



ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET CITY OF CLEARWATER 2020/2021



ON THE COVER



The Engineering and the Marine and Aviation departments celebrated the renovations to the Seminole Street Boat Ramp in 2020.

This \$6.5 million project in the North Marina District includes a new passive use park area, a new trail extension through the marina to the waterfront park, a new kayak launch area, improved vehicle and trailer parking, new landscaping, new LED lighting, new ADA-compliant restrooms, advanced stormwater treatment and drainage improvements, new floating transient day docks (coming in 2021), enhanced public walkways, additional public benches and a waterfront promenade.

CITY OF CLEARWATER, FLORIDA

2020 – 2021 Annual Operating
and Capital Improvement Budget



FRANK HIBBARD
Mayor

DAVID ALLBRITTON
Vice-Mayor

KATHLEEN BECKMAN
Councilmember

MARK BUNKER
Councilmember

HOYT HAMILTON
Councilmember

WILLIAM B. HORNE, II
City Manager

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CITY MANAGER

CITY OF CLEARWATER

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November 2, 2020

Honorable Mayor and Members of the City Council
City of Clearwater, Florida

I am pleased to present the annual operating and capital improvement budget for the City of Clearwater for fiscal year 2020/21. The budget for 2020/21 is \$539,205,084 for citywide services and capital contributions, a decrease of \$16.3 million across all city operations in comparison to the amended fiscal year 2019/20 budget. The General Fund budget reflects expenditures of \$152,179,840, a decrease of 2% from the 2019/20 amended budget of \$154,650,253. This budget retains the current millage rate of 5.9550 mills.

The impact of COVID-19 has significantly altered how we implement the programs and services we provide and how we prioritize resources in our community, as well as the priorities of the individuals and families who live, work, and play in Clearwater. The pandemic is requiring us to think differently about every aspect of how we do business and what elements are most important to our mission:

- To provide cost effective municipal services and infrastructure,
- To facilitate development of the economy, and
- To support a high quality of life and experience

This year's approved budget is different than those we have brought forward in the past, in that rather than providing a long term plan focused on the successful implementation of Council's Strategic Direction, it is a bridge between how we operated before COVID-19, and how we will operate moving forward.

While we have seen stabilization over the last eight years in our largest revenue source, ad valorem taxes, the impact to future property values, and the ability of residents to pay the corresponding taxes, is at this time unknown. We have seen stabilization during this period in some revenue sources (communications services tax, utility taxes, and franchise fees), but the long term impact on sales tax based revenues (infrastructure sales tax/penny for Pinellas, state revenue sharing, and the half-cent sales surtax), user fees that support our ongoing programming, and our opportunities for cooperative funding are all sources of uncertainty right now.

What we are certain of, is that the need to balance our resources against operating costs and capital investments must remain a priority. To achieve this, we are committed to identifying opportunities for change that allow us to maintain alignment with the strategic direction in a sustainable way. This will require both staff and the council to be flexible and open to change more than ever before. At our annual strategic planning meeting in June 2020, staff provided council with its annual General Fund revenue analysis, which provides a picture of the city's financials over the next several years. As the unknown becomes partially known over the next several months, council should anticipate that we will revisit this analysis as we refine our financial estimates and identify ways to balance their impacts.

A major focus at the strategic planning meeting was a review with council of how staff works to implement council's strategic direction into their departmental work plans. This was especially important this year, as in March we had a significant change in the elected leadership in Clearwater. While COVID-19 made it very difficult to immediately incorporate shifts in strategic direction by the new council, the review provided an opportunity to give the new council some context of what implementation of their strategic direction looks like and the impact that shifts in the strategic direction may have on levels of service and resources. In the coming months, we will focus on working with the new council to ensure their vision for Clearwater is captured with our strategic direction document and that their expectation of what the implementation looks like is aligned with staff and the community.

These factors have resulted in a budget that reflects continued attention to financial responsibility by providing a measured response to the financial uncertainty. Rather than making significant short-term decisions without the benefit of knowing the long-term consequences, the approved budget allows us time to collect and analyze the data we need to provide sound recommendations to City Council.

This is a time of great opportunity for the City of Clearwater and, with a strong partnership between the elected leadership and city staff, I am confident we will seize that opportunity and turn it into positive change for our community.

National and State Economic News

In prior years, cities across the nation were focused mostly on economic development, health and human services, infrastructure and energy, and the environment. Those priorities took a dramatic turn in 2020 with the myriad of challenges resulting from the global pandemic and the calls for social justice in the wake of the deaths of George Floyd and Breonna Taylor.

These global issues have pushed local leaders to balance public health, economic health, and fairness and equity issues like never before. Stay-at-home orders were issued at the local level in March to mitigate the spread of COVID-19, which it did, but the consequence of doing so was to shut down much of the local economy. In reaction, the City of Clearwater and Pinellas County both instituted programs focused on helping families pay their bills and stay in their homes; helping small businesses remain viable despite significant revenue losses; and providing alternatives to traditional service delivery models. The federal government distributed revenues to the State of Florida to help fund these programs, however the state has chosen not to distribute funding directly to Clearwater. Pinellas County has partnered with the City in many ways and is distributing to Clearwater a portion of the revenues it received from the Federal Government.

In May and June, following the death of George Floyd, nationwide protests demanding justice for Mr. Floyd's killing and police reform sparked a push for broader social justice reform nationwide. The protests have also generated opposition from various groups, which have often led to clashes, sometimes violent, between the groups. Thanks to strong local leadership at both the city and organizer levels, demonstrations in Clearwater were peaceful and focused on efforts to unify the community.

As we move toward the national elections in November and the State legislative session in 2021, there are more unknowns than usual. Citizens of Clearwater should feel assured that the City Council and staff are prepared to face the challenges ahead, focused on what is best for our entire community. We will continue to work with local government partners throughout Pinellas County to tackle regional issues related not only to COVID-19 and social justice, but areas such as transportation and human services as well.

Future Plans and Priorities

Two major factors impacted the city's priorities in 2020, beginning with the global pandemic. While the city was able to mitigate short-term operational and financial concerns stemming from COVID-19, there is still much we do not know about its long-term impacts. But as the saying goes, in the midst of every crisis, lies great opportunity. The opportunity that has presented itself during the current crisis is centered around a re-imagining of how we operate, how we engage with the public and each other, and how to prioritize services. While these are elements of our work that we focus on during normal times as well, COVID-19 has provided us with a fresh perspective on the work we do.

The second factor that has impacted the city is the turnover of the majority of the City Council. New elected leadership often brings new ideas and perspectives, and this year was no different. The new council has been very limited in how they have been able to interact and work together, and while this has impacted their ability to revisit the strategies and priorities of the previous council, they are adapting to a "new normal" in a positive way.

Moving into fiscal year 2020/21, the council is focused on revisiting the strategic direction of the city and staff will continue to identify opportunities to improve our operations and develop an implementation plan that suits the city's priorities while coming to fruition on many priorities of the previous council, such as Imagine Clearwater and the upgrades to Spectrum Field.

Award for Distinguished Budget

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, each year nationally recognizes budgets that meet certain rigorous standards. GFOA has awarded the City of Clearwater this recognition for each of the past 34 years. In order to receive the budget award, a government must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

We believe that this budget document continues to conform to program requirements and will be submitted to the GFOA to determine its eligibility for another award. This award, along with the Certificate of Achievement for Excellence in Financial Reporting received for the City's Comprehensive Annual Financial Report, helps the City of Clearwater present a quality image to bond rating agencies and other outside agencies with which the City does business.

Public Process

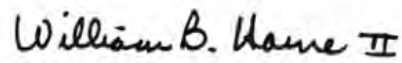
The proposed budget was formally presented to the City Council during the work session on July 13, 2020 and at the City Council meeting on July 16, 2020, where the City Council set the tentative millage rate of 5.9550 mills. In order to fully discuss the proposed budget and capital plan, City Council also held a special work session on July 28, 2020.

The first public hearing on the tentative millage rate, and operating and capital budgets was held on the evening of September 3, 2020. The second and final public hearing to adopt the millage rate and budget was held on the evening of September 17, 2020. The budget agenda and all pertinent documents were available in advance to citizens on the City's website. Although these meetings were held through a virtual platform, the public was invited to participate in person at Council chambers, by call-in during the meeting, via eComments integrated with the published agenda, and through email comments sent in advance.

The approved budget seeks to bridge the city during a time of transition that includes a global pandemic and a change in elected leadership, while still supporting the current strategic direction. While in the long

term this is not sustainable, application in the short term provides us with the time and information necessary to set us up for a sustainable future. The challenges ahead provide great opportunity for change in our community, and while we have many difficult decisions to make in the next few years, we are focused on partnering with City Council and the citizens of Clearwater to ensure that the end result balances the social, financial, and environmental needs of our community in a sustainable fashion. I look forward to a year of partnership and productive dialogue in 2020-2021.

Respectfully submitted,

A handwritten signature in black ink that reads "William B. Horne II". The signature is written in a cursive style with a double underline under the name.

