a result of the study (Dependent on: C.9.3.1) (Y2-3: 2022-2023)

## **Theme D – Leadership and Management: Investing in a high-quality workforce to best manage finances, data, and services**

### **GOAL D.1 - A data-driven approach to utilizing and collecting information that helps the Town make better decisions**

Objective D.1.1 - Collect, analyze, and leverage metrics from programs

Action Item D.1.1.1 - Identify key performance indicators for each budgeted program that align with strategic planning objectives (Y1: 2021)

Action Item D.1.1.2 - Determine means to capture these metrics for each program and gather baseline data for each (Dependent on: D.1.1.1) (Y1: 2021)

Action Item D.1.1.3 - Establish a streamlined system to connect these metrics with a user-friendly data collection and reporting tool (Dependent on: D.1.1.2) (Y1: 2021)

Action Item D.1.1.4 - Use program metrics to inform decision-making processes and policy decisions (Dependent on: D.1.1.3) (Y1-Y6+: 2021-2026+)

Objective D.1.2 - Where appropriate, the Town should transparently share data and performance metrics

Action Item D.1.2.1 - Continually report progress on strategic planning objectives and budgeted programs to the community (Dependent on: D.1.1.1) (Y2-Y6+: 2022-2026+)

### **Goal D.2 - A high-quality workforce that is engaged, trained, and retained**

Objective - D.2.1 Conduct a salary survey to evaluate the market and make adjustments as necessary



---

Action Item D.2.1.1 - Hire a consultant to conduct a salary and benefits survey every three years and align compensation targets with Commission goals (Y0-Y6+: 2020-2026+)

**Objective D.2.2 - Research and analyze employee healthcare options and costs that better fit the needs of Belleair's workforce**

Action Item D.2.2.1 - Complete an employee survey to identify health insurance and benefit needs within the town and use the data to identify plan options (Dependent on: D.2.1.1) (Y0-2020)

Action Item D.2.2.2 - Assemble an employee workgroup to study benefit options and make recommendations to the Town's leadership staff and officials (Dependent on: D.2.2.1) (Y1: 2021)

Action Item D.2.2.3 - In conjunction with other action items, collect information on comparable employers and their health care costs and plan options every three years (Dependent on: D.2.2.1) (Y1-Y6+: 2021-2026+)

Action Item D.2.2.4 - Use all of this data and input to develop plan offerings that meet the needs of employees (Dependent on: D.2.2.3) (Y2-3: 2022-2023)

**Objective D.2.3 - Develop a plan for training employees to increase job resiliency**

Action Item D.2.3.1 - Cross-train employees to mitigate risks from positions and tasks that fall to the responsibility of single employees while prioritizing tasks and positions that present the highest amount of risk to the disruption of services (Y0-Y6+: 2020-2026+)

Action Item D.2.3.2 - Draft instructions for essential procedures and tasks for each position that encourages the retention of organizational knowledge (Y0-Y6+: 2020-2026+)

Action Item D.2.3.3 - Develop a program of training and/or onboarding that exposes employees to all elements of the organization, familiarizes them with policies and procedures, and prepares them for organizational success (Y1: 2021)

**Objective D.2.4 - Develop a diverse milestone program of incentive and promotion that encourages employee growth and development**

Action Item D.2.4.1 - Develop a milestone program for the promotion and/or professional growth for each position (Y1: 2021)

Action Item D.2.4.2 - Ensure this milestone program creates meaningful paths for pay or responsibility increases for employees (Dependent on :2.4.1) (Y1-Y6+: 2021-2026+)



---

Action Item D.2.4.3 - Communicate this program with employees and track progress on individual levels as a part of annual employee evaluation and goal setting (Dependent on: 2.4.2) (Y1-Y6+: 2021-2026+)

Objective D.2.5 - Develop a program of minimal essential training for all employees

Action Item D.2.5.1 - Create a training plan for all positions that considers town- wide and position-specific requirements and opportunities (Y2-3: 2022-2023)

Action Item D.2.5.2 - Ensure that a portion of required training includes cybersecurity, use of technology, emergency management, safety, Florida Sunshine Law, diversity and inclusion, and innovation topics (Dependent on: D.2.5.1) (Y2-3: 2022-2023)