William B. Horne, II
City Manager

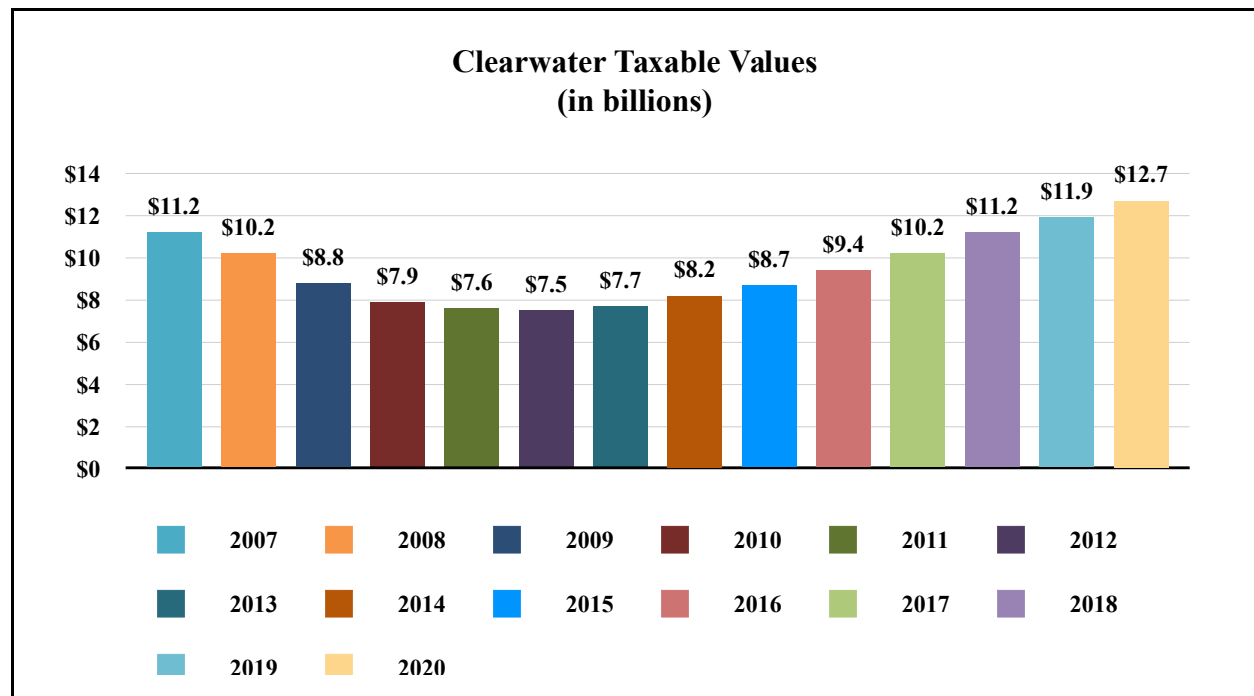
Executive Summary

The following provides a summary of some of the other major components of the budget, including information on each of the City’s enterprise and internal service operations, as well as the Capital Improvement Program budget.

Taxable Values

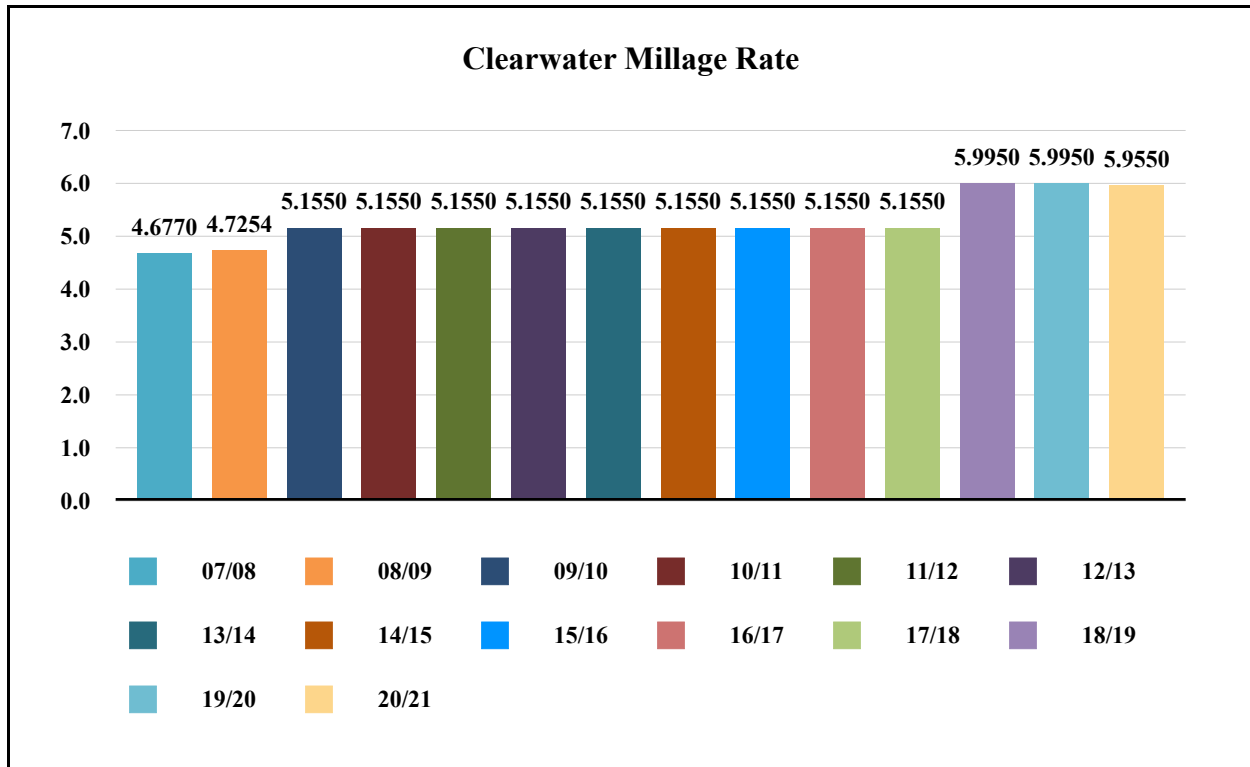
Taxable property values for 2020 have increased by approximately 6.7%, from \$11.9 billion to \$12.7 billion, including new construction. The bulk of this increase, \$642.2 million, is related to increases in current values, while the value of new construction and annexations totals \$157.9 million. We continue to have steady growth in taxable values, with this being the eighth consecutive year of increased valuations the City has recognized since the recessionary years 2008-2012. As seen in the table below, City taxable values have fully restored, and we continue to recognize growth over the values that historically peaked in 2007.

City of Clearwater Taxable Values			
2020 Taxable Value	\$	12,712,635,437	
2019 Taxable Value		<u>11,912,552,704</u>	
Net Increase	\$	800,082,733	6.7%
<u>Analysis of Taxable Value Increase:</u>			
Increase in Current Values	\$	642,195,128	
New Construction and Annexations		<u>157,605,627</u>	
Total Increase in Taxable Value	\$	800,082,733	



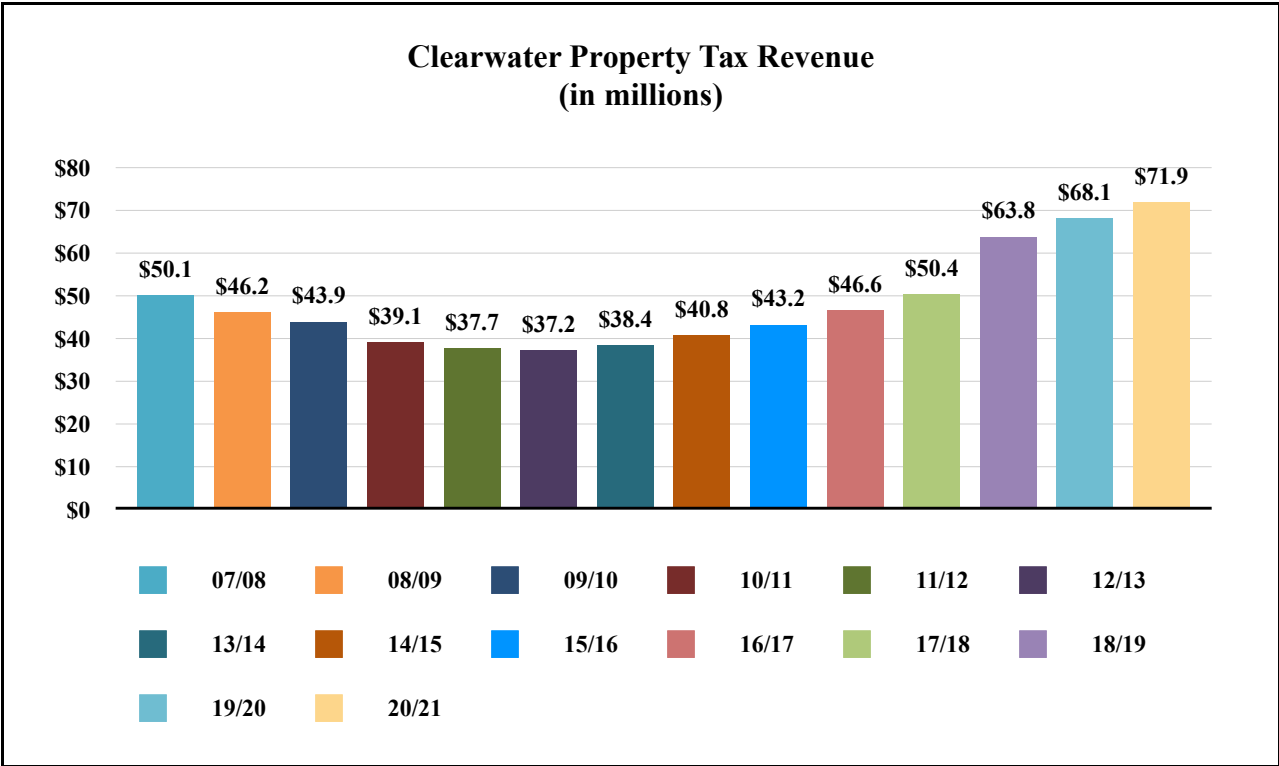
City Millage Rate

The following table provides fourteen years of history of the City's millage rate. The rate was at the lowest point in fiscal year 2007/08 at 4.6777 mills after the passage of Amendment 1. The approved millage rate of 5.9550 mills for fiscal year 2020/21 is the same rate as levied in the prior year.



Property Tax Revenue

The property tax millage rate of 5.9550 mills will generate approximately \$68.5 million to support General Fund operations in fiscal year 2020/21, an increase of approximately \$3.3 million, or 5%, from the amended 2019/20 budget. In addition, per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects. The road millage is estimated at \$3.4 million in 2020/21, an increase of \$181,840.



Change in Full-time Equivalent (FTE)

Total full-time equivalent positions for 2020/21 are reflected at 1,837.6 FTEs for all City operations, an increase of one FTE from the 2019/20 budget. In the General Fund, FTEs total 1,102.1. This is an increase of 0.5 FTEs to recognize the addition of one Police Records Specialist for the new body worn camera program, and the transfer of the Health and Well Being Specialist (0.5 FTE) fully to the Employee Benefits program in the Central Insurance Fund. All other funds total 735.5 FTEs, an increase of 0.5 to account for the position transferred from the General Fund.