Action Item D.2.5.3 - Annually commit funds to accomplish these tasks (Dependent on: D.2.5.2) (Y2-Y6+: 2022-2026+)

Objective D.2.6 - Develop succession plans for employees

Action Item D.2.6.1 - For each supervisory position and above, develop succession plans that seek to grow and retain employees (Y2-3: 2022-2023)

Objective D.2.7 - Annually hold a Commission work session to consider workforce topics

Action Item D.2.7.1 - Have departments analyze the effectiveness of their workforce size and utilization annually (Y1-Y6+: 2021-2026+)

Action Item D.2.7.2 - Prior to the budget season each year, hold a regular or special Commission meeting or workshop to discuss workforce size and utilization in each department, where staff and the Commission may consider changes to the workforce that optimize efficiency (Dependent on: D.2.7.1) (Y1-Y6+: 2021-2026+)

Action Item D.2.7.3 - Consider hiring strategies that optimize the productivity, quality, and retention of employees (Y1-Y6+: 2021-2026+)

Action Item D.2.7.4 - Develop recruitment strategies that position the Town as a highly desirable workplace (Y2-3: 2022-2023)

Action Item D.2.7.5 - Develop diverse and inclusive recruitment strategies that target and engage employees of all backgrounds (Y2-3: 2022-2023)

**GOAL D.3 - Strong financial reserves available to meet unforeseeable issues**

Objective D.3.1 - Conduct and publish annual strategic financial forecasts



Action Item D.3.1.1 - Annually produce a financial forecast for the upcoming five-year period based on the adopted assumptions consisting of projected revenues, projected expenditures, projected fund balances for each major fund, a guide to current revenue sources, and a review of upcoming capital improvement needs (Y1-Y6+: 2021-2026+)

Objective D.3.2 - Periodically review and revise the Fund Balance Policy

Action Item D.4.3.1 - Once every five years, consider any floor, ceiling, and indexing as a percentage of revenues and expenditures for each fund, updating the policy based on Town Commission targets (Y1-Y6+: 2021-2026+)

Action Item D.4.3.2 - As a part of the Comprehensive Annual Financial Report (CAFR), have the Town Commission review the reserves available for general reserves as well as emergency management costs and consider if they are sufficient (Y1: 2021)

**GOAL D.4 - A strong, stable, and diverse financial position that is transparently communicated to the community**

Objective D.4.1 - Ensure revenues are sufficient to cover annually-required expenditures

Action Item D.4.1.1 - Develop a definition of deficit for purposes of the strategic plan and acceptable reserve spending such as treatment of non-operating transfers, capital purchases, and improvements (Y1: 2021)

Action Item D.4.1.2 - Clearly connect revenue sources with any expenditures that are directly related in the budget and any amendments, down to a program level of ally-beneficial relations and partnerships with surrounding agencies

Objective - E.1.1 Seek out capital improvement projects that engage multiple agencies or entities to leverage resources

Action Item E.1.1.1 - Consider opportunities to partner with the legislature and other public entities to achieve economies of scale through cooperative funding and purchasing (Y0-Y6+: 2020-2026+)

Action Item E.1.1.2 - Engage Forward Pinellas and Pinellas County to consider Indian Rocks Road as a complete streets project

Action Item E.1.1.3 - Engage Pinellas County and the City of Largo to consider joint improvements of Rattlesnake Creek (Y0:2020)

Objective E.1.2 - Seek out and prioritize shared purchasing approaches resources with neighbors

Action Item E.1.2.1 - Maintain a database and tracking system that lists purchasing agreements and piggybacks that are existing and potential (Y2-3: 2022-2023)



Action Item E.1.2.2 - Upon making large-scale purchasing decisions or renewals, consider options for purchasing agreements and/or piggybacks that could benefit the Town (Y0-Y6+: 2020-2026+)

Objective 1.3 - Explore opportunities to partner with neighboring communities to take advantage of economies of scales for operational maintenance

Action Item E.1.3.1 - As a part of the annual budgeting process, identify programs that could benefit from intergovernmental agreements (Y0-Y6+: 2020-2026+)

Action Item E.1.3.2 - Use this annual identification to make smarter decisions for operations (Dependent on: E.1.3.1) (Y0-Y6+: 2020-2026+)

Objective E E.1.4 - Proactively identify projects that are good candidates for State funding