Employee Merit and Step Increases

- The contracts for the Fraternal Order of Police (FOP) and FOP Supervisors bargaining units were approved in March 2019 for three years expiring on September 30, 2021. As approved in the bargaining agreement, the budget includes step advancement as well as a 3% range adjustment and general wage increase for all Police FOP union employees.
- The contract for the International Association of Fire Fighters (IAFF) union units was approved in December 2018 for three years expiring on September 30, 2021. As approved in the bargaining agreement, the budget includes step advancement as well as a 3% range adjustment and general wage increase for all Fire union employees.
- The current contract for the CWA union expires on September 30, 2020. Negotiations for contract renewal are ongoing with a goal to complete in October 2020.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2020, indicates that a minimum required City contribution of \$11.5 million, 12.72% of total covered payroll, is required for fiscal year 2020/21. This is an increase of approximately \$1.8 million from the City's fiscal year 2020 required contribution of \$9.7 million.

During fiscal years 2006 thru 2014, the City relied on the pension credit balance to subsidize the required contribution during years of investment market underperformance, bringing the credit balance down from more than \$24 million in January 2005 to \$5.4 million in January 2014. Over the past six years the credit balance has been funded with an additional \$23.6 million to bring the current level to \$29.0 million as of January 2020.

In prior years an average employer contribution percentage of covered salaries was used for all employees. Due to negotiated enhancements to Police pension benefits during fiscal 2020, the actuary provided separate contribution rates for non-hazardous and hazardous employees for the fiscal 2021 budget. The approved budget plans for a contribution rate of 6.64% for non-hazardous and 21.49% of hazardous covered payroll in fiscal year 2020/21, as provided in the actuary's valuation. The use of separate non-hazardous and hazardous employer contribution percentages resulted in a significant increase in pension costs charged to the General Fund Police and Fire Departments, while decreasing the costs for remaining departments and funds with non-hazardous employees.

Medical Benefit Costs

In fiscal year 2020/21, the cost of medical care for employees is budgeted at \$19.1 million across all City operations, an increase of \$198,624, or 1%. Included in this total is \$1.7 million to fund the operating costs of the employee health clinic. The budgeted cost for medical care to the General Fund is estimated at \$11.5 million, an increase of \$242,006, or 2%, over the current budget.

The City continues efforts to control medical benefit costs with self-insured medical, including stop-loss insurance for large claims. Self-insurance results in volatility of costs, as the annual cost results from the unpredictability of actual claims incurred. Consequently, actual results could differ significantly from the budgeted increase. However, self-insurance should result in lower City costs over the long run, versus being fully insured.

Another effort to control medical insurance costs is the operation of the Employee Health Center (EHC), which will recognize a tenth anniversary in July 2020. The clinic provides primary and acute health care, along with free prescription medicines, to those enrolled in the City's medical insurance at a lower cost than outside claims for similar services submitted through our health care administrator. This continues to provide both savings to employees and reduced claims costs for the City. Funding also includes an incentive program to entice employees to utilize our EHC and participate in preventative health care measures. In June 2019, the EHC moved to a larger space to accommodate current and future expansion of services being offered to employees.

Property and Liability Insurance

The City's budget for property and liability risks for fiscal year 2020/21 is estimated at \$2.9 million. These costs are allocated to all city departments less an adjustment for prior year investment earnings. The total allocated to departments for fiscal year 2020/21 is \$1.7 million, a 37% decrease from the 2019/20 allocation of \$2.8 million. This decrease is the result of adjustments to the method of allocating insurance costs across

all city departments, not related to any changes in coverage. The cost to the General Fund is estimated at \$778,070, a decrease of approximately 37% from fiscal year 2019/20. The budgeted amount provides for insurance coverage on all City properties individually as well as \$75 million of coverage for multiple-property damage caused by a named storm; boiler and machinery coverage; terrorism coverage; various specialty policies; a package insurance policy consisting of coverage for automobile liability, commercial general liability, public official liability, emergency medical services, professional liability and crime & law enforcement activities. The City's self-insured retention per claim is \$100,000 for property losses and \$500,000 for liability.

Worker's Compensation

The City's budget for worker's compensation in fiscal year 2020/21, is estimated at \$2.2 million. These costs are allocated to all city departments less an adjustment for prior year investment earnings. The total allocated to departments for fiscal year 2020/21 is \$1.3 million, a decrease of 47% from the 2019/20 allocation of \$2.4 million. This decrease is the result of adjustments to the method of allocating insurance costs across all city departments, not related to any changes in coverage. Workers compensation costs affect the various funds in different ways; the costs are allocated based upon the number of employees, job classification and worker's compensation claims experience. In the General Fund, the budget for workers compensation is estimated at \$901,600, a decrease of 48% from fiscal year 2019/20. The City is insured for workers compensation losses under an excess policy with a self-insured retention of \$600,000 per claim.

Debt Administration

The City maintains separate accounting records for all debt principal, interest, and reserve requirements for all General Government Debt. Separate budgets are not adopted for these debt service funds, but appropriations are included in the operating expenditures of all related operating funds. There was no general obligation debt outstanding as of September 30, 2019, and no general obligation bonds have been issued during this past year.

Per City Charter, the City's indebtedness, including revenue, refunding and improvement bonds, shall not exceed 20% of the current assessed valuation of all real property located in the City. At fiscal year-end 2019, the City's net outstanding debt of approximately \$182.7 million represents about 1.4% of the assessed \$13.4 billion valuation of all real property, well within the resource capacity of the individual pledged sources. This computation includes all outstanding revenue bonds as well as all outstanding lease purchase contracts, net of available reserves set aside for payment.

The City purchases various equipment for governmental and business type activities under lease purchase financing agreements. The equipment is purchased with cash and subsequently provided as collateral via a "lease purchase" financing arrangement, typically for a five-year term. The budget for these types of debt service obligations is shown in the table below as "Lease Purchase" debt service.

The City has revenue refunding bonds outstanding in the Stormwater, Water and Sewer, and Gas Funds which are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of their respective utility. The pledge of the system's net revenues does not constitute a lien upon any property of the City. The budget for these types of debt service obligations is shown in the table below as "Bonded" debt service.

Operating Fund	FY 2020/21 Lease Purchase Debt Service	FY 2020/21 Bonded Debt Service
General Fund	\$861,910	\$—
Stormwater Fund	63,580	2,102,870
Water & Sewer Fund	311,180	8,647,340
Gas Fund	139,700	1,091,310
Solid Waste and Recycling Fund	598,930	—
Parking Fund	4,320	—
Administrative Services Fund	864,340	—
General Services Fund	17,260	—
Garage Fund	7,890,470	—
Total Debt Service	\$10,751,690	\$11,841,520

General Fund Unassigned Fund Balance (Reserves)

The City Council's current policy requires that the City maintain a minimum General Fund reserve equal to 8% of the subsequent year's budgeted expenditures as a contingency fund to meet unanticipated financial needs. In addition, the City Council maintains an additional General Fund reserve equal to 0.5% of the subsequent year's budgeted expenditures to fund retirements of General Fund long-term employees during the given fiscal year.

The proposed budget was created in a time of uncertainty due to the worldwide COVID-19 pandemic. The effects on revenues in the State of Florida, Pinellas County, and the City of Clearwater were not quantifiable at release of the preliminary budget, and are still difficult to project as the effects of this pandemic continue to change almost daily and residual impacts are unknown. Although initial estimates were anticipated to be much worse, we have seen steady recovery in the last few months of fiscal year 2019/20. Revenues were budgeted conservatively expecting suppressed revenues in many categories for fiscal year 2020/21.

Without knowing true impacts of the pandemic, it is hard to project the status of General Fund Reserves throughout the next budget year. Based upon the third quarter 2019/20 revised budget, General Fund unassigned reserve balance is estimated at \$39.1 million, which is 25.8% of the fiscal year 2020/21 approved operating budget. Although we anticipate budget amendments will be needed throughout the year to adjust for impacts of the pandemic, we feel this balance, which is \$26.3 million in excess of minimum reserves, will be able to cover losses that may occur while maintaining a sufficient fund balance.

General Fund Expenditures

General Fund expenditures for the fiscal year 2020/21 budget are estimated at \$152,179,840; a decrease of approximately 2% from the 2019/20 amended budget.

Personnel costs reflect a net increase of 5% across all operations in comparison to the amended fiscal year 2019/20 budget. These costs include the contractually negotiated union increases for fiscal year 2020/21 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. Also included for fiscal year 2020/21 are estimated general wage increases of 3.5% for all employees not included in approved union contracts.

Operating costs are estimated \$23.3 million for fiscal year 2020/21, a slight decrease of \$17,255 from the amended 2019/20 budget. Operating expenses include funding for professional and contractual services, utility costs for operations, operating supplies, and various expenses of everyday business to maintain current service levels. Included in operating costs are funds budgeted for outside agency support which total \$831,150. This includes funding of \$250,000 for homeless initiatives, \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement, special event contributions of \$107,750, and various small annual contributions which total \$54,000.

Internal service costs are budgeted at a net decrease of 4% for fiscal year 2020/21 in comparison to the current year's amended budget. These costs represent charges from the City's internal service funds for information technology, telecommunications, building and maintenance, fleet (garage) services, radio communications, employee benefits and risk management. This decrease represents savings from prior year in radio communications and reductions estimated for both workers compensation and liability insurance costs.

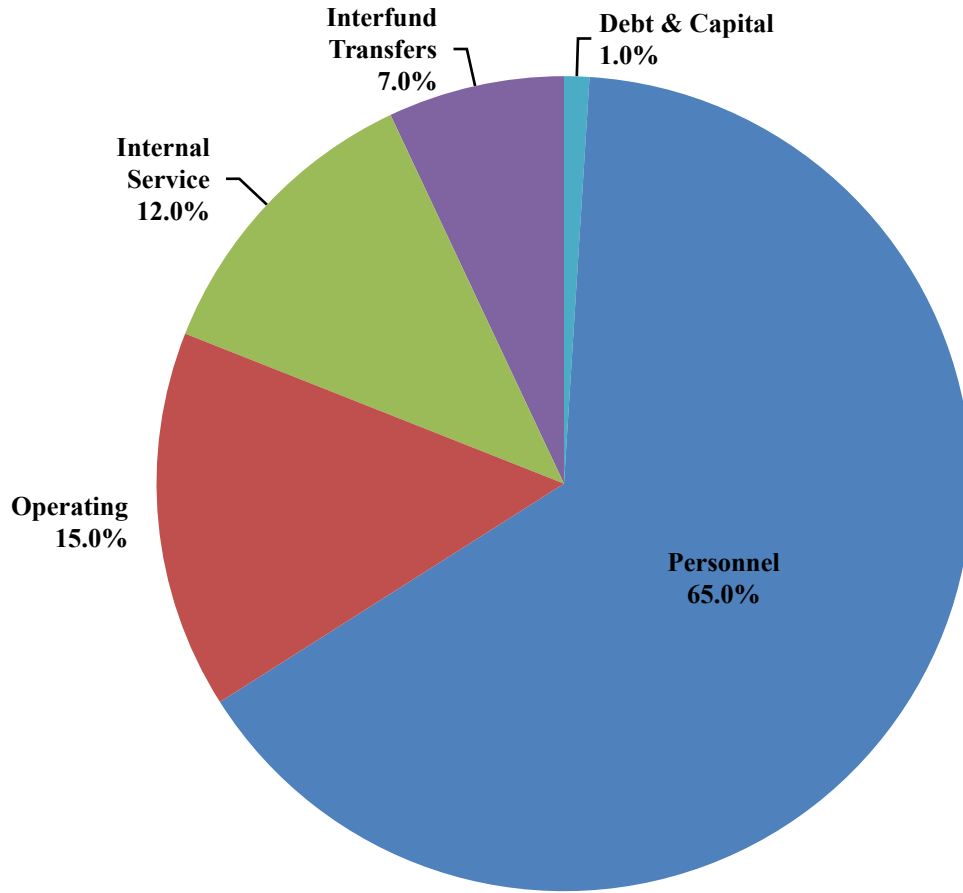
Debt service costs are budgeted at \$861,910, an increase of 9% from the amended fiscal year 2019/20 budget. This budget includes cost of debt payments for new vehicles and equipment added to the City's fleet, fire engines/rescues, and police patrol vehicles. Debt costs for fire and police vehicles are approximately 80% of this total.

Capital costs are budgeted at \$790,110 for fiscal year 2020/21. This reflects an increase of 8% from the amended fiscal year 2019/20 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases across all operations.

Interfund transfers in the General Fund are approximately \$10.8 million, a decrease of 36% from the fiscal year 2019/20 amended budget. Of this total, transfers to fund planned capital projects are budgeted at \$7.8 million, and funding for special programs total \$722,904. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a \$2.3 million for fiscal year 2020/21.

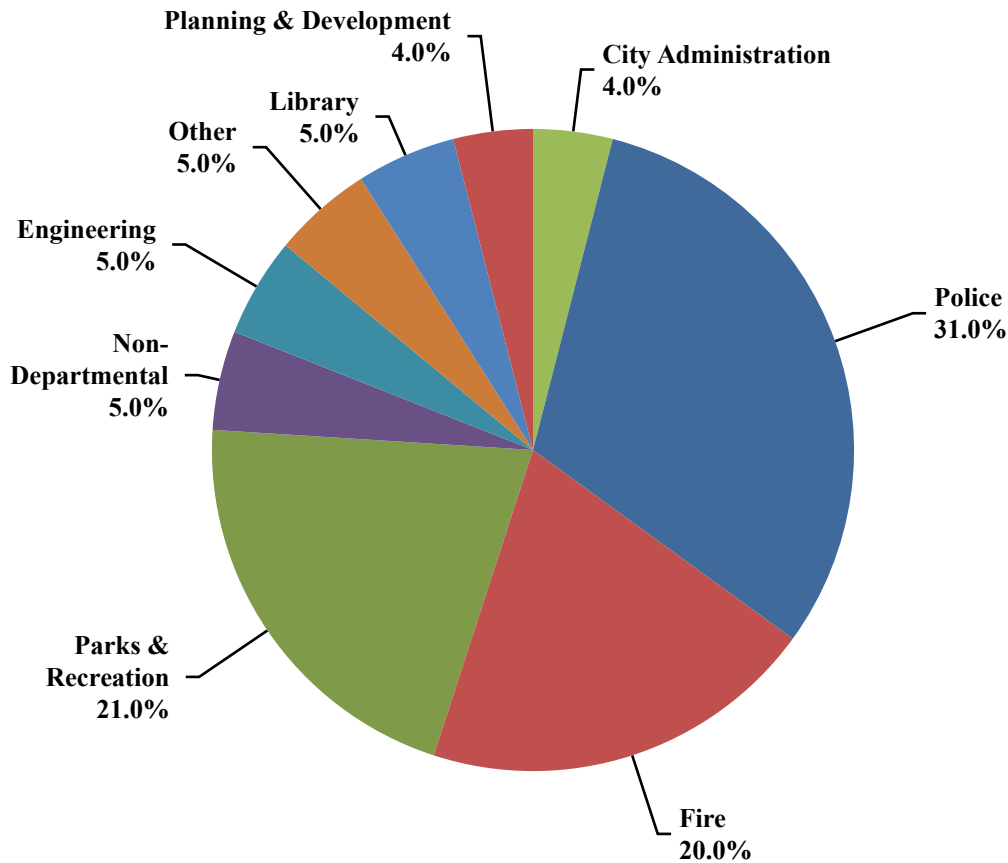
The tables and graphics provided on the following pages provide insight as to budget impacts by Department and by major General Fund category.

General Fund Expenditures by Category



Category	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Personnel	\$88,837,747	\$92,458,489	\$94,014,248	\$98,330,540	5%
Operating	23,707,640	22,740,257	23,288,091	23,305,346	—%
Internal Service	16,141,952	16,954,210	18,845,430	18,064,920	(4)%
Interfund Transfers	12,707,382	16,115,465	16,982,364	10,827,014	(36)%
Debt Service	824,560	960,210	787,690	861,910	9%
Capital	784,060	2,616,020	732,430	790,110	8%
Total Operating Budget	\$143,003,341	\$151,844,651	\$154,650,253	\$152,179,840	(2)%

General Fund Expenditures by Department



Department	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Police	\$41,650,083	\$43,601,605	\$45,096,056	\$47,259,323	5%
Fire	27,186,018	28,343,790	28,442,216	30,293,051	7%
Parks and Recreation	29,197,110	29,846,400	30,362,990	31,136,988	3%
Non-Departmental	11,646,754	15,844,310	14,876,689	7,784,508	(48)%
Engineering	7,858,136	7,991,796	8,331,204	8,230,947	(1)%
Library	7,385,870	7,439,790	7,871,950	8,000,965	2%
Planning & Develop Svc	6,026,000	6,181,040	6,571,820	6,458,802	(2)%
City Administration (1)	4,928,893	5,101,187	5,284,139	5,391,889	2%
Finance (2)	2,526,130	2,585,047	2,747,367	2,637,681	(4)%
Economic Development (2)	1,855,040	1,921,310	1,907,626	1,828,948	(4)%
Human Resources (2)	1,428,797	1,521,386	1,575,860	1,562,078	(1)%
Public Communications (2)	1,043,740	1,170,840	1,192,686	1,196,190	—%
Public Util. Facility Maint (2)	270,770	296,150	389,650	398,470	2%
Total Operating Budget	\$143,003,341	\$151,844,651	\$154,650,253	\$152,179,840	(2)%

(1) Includes budgets of City Council, City Manager’s Office, City Attorney’s Office, City Audit, City Clerk, and CRA Administration.

(2) These programs are reflected in the category of “Other” on the above graph.

General Fund Revenues

Ad Valorem tax revenues represent 45% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$68.5 million, up from \$65.2 million in the 2019/20 budget. This increase will provide an additional \$3.3 million to the General Fund, which is approximately a 5% increase due to growth in taxable property values.

Utility tax revenues represent approximately 10% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be \$15.2 million reflecting an 8% decrease from the 2019/20 amended budget.

The category of Local Option, Fuel and Other Tax revenues represents approximately 4% of total General Fund revenue. This category includes business tax revenues which is being decreased by 5%, and communication services tax revenues which is being increased by 1%. Total revenues in this category are estimated at \$6.4 million, reflecting a decrease of 1% for fiscal year 2020/21 in comparison to the amended 2019/20 budget.

Although Franchise Fee revenue was declining for a few years, most likely due to energy conservation and weather patterns, it has seemed to stabilize. Budgeted revenues for fiscal year 2020/21 are projected at \$10.1 million, this is a slight increase from the fiscal year 2019/20 amended budget. This revenue source represents approximately 7% of General Fund revenue.

The Other Permits and Fees revenue category represents approximately 1.5% of General Fund revenues. The largest source of revenue in this category is building permit revenues which have been increasing over the last few years. As a conservative measure, due to unknown impacts the pandemic will have on construction/building, we are reducing revenues in this category. Other permits and fees are estimated at \$2.3 million, a decrease of 22% from fiscal year 2020/21 amended revenues.

Intergovernmental revenues are received from federal, state, or local governments, and account for \$18.9 million, or 12% of General Fund revenue. Primary receipts in this category include sales tax revenue, state revenue sharing, fire and emergency medical service (EMS) revenues received from Pinellas County, state public safety pension revenues and the Pinellas County library cooperative revenues. We are conservatively estimating sales tax revenues and state revenue sharing, anticipating decreases while the state continues to experience the effects of the COVID-19 pandemic. Revenues are projected at \$4.5 million for sales tax and \$2.4 million for state revenue sharing in fiscal year 2020/21, a net decrease of 29% in comparison to the amended fiscal year 2019/20 budget. County fire and EMS revenues are estimated at \$8.0 million; state public safety pension revenues are estimated at \$2.1 million; and Pinellas County library cooperative revenues are projected at almost \$0.8 million for fiscal year 2020/21.

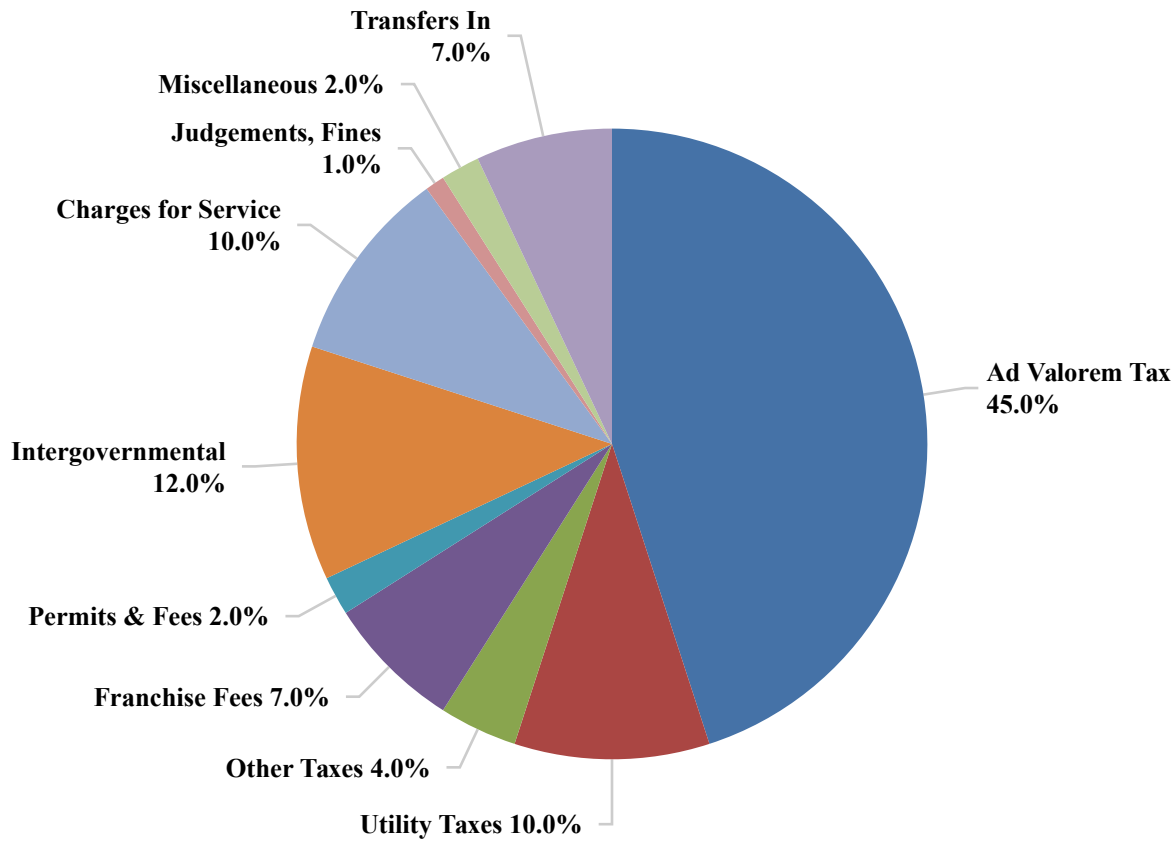
The category of revenue recognizing Charges for City Services accounts for approximately \$15.8 million and represents 10% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning and public safety fees. It also includes administrative charges to all enterprise funds for services provided to those operations from administrative departments. The General Fund is also reimbursed for any direct services provided to enterprise funds by operational departments such as Parks and Recreation or Engineering. This category of revenues is anticipated to increase by 11% from the amended fiscal year 2019/20 budget.

The Transfers In category of revenues represents funding from most of the Enterprise operations which pay the General Fund a "payment in lieu of taxes" (PILOT) by City Council policy, and reimbursements to the General Fund for administration of special programs. The combined receipts provided by transfers to the General Fund from other funds are approximately \$11.1 million, representing 7% of total General

Fund revenues. These revenue sources reflect a 15% decrease from fiscal year 2019/20 amended revenues

Other smaller General Fund revenue sources include the revenue categories of Judgments, Fines and Forfeits and Miscellaneous revenues. Together, these sources represent approximately 3% of General Fund revenues. Major revenues in the judgements and fines category include the City's portion of court fines which are estimated at \$550,000 for fiscal year 2020/21 and red-light camera fines revenues estimated at \$500,000. In the miscellaneous revenue category, major revenues include an estimate of \$650,000 in interest earnings and \$1,420,000 in revenues for rental agreements on Clearwater Beach.

GENERAL FUND REVENUES



Revenue Source	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Ad Valorem Taxes	\$48,281,380	\$60,990,340	\$65,233,560	\$68,492,140	5%
Utility Taxes	15,141,900	15,888,200	16,525,000	15,230,000	(8)%
Local Opt, Fuel & Other Taxes	6,695,000	6,499,400	6,414,400	6,350,000	(1)%
Franchise Fees	9,930,000	10,148,000	10,060,000	10,104,770	—%
Other Permits & Fees	2,891,500	2,838,500	2,969,000	2,309,000	(22)%
Intergovernmental	22,675,007	23,441,044	22,013,853	18,862,910	(14)%
Charges for Service	16,099,810	15,550,960	14,154,430	15,780,380	11%
Judgments, Fines, & Forfeits	1,469,000	1,589,000	1,424,000	1,354,000	(5)%
Miscellaneous	2,848,660	4,768,979	4,797,252	2,643,956	(45)%
Transfers In	10,941,451	11,840,562	12,955,928	11,052,684	(15)%
Total Annual Revenue	\$136,973,708	\$153,554,985	\$156,547,423	\$152,179,840	(3)%
Transfer (to) from surplus	6,029,633	(1,710,334)	(1,897,170)	—	
Total Revenues	\$143,003,341	\$151,844,651	\$154,650,253	\$152,179,840	(2)%

Utility Funds

Fund	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Water & Sewer	\$79,955,270	\$103,724,266	\$100,908,316	\$102,289,480	1%
Gas	57,368,621	46,409,064	47,129,939	45,257,380	(4%)
Solid Waste & Recycling	43,748,590	26,273,760	27,280,342	25,702,930	(6%)
Stormwater	18,029,182	18,855,092	22,821,964	16,706,320	(27%)
Total	\$199,101,663	\$195,262,182	\$198,140,561	\$189,956,110	(4%)

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of \$102.3 million for fiscal year 2020/21, a 1% increase from the 2019/20 amended budget primarily due to increased transfers to the Capital Improvement Fund. Operating revenues are budgeted at \$96.1 million, which will result in the use of approximately \$6.2 million of fund reserves. This use of reserves, which will reduce fund equity by approximately 11% in fiscal year 2020/21, is planned in the approved rate structure to provide funding for capital infrastructure needs. The staffing level of 196 full-time equivalent positions is the same as fiscal year 2019/20.

A water and sewer fund rate study update was completed in September 2019. This study confirmed the previous rate structure approved by the City Council in September 2017, authorizing annual 4% increases to water and sewer rates approved through fiscal year 2022.

Gas

Estimated Gas Fund expenditures are \$45.3 million for fiscal year 2020/21, which reflects a decrease of 6% from the current year amended budget. Budgeted revenues for fiscal year 2020/21 are approximately \$47.8 million, which will result in an increase of \$2.5 million, or 25% to fund equity. A rate sufficiency analysis is currently underway and results will be presented to the Council later this year. The staffing level of 110 full-time equivalent positions in 2020/21 is the same as fiscal year 2019/20.

Solid Waste and Recycling

The Solid Waste and Recycling Fund operating budget is estimated at \$25.7 million for fiscal year 2020/21. This is a decrease of 6% from the current year's amended budget. Budgeted revenues are estimated at \$27.1 million which will result in an increase of \$1.4 million, or 8% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The Solid Waste and Recycling operations are staffed with 133.5 FTEs, which is the same level of staffing as the current fiscal year.

A solid waste and recycling rate study was completed in the summer of 2019. A new rate structure was approved by the City Council in August 2019 for the next five years. Effective each October 1, rates will increase by 3.75% annually, through fiscal year 2024.

Stormwater

Stormwater expenditures are budgeted at \$16.7 million in fiscal year 2020/21, a 27% decrease from the 2019/20 budget. Operating revenues are budgeted at \$17.9 million in fiscal year 2020/21 which will result in an increase of \$1.2 million or 4% to fund equity. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions, the same as the current fiscal year.

A stormwater rate study was completed in the summer of 2019, and a new rate structure was approved by the City Council in August 2019. This rate structure reflects increases of 0.5% effective October 1, 2020 and October 1, 2021.

Other Enterprise Funds

Fund	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Marine Fund	\$4,605,720	\$5,038,920	\$5,058,860	\$5,119,120	1%
Airpark Fund	269,560	319,940	300,987	340,770	13%
Harbor Marina Fund	655,700	815,110	821,500	854,430	4%
Parking Fund	5,613,117	5,564,441	6,235,079	6,436,140	3%
Total	\$11,144,097	\$11,738,411	\$12,416,426	\$12,750,460	3%

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately \$5.1 million in fiscal 2020/21 offset by operating revenues of approximately \$5.3 million. Budgeted expenditures are 1% greater than the amended 2019/20 budget. Revenues are projected to exceed expenditures by \$158,090 in fiscal year 2020/21, which will result in an increase of 9% to fund equity. This contribution to fund equity is planned in the approved rate structure to build reserve funds and provide for additional capital funding needed for the Beach Marine Upgrade project planned to begin in fiscal year 2022/23.

The Marine operations are supported by a staffing level of 15.6 full-time equivalent positions, a decrease of 3.3 FTEs from fiscal year 2019/20 due to reallocation of administrative staff among the department. Capital projects for the Marine Fund continue to support the needed infrastructure maintenance of the docks, fuel system, and other beach marina facilities, keeping them safe and functional for all users.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of \$340,770 for fiscal year 2020/21, a 13% increase from the amended 2019/20 budget. Operating revenues are budgeted at \$347,860, which will result in an increase of approximately \$7,090, or 1% to fund equity. The fund is supported by 2.6 full-time equivalent positions, an increase of 1 FTE from fiscal year 2019/20 due to reallocation of administrative staff among the department.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is \$854,430 for fiscal year 2020/21, a 4% increase from the 2019/20 amended budget. Operating revenues are anticipated at \$921,970 which will result in an increase of approximately \$67,540, or 4% to fund equity. The fund is supported by 8.8 full-time equivalent positions, an increase of 2.3 FTEs from fiscal year 2019/20 due to reallocation of administrative staff among the department.

Parking

The Parking Fund operating budget for fiscal 2020/21 reflects anticipated expenditures of \$6.4 million, an increase of 3% from the 2019/20 amended budget. Also included for fiscal year 2020/21 are expenditures related to the first full year of operations at the Seminole Street Boat Ramp. This is included in the Parking fund due to metered parking revenues which are projected to offset expenditures. Operating revenues are anticipated at \$7.3 million, which will result in an increase of approximately \$894,420, or 5% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure to expand the parking program in future years. Staffing levels in the Parking Fund reflect 45.6 full-time equivalents for fiscal year 2020/21, the same level of staffing as fiscal year 2019/20.

Internal Service Funds

Fund	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Administrative Services	\$12,561,880	\$12,223,554	\$12,765,969	\$13,254,460	4%
General Services	5,242,786	5,561,516	6,156,156	6,162,380	—%
Garage Fund	18,132,612	20,566,842	20,789,022	18,916,190	(9%)
Central Insurance Fund	26,113,560	27,151,320	25,590,100	26,058,230	2%
Total	\$62,050,838	\$65,503,232	\$65,301,247	\$64,391,260	(1%)

Administrative Services Fund

The Administrative Services Fund budget is approximately \$13.3 million in fiscal year 2020/21, an increase of 4% from the 2019/20 amended budget. Revenues are budgeted at \$13.3 million. This contribution to fund equity is planned to provide funding for capital needs in future years. The Administrative Services Fund, which supports Information Technology, Utility Customer Service, and the City’s Courier, is staffed by 77.8 full-time equivalent positions, the same level of staffing as the 2019/20 budget.

General Services Fund

The General Services fund budget is approximately \$6.2 million in fiscal year 2020/21, a slight increase from the 2019/20 amended budget. Operating revenues are estimated at \$6.2 million. The General Services Fund, which provides building and maintenance operations, is supported by 34.3 full-time equivalent positions, the same level of staffing as the 2019/20 budget.

Garage Fund

The Garage Fund budget is approximately \$18.9 million in fiscal year 2020/21, a 9% decrease from the 2019/20 amended budget. To balance the fiscal year 2020/21 budget, the use of \$391,770 of fund reserves is budgeted to fund increased transfers to capital projects. This use of reserves, planned for one-time capital upgrades to the garage building and radio infrastructure, is estimated to reduce fund equity by 7% in fiscal year 2020/21. The Garage Fund, which includes fleet maintenance and radio communications operations, is supported by 37 full-time equivalent positions, the same level of staffing as the 2019/20 budget.

Central Insurance Fund

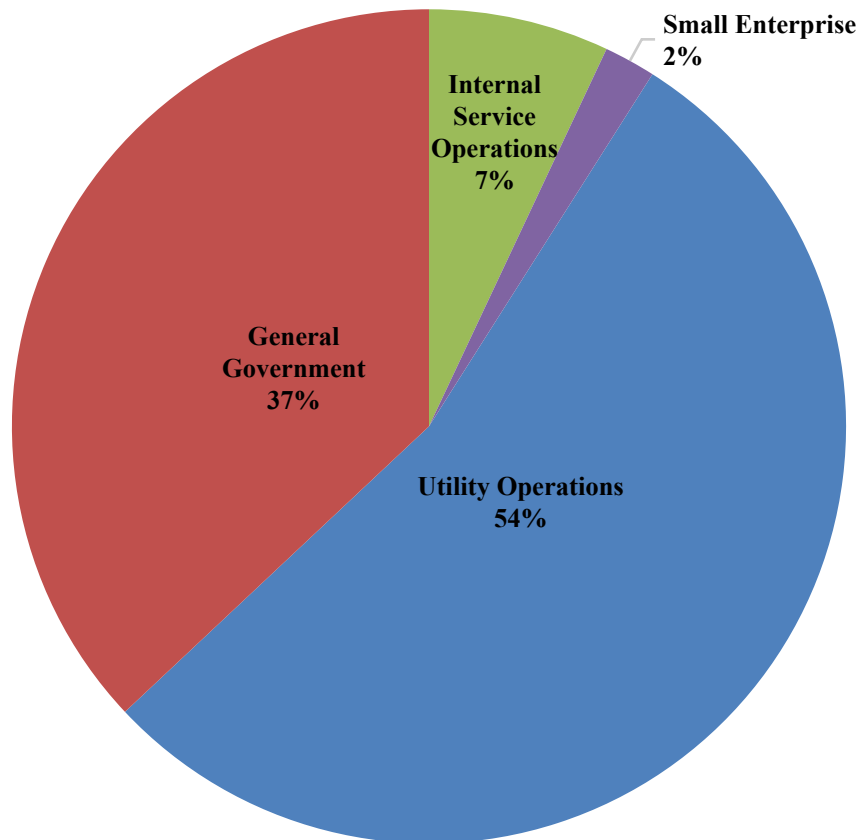
The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$26.1 million in fiscal year 2020/21, an increase of 2% from the 2019/20 amended budget. Operating revenues are estimated at \$24.2 million. To balance the fiscal year 2020/21 budget, the use of \$1,886,270 of fund reserves is planned to cover insurance costs that are higher than departmental chargebacks. This use of reserves will result in a 7% decrease to fund equity. The Central Insurance Fund is supported by 7 full-time equivalent positions, an increase of 0.5 FTEs from the 2019/20 budget to fully fund the Health and Well-Being Specialist in the Employee Benefits program.

Capital Improvement Program

The capital improvement program budget is \$100.5 million for fiscal year 2020/21 and the six-year plan totals \$652.0 million. Of the total projects planned for 2020/21, approximately 54% of the projects, or \$54.4 million, are projects supporting one of the City's four utility operations, which include Water and Sewer, Stormwater, Solid Waste & Recycling, and Gas. Projects which total \$36.7 million are devoted to general government operations. General government type projects include those projects supporting the construction of fire facilities, police and fire equipment, street maintenance and intersection maintenance, park development and maintenance, and general government facilities.

The \$7.5 million allocated to internal service operation projects support the replacement of City vehicles and the maintenance of all telephone, radio, computer, and other information systems. Small enterprise projects, budgeted at \$1.9 million are those projects that support the City's parking, airpark, and marine operations.

Capital Improvement Program Expenditures



CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2017/18	Amended 2018/19	Amended 2019/20	Approved 2020/21	% Change
Utility Operations	41,292,677	54,615,199	53,134,554	54,430,710	2%
General Government	35,149,337	38,842,843	32,286,237	36,719,840	14%
Internal Service Operations	7,279,559	9,415,970	8,232,300	7,534,300	(8%)
Small Enterprise	862,500	1,174,739	1,314,297	1,859,000	41%
Total	84,584,073	104,048,751	94,967,388	100,543,850	6%

The approved capital improvement program budget for fiscal year 2020/21 is \$100,543,850. This represents a 6% increase from the 2019/20 amended budget.

Many of the projects included in the six-year plan are infrastructure maintenance projects funded annually and planned within currently adopted utility rate studies or enterprise operating plans.

Utility Operations

Planned Water and Sewer Fund infrastructure projects are budgeted at \$38.8 million in fiscal year 2020/21. Funds have been reallocated between projects to reflect funding priorities for scheduled projects. Projects for the Gas utility are funded at \$8.8 million; Stormwater utility projects are funded at \$6.1 million, and Solid Waste and Recycling utility projects are budgeted at \$725,000. Total funding for utility projects reflects a 2% increase from the fiscal year 2019/20 amended budget, due to various changes in funding of existing projects.

General Government

The General Government category includes all projects related to police, fire, parks and recreation facilities, libraries, streets, sidewalks, and maintenance of City buildings and facilities that operate general government functions. Funding for projects in this category are budgeted at \$36.7 million for fiscal year 2020/21. This is a 14% increase from the amended 2019/20 budget due to funding for construction of the replacement Police District 3 Station planned in fiscal year 2020/21.

Internal Service Operations

The Internal Service Operations category includes all projects related to operating our Fleet, General Services, Information Technology, and Utility Customer Service departments. For fiscal year 2020/21, the budget for citywide fleet vehicle replacement is \$5.4 million; projects to support our information technology infrastructure are budgeted at \$1.7 million; funding for General Services and Fleet facilities is \$375,000; and funding for radio communications is \$100,000. This reflects an 8% decrease from the amended fiscal year 2019/20, primarily due to prior year's vehicle replacement costs.

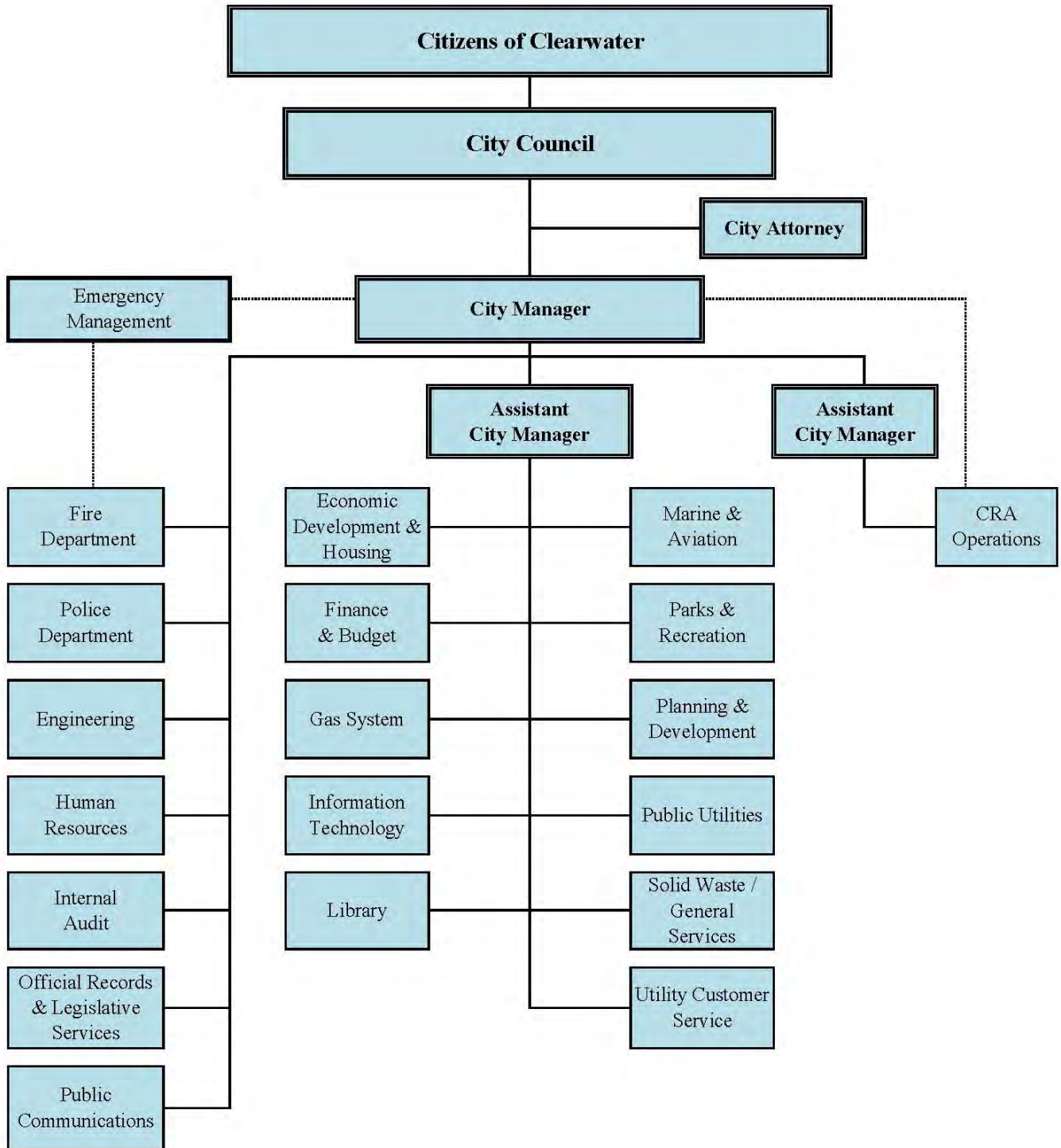
Small Enterprise Operations

Funding for Small Enterprise Operation projects include all projects related to our Beach Marina, Airpark, Clearwater Harbor Marina, and Parking operations. Project funding in fiscal year 2020/21 is budgeted at \$1.9 million. This is a 46% increase from the current budget due to funding the security system upgrade at the City's airpark, and increased funding for the Beach Marina upgrade project. Funding for fiscal year 2020/21 includes routine repair and maintenance projects which total \$690,000 for the Beach Marina, \$175,000 for the Airpark, \$150,000 for the Clearwater Harbor Marina, and \$834,000 for the Parking Fund.

ANALYSIS OF FTE CHANGES
Approved 2020/21 Budget

	Additions and (Deletions)	Transfers Within Departments	Position Title
General Fund			
<u>Parks and Recreation</u>		(0.5)	Health and Well Being Specialist
<u>Police</u>	1.0		Police Records Specialist
Total General Fund	1.0	(0.5)	
 Internal Service Funds			
<u>Employee Benefits (Human Resources)</u>		0.5	Health and Well Being Specialist
Total Internal Service Funds	0.0	0.5	
Total All Funds	1.0	0.0	

City of Clearwater Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Clearwater

Florida

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clearwater, Florida for its annual budget for the fiscal year beginning October 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The GFOA is the leading association for government finance professionals in North America. This is our thirty-fourth year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2019/2020. GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting. The City also holds GFOA's Certificate of Achievement for Excellence in Financial Reporting for our Comprehensive Annual Financial Report.



HISTORY

In the early 16th century the Clearwater area was known for its many fresh water springs that bubbled up along the shoreline. The Timucuan Indians called this area “Pocotopaug” meaning “Clear Water”. The area was first visited by the other explorers in 1528. This was 37 years before St. Augustine (1565), 79 years before Jamestown (1607), and 92 years before the Pilgrims landed at Plymouth Rock (1620).

On April 15, 1528, Panfilo de Narvaez, a Spanish explorer, landed with 600 soldiers and five ships, which was 15 years after Ponce de Leon had discovered Florida. De Narvaez found here a large tribe of Indians, which his army drove out. The Indians recaptured their territory, however, and held it until conquered in the Seminole Wars of 1835-42.

Fort Harrison was built in 1841 on the bluffs overlooking the harbor, which was then called Clear Water Harbor, the present site of Clearwater. The fort was named for General William Henry Harrison, who became President Harrison. It was used as an outpost encampment for soldiers stationed at Fort Brook (now Tampa), which was abandoned when the wars ended a few months later, and the territory was then opened by the Federal Government for homesteading under the Armed Occupation Act. This meant the homesteads would be granted to settlers willing to bear arms for protection against the still-hostile Indians hiding in the area.

James Stevens was the first of the homesteaders, staking out the fort and its surrounding areas as his claim. He was granted the first land title in 1842. This was the real beginning of the Clearwater of today. For years, a plaque at the entrance of the famed “Brown Estate” on the waterfront bluff in Harbor Oaks marked the site of Fort Harrison.

The early settlement, which adopted the name of Clear Water Harbor, grew slowly for several years as an agricultural and fishing community. The only outside contacts were made either by horse-and-buggy, wagon, by foot to Tampa, or by sailboat 100 miles up the Gulf to Cedar Key.

In the early 1850’s, the first area school, the Taylor School, was built in the vicinity of the present Druid Road and Hercules Avenue. The first schoolhouse within the community of Clear Water Harbor was built in 1883. The first post office was established on August 20, 1859. According to the U.S. Post Office Department, Clearwater became one word on January 19, 1895, and Harbor was dropped from the name on February 28, 1906. A Baptist minister established the first newspaper, named the Clear Water Times, in July 1873.

The first hotel, the Orange Bluff, was built in 1880. A second hotel, the Sea View, followed a short time later in the early 1880’s. It stood near the site now occupied by the city’s Main Library. The railroad was built through Clear Water Harbor in 1888, which became known as the Atlantic Coast Line.

Clear Water Harbor was incorporated in 1891. Clearwater Harbor received a special charter in 1897. Clearwater was chartered as a municipality on May 27, 1915. The act creating Pinellas County was passed by the State Legislature in May 1911. Clearwater became the county seat.

The first ice factory was built here in 1900. It was purchased by the City in 1910. The first public dock and pavilion were built at the foot of Cleveland Street in 1902. The telephone exchange was established in 1903. The library was built on the bluff in 1916, where the library sits today. In 1911, the first city hall with fire station was built at 29 North Fort Harrison Avenue.

A wooden bridge from Seminole Street to Clearwater Beach was built in 1916 with a hand-cranked rotating boat passage. In 1923, the City Commission decided to build a manufactured gas plant to provide gas service to the growing downtown area. On November 11, 1927, Memorial Causeway was dedicated, extending from Cleveland Street to the beach with a double lift bridge to accommodate the Intercoastal waterway. The major East/West connector, Gulf-to-Bay Boulevard also was opened in 1927. In 2005, the new high-level Clearwater Memorial Bridge opened replacing the former draw bridge.

The City of Clearwater turned 100 on May 27, 2015. To celebrate the occasion, at least one Centennial event was planned for each month of the year in 2015. These events included concerts, a parade, and art displays which drew record crowds. A centennial logo was created to promote this year to remember, and a pictorial history book was made. A 48-foot-tall monument was constructed at the western end of the Courtney Campbell Causeway to celebrate the city’s incorporation 100 years ago. With a design that has depicted historical elements from downtown Clearwater, this monument is a beacon for the city.

Source: Clearwater Historical Society. The City of Clearwater - Council and Department action.

CITY OVERVIEW

Clearwater is situated on the Pinellas Peninsula midway on Florida's west coast. It is directly located on the Gulf of Mexico, 20 miles west of Tampa and 20 miles north of St. Petersburg. Clearwater is the county seat of Pinellas County and one of the largest cities in the Tampa Bay Area. The City is known for its high coastal bluffs, commanding a magnificent double waterfront view of the Intercoastal Waterway and the Gulf of Mexico.

Situated in a semitropical zone, Clearwater enjoys nearly ideal weather the year round with an average yearly temperature of 72 degrees Fahrenheit. Mild winters and warm summers tempered by the cooling afternoon rains and southerly prevailing winds off the Gulf attract millions of vacationers.

Tourism is the City's largest industry; however, Clearwater is home to a wide range of industries including software technology, aerospace and defense, high-tech manufacturing and finance and insurance among other.

Transportation available to Clearwater includes, the St. Petersburg-Clearwater International Airport which has direct flights to convenient destinations throughout the United States and Canada. Fifteen minutes to the east, Tampa International Airport serves destinations worldwide and is recognized as one of the most efficient in the world. The Clearwater Airpark, which is slightly over a mile from the downtown business section, provides service and maintenance for private plane owners. The Airpark has one 4,100 foot hard-surface runway and hangar facilities for visiting and locally based aircraft. An improvement that helped the Airpark remain competitive in the market-place was the installation of an automated weather observation system. This improvement made it safer for planes that already can use the Airpark. The Clearwater Airpark received the 2014 Florida General Aviation Airport of the Year award from the Florida Department of Transportation, topping 111 general aviation airports in the state. Ground transportation is provided through the Pinellas Suncoast Transit Authority (PSTA) bus service which offers 32 local routes, three express routes which cross Tampa Bay for service to downtown Tampa and Bradenton and a Trolley that runs north and south along Pinellas County's barrier islands. The Clearwater Jolley Trolley also provides transportation on Clearwater Beach with daily routes along North and South Clearwater Beach, Island Estates, and Sand Key. In 2010, the Jolley Trolley began the Coastal Route that starts at Island Estates and progresses through Downtown Clearwater, into Dunedin, Palm Harbor and ends in Tarpon Springs. Effective February 2014, Jolley Trolley has added an additional route connecting the city of Safety Harbor and Westfield Mall (Countryside Mall) to their coastal route on weekends. The Clearwater Beach Ferry began service on March 16, 2015. Service is provided from Downtown Clearwater to Clearwater Beach Marina, Island Estates and north Clearwater Beach. On July 6, 2018, Clearwater Ferry began a new route to include the City of Dunedin with service on Friday to Sunday.

The Tampa Bay area has a great variety of resources for quality health care including over twenty-three hospitals, as well as various nursing home and nursing care communities, health clinics, and doctors in various specialties. Located in Clearwater, Morton Plant Hospital has earned a reputation for being one of the most effective, well-managed hospitals in America. Pinellas County is also home to one of the country's largest blood transfusion service organizations - OneBlood.

In January 2012, the City of Clearwater became one of fourteen cities in the United States to officially be designated a "Coast Guard City" and the only city in Florida to hold the title. To date, 28 cities have been designed by Congress as Coast Guard Cities. The designation recognizes the outstanding support the community provides to Coast Guard personnel and their families.

The Clearwater Police Department is known across the state and nation as a forward-thinking community champion for the residents of Clearwater. With its focus on community policing, the agency is an important part of the fabric of the city. Officers don't just patrol the streets of the city; they dive head-first into ways to make Clearwater better. The police department has achieved the prestigious Excelsior status by the Commission for Florida Law Enforcement Accreditation. In June 2019 the agency was accredited for the eighth consecutive time after first being accredited in 1998.

The City created the Clearwater Gas System (CGS) in 1923, which today provides economical, reliable and environmentally-clean natural and propane (LP) gas service to over 28,000 customers in northern & central Pinellas County, western & central Pasco County, and propane (LP) gas service only in northwestern Hillsborough County. This provides an economic development energy advantage for businesses in our three-county service area. CGS is full-service utility providing installation and service & repair services as well as gas appliance sales, which makes it easy for customers to use and enjoy their gas service. Additionally, CGS opened the 1st Natural Gas Vehicle Filling

Station in Florida in October of 2011. The station currently services about 150 vehicles with economical and low emissions sustainable Compressed Natural Gas. CGS is the 34th largest publicly owned gas utility of about 1,000 in the US and is the 4th largest municipally owned gas system in Florida.

Clearwater Beach

Clearwater's beach is on a barrier island connected to downtown by palm tree-lined Memorial Causeway - a beautiful drive stretching across scenic Clearwater Harbor. The beach island is also connected to Sand Key and other Gulf beaches by the Clearwater Pass (Sand Key) Bridge. Clearwater Beach, with three miles of glistening powdery white sand and gentle waves, lies directly on the Gulf of Mexico. This beach is one of several in the area that has been included on the Clean Beaches Council Blue Wave list. Clean Beaches is a national nonprofit organization funded by federal, corporate and foundation grants. It sets criteria for cleanliness, safety and environmental health that beaches must meet to make the list. Beach Walk is revitalizing the community that surrounds Clearwater's popular south beach destination.

Beach Walk is a winding beachside promenade with lush landscaping, artistic touches and clear views to Clearwater's award-winning beach and the water beyond; a place where bicyclists, inline skaters and pedestrians all have safe and convenient access and where visitors and locals can socialize, dine, play games, or simply enjoy the spectacular sun and surf. Clearwater has received two awards from the Florida Chapter of the American Planning Association. The first award in 2001 was for Clearwater's Beach by Design which was a redevelopment initiative addressing existing issues of parking and streetscape improvements while developing wholesale reconfiguration and incentives to attract resort development. The City received its second award in 2012 which was for its Clearwater Beach Walk being recognized in the "Great Places in Florida Public Spaces" category. This project was a redevelopment initiative that has transformed the look and feel of south Clearwater Beach.

The Clearwater Beach Marina is a 207-slip facility on the intercoastal waterway of Clearwater Harbor. The Marina receives over 900 transient boaters' reservations each year, provides fuel for thousands more and is home to about 51 commercial tenants on a long-term basis. Centrally located at the entrance to Clearwater Beach, the Marina is a hub for water sports activities, entertainment, and attractions that serve over 1.2 million visitors to Clearwater annually. Also available at the Marina are a bait house, multiple shops and restaurants, and a free fishing pier. The Marina houses the largest fishing fleet on the west coast of Florida.

Fishing is a big business and a popular past time in Florida. Visitors may be interested in chartering one of many boats from the marina for deep-sea fishing. Clearwater also offers an abundance of prime fishing off its piers, bridges, and beaches. Although Florida is not limited to a fishing season, fish such as snook, snapper, grouper and others have a designated time of year in which they may be kept. Florida requires licenses for both fresh and saltwater fishing.

Just across the street on the Gulf of Mexico, is Pier 60, a 1,080-foot observation and fishing facility with a bait house, snack bar and restrooms. Pier 60 is also the site of "Sunsets at Pier 60", 364 days per year, from two hours before until two hours after sunset, artisans and performers are featured. The three-acre Pier 60 Park features a concession stand, covered play area, restrooms and a pavilion for special events, concerts and continuous visitor entertainment. The Clearwater Regional Chamber in partnership with the City of Clearwater and the Clearwater Marine Aquarium created a project to artistically showcase the bottlenose dolphin and draw attention to our area. The title of the exhibit, "Clearwater's Dolphins, The Pod at Pier 60" showcased seventy individually designed and uniquely decorated, six-foot-tall dolphin sculptures. The dolphins are now displayed with their sponsors or donated within the community. The locations of all seventy dolphins are outlined on a Dolphin Pod Trail map that is available on the City of Clearwater's website and the Chamber of Commerce.

Events at the beach, including Spring Break, Clearwater Offshore Nationals, Outback Bowl festivities and the Sunsets at Pier 60 Festival, draw thousands of visitors each year. These events, along with the nearby Clearwater Marine Aquarium and Clearwater Beach Marina, are what led the Travel Channel to name Clearwater one of the "Top 10 Activity Beaches" in the world. Seven lifeguard towers, each with a creative and distinct Florida design, are staffed 365 days a year and have become a popular photo opportunity for visitors to Clearwater Beach.

Clearwater is the home of The Clearwater Marine Aquarium. The Aquarium is a non-profit Aquarium dedicated to public education, animal assisted therapy, marine research and the rescue, rehabilitation and release of sick or injured whales, dolphins, otters and sea turtles. The aquarium is the official home of Winter the Dolphin, the star of the movie, "Dolphin Tale" and its sequel, "Dolphin Tale 2". Winter was rescued from the Florida east coast, after her tail was

destroyed by a crab trap line. She was transported to the Clearwater Marine Aquarium where the expertise of a dedicated marine biologist, the ingenuity of a brilliant prosthetics doctor and staff performed a groundbreaking miracle. They developed a prosthetic tail which has allowed Winter to swim and survive.

The Clearwater and Pinellas County area offer visitors 35 miles of beautiful beaches, some of which have received prestigious awards. Clearwater Beach was selected as USA Today's "Best Beach Town" in Florida for 2013. An online vote was held to select the winner, and Clearwater Beach received an overwhelming number of votes - more than twenty - five percent of the total votes casted for the ten nominees. Clearwater Beach has also won the 2014 USA TODAY/10Best Readers' Choice Awards for the title of "Best Place to Watch a Sunset". In February 2016, 2018 and 2019, Clearwater Beach was voted #1 best beach in the United States and the Top 10 Beach in the world by TripAdvisor Travelers' Choice Awards. Clearwater Beach was voted the second best "Spring Break" beach in America in 2018. Clearwater Beach's luxuriously wide sandy beaches draw the locals and visitors for each evening's sunset.

Downtown

Clearwater is seeing its own downtown resurgence, with new residences available within the downtown core, along with new retail/office space. A streetscape project is redefining the city's downtown destination, Cleveland Street, which is envisioned as the central café and retail district for the area. In 2011, the Downtown Clearwater's website, www.downtownclearwater.com, received the Outstanding Achievement Award in the Government category from New York's Interactive Media Awards (IMA). The Outstanding Achievement award is the second highest honor bestowed by the IMA and an extremely challenging award to win.

Clearwater's waterfront downtown is one of its most attractive and unique assets. Sitting atop a 30-foot bluff overlooking Clearwater Harbor, the downtown combines the best of waterfront living with a walkable urban setting. At the foot of the bluff lies Coachman Park, home to various events that draw tens of thousands to the downtown each year including, Clearwater Jazz Holiday which has been lauded as one of the top 20 events in the Southeast. At the top of the bluff sits the Main Library, a signature building providing spectacular views from four levels as well as an outstanding collection of materials. Public computers and Wi-Fi access help keep the community connected.

Clearwater Harbor Marina, a 126-slip public marina opened September 2010 on the downtown waterfront. With this new facility, downtown Clearwater has achieved an active, dynamic waterfront offering a destination for visitors cruising the Florida coastline and for locals out for a day of fun. The Clearwater Harbor Marina provides over 1,000 feet of overnight "side-tie" mooring for visitors and over 600 feet of free "side-tie" mooring for daytime visitors and special events.

The Clearwater Harbor Marina allowed the City of Clearwater to be honored with the receipt of the 2010 BoatUS Recreational Boating Access Award. The award is made in recognition of the city's ability to bring much needed boating access to Clearwater. BoatUS (Boat Owners Association of the United States) created the award program in 2007 to highlight successes in protecting water access as boaters and communities were losing marina slips, service yards and launching areas.

In January 2009, the City and Ruth Eckerd Hall joined forces to renovate and revitalize the historic Capitol Theatre located on downtown Clearwater's beautiful Cleveland Street. The old Capitol Theatre, built in 1921, was transformed into a mid-size performing arts venue with its re-opening on December 18, 2013. This 747-seat theatre has become a venue at which Ruth Eckerd Hall presents all genres of live entertainment, including jazz, classical artists, pop music acts, dance and other diverse national, regional and local acts. A film series is also a regular feature.

Imagine Clearwater is the city's waterfront redevelopment plan that will transform the downtown bluff and Coachman Park into a vibrant, active waterfront. Since the beginning of the project, the city has focused on engaging with the Clearwater community to create a beautiful, active space that is shaped by the community. The waterfront will comprise of a series of distinct experiences from the water to downtown, activated by new uses and captivating elements unique to Clearwater.

Sports & Culture

Clearwater's commitment to high-quality recreation, parks and cultural programs earned national acclaim in 2005, when Sports Illustrated Magazine named the city as Florida's "Sports Town USA," as well as one of the top ten finalist in the United States Tennis Association's "2010 Best Tennis Town" nationwide competition. Also, the Henry L.

McMullen Tennis Complex was recently awarded the 2016 USTA Outstanding Facility Award. These awards confirm what many who live here have known for years: Clearwater maintains some of the best facilities