Action Item E.1.4.1 - Regularly seek out groups and partnerships that connect town staff and officials to funding opportunities and experts (Y0-Y6+: 2020-2026+)

Action Item E.1.4.2 - Retain a lobbyist to advocate for the state funding on behalf of the Town (Y0-Y6+: 2020-2026+)

Action Item E.1.4.3 - Upon consideration of any large-scale infrastructure or other project, apply for grants, cooperative funding, or other programs that can benefit Belleair (Y0-Y6+: 2020-2026+)

## **Theme F – Town Services: Providing people-first services that emphasize safety and efficiency, while building a sense of community**

### **GOAL F.1 - Public Safety: Community-oriented and proactive police services**

Objective F.1.1 - Adopt a Town charter amendment to require the dissolution of the Police Department to (1) be approved by a majority vote of the Commission and (2) be approved by majority referendum of Belleair residents

Action Item F.1.1.1 - Draft a charter amendment to be approved by ordinance for ratification at the next regular election (Y2-3: 2022-2023)

Objective F.1.2 - Develop level-of-service standards that set expectations for a community-oriented Police Department

Action Item F.1.2.1 - Use the results of the Citizen Satisfaction Survey to develop level-of-service standards for the Police Department (Dependent on: B.1.1.2) (Y2-3: 2022-2023)

Action Item F.1.2.2 - Ensure that these standards include specific deliverables such as house checks, community policing, and code enforcement (Dependent on: F.1.2.1) (Y2-3: 2022-2023)



---

Action Item F.1.2.3 - Ensure that these level-of-service standards include specific and measurable benchmarks, as set by the Commission (Dependent on: F.1.2.1) (Y2-3: 2022-2023)

## **GOAL F.2 - Public Safety: Proactive and responsive emergency management services**

Objective F.2.1 - Update and operationalize an Emergency Management Plan for the Town of Belleair

Action Item F.2.1.1 - Update and get Commission approval on a Town Emergency Management Plan annually (Y0-Y6+: 2020-2026+)

Objective F.2.2 - Collaborate with Pinellas County Emergency Management and other local agencies to optimize operations in an emergency event

Action Item F.2.2.1 - Per the Emergency Management Plan, maintain active contracts or property rights as needed to ensure prompt availability of a TDSRS site in the case of an emergency (Dependent on: F.2.1.1) (Y0-Y6+: 2020-2026+)

Action Item F.2.2.2 - Per the Emergency Management Plan, ensure that just-in-time contracts and pre-positioned assets are prepared in advance of hurricane season annually (Dependent on: F.2.1.1) (Y0-Y6+: 2020-2026+)

Action Item F.2.2.3 - Consistently and strategically communicate to the public the Town's plan for emergency response (Dependent on: F.2.1.1) (Y0-Y6+: 2020-2026+)

## **GOAL F.3 - Public Safety: Consistently timely, professional, and service-oriented fire and emergency medical services with a contracted entity**

Objective F.3.1 - Maintain and prioritize a low response time with the Town's contracted fire and emergency medical services provider

Action Item F.3.1.1 - Ensure contracted response time with the fire and emergency medical services vendor is less than five minutes (Y0-Y6+: 2020-2026+)

Action Item F.3.1.2 - Prioritize maintenance of this response time while considering future infrastructure projects (Dependent on: F.3.1.1) (Y0-Y6+: 2020-2026+)

Objective F.3.2 - Develop level-of-service standards that set expectations for fire and emergency medical services

Action Item F.3.2.1 - Use the results of the Citizen Satisfaction Survey to develop level-of-service standards for fire and emergency medical services (Dependent on: B.1.1.2) (Y2-3: 2022-2023)



Action Item F.3.2.2 - Ensure that these standards include specific deliverables such as response time, special event participation, Insurance Services Office rating, training requirements, and community outreach and education requirements (Dependent on: F.3.2.1) (Y2-3: 2022-2023)

Action Item F.3.2.3 - Ensure that these level-of-service standards include specific and measurable benchmarks, as set by the Commission (Dependent on: F.3.2.1) (Y2-3: 2022-2023)

#### **Goal F.4 - Trash Collection: Concierge-level solid waste services, programs, and events**

##### Objective F.4.1 - Optimize the efficiency of twice-weekly residential pickup while maintaining customer service standards

Action Item F.4.1.1 - Engage a consultant to conduct a solid waste rate study (Y1:2021)

Action Item F.4.1.2 - Consider changes to the solid waste fleet in order to optimize the efficiency of twice-weekly pickup (Dependent on: F.4.1.1) (Y2-3: 2022-2023)

Action Item F.4.1.3 - Seek new opportunities and/or services to increase revenues for the Solid Waste Department in conjunction with the rate study (Dependent on: F.4.1.1) (Y2-Y6+: 2022-2026+)

##### Objective F.4.2 - Increase education and marketing around solid waste services and events such as the shredding events, side-yard pickup, and special pickup

Action Item F.4.2.1 - Consider creative methods to communicate solid waste services, especially those associated with revenues (Y0-Y6+: 2020-2026+)

##### Objective F.4.3 Evaluate recycling disposal alternatives

Action Item F.4.3.1 - Engage a consultant to obtain complete data on recycling alternatives (Y1: 2021)

Action Item F.4.3.2 - Based on recommendations from the consultant and feedback from the community, evaluate the costs and benefits of Belleair's recycling program (Dependent on: F.4.3.1) (Y2-3: 2022-2023)

Action Item F.4.3.3 - Consider long-term funding mechanisms to retain the recycling program and/or creative alternatives to the program (Dependent on: F.4.3.2) (Y2-3: 2022-2023)

##### Objective F.4.4 - Develop level-of-service standards for the Solid Waste Department



---

Action Item F.4.4.1 - Use the results of the Citizen Satisfaction Survey to develop level-of-service standards for trash and recycling collection, disposal, and services (Dependent on: B.1.1.2) (Y2-3: 2022-2023)

Action Item F.4.4.2 - Ensure that these standards include specific topics such as pickup frequency, special event frequency, and special service offerings (Dependent on: F.4.4.1) (Y2-3: 2022-2023)

Action Item F.4.4.3 - Ensure that these level-of-service standards include specific and measurable benchmarks, as set by the Commission (Dependent on: F.4.4.1) (Y2-3: 2022-2023)

## **Goal F.5 - Recreation: Town-wide events and programs that foster a sense of community in Belleair**

### Objective F.5.1 - Increase resident participation in events and programs

Action Item F.5.1.1 - Target marketing efforts to focus on engaging resident groups such as condo associations and families (consider implementing neighborhood ambassadors to assist) (Y1: 2021)

Action Item F.5.1.2 - Develop a strategy that supports or creates opportunities to provide smaller, neighborhood-centered events (Dependent on: F.5.2.1) (Y2-3: 2022-2023)

Action Item F.5.1.3 - Create and recommend strategies to provide safe, multi-modal access to main event locations around the town center (i.e. Town Hall, the Dimmitt Community Center, Hunter Memorial Park) (Dependent on: C.3.1.3) (Y2-3: 2022-2023)

### Objective F.5.2 - Identify and implement the types of events and programs residents would attend

Action Item F.5.2.1 - Consider feedback from the Citizen Satisfaction Survey and other surveys and data sources in future planning (Dependent on: B.1.1.2) (Y2-3: 2022-2023)

Action Item F.5.2.2 - Provide an event and program schedule that focuses on meeting the needs of all demographics (Dependent on: F.5.2.1) (Y2-3: 2022-2023)

### Objective F.5.3 - Evaluate the cost-benefit of events and programs

Action Item F.5.3.1 - Determine appropriate metrics for evaluating both the costs and the benefits of each type of event and program report of these metrics to the Recreation Board at least three times per year and to the Commission (Dependent on: F.5.3.1) (Y2-3: 2022-2023)



---

Action Item F.5.3.3 - Continuously seek creative revenue streams to support recreation events, programs, and capital improvements (Y0-Y6+: 2020-2026+)

**Objective F.5.4 - Develop a strategy that defines the objectives of Town events and programs**

Action Item F.5.4.1 - Continue to provide recreation events and programs that meet residents' needs, consider all demographics, and build community (Dependent on: B.1.1.2 and F.5.3.2) (Y2-Y6+: 2022-2026+)

Action Item F.5.4.2 - Support community organizations that foster a sense of community and align with the identified strategies (Y0-Y6+: 2020-2026+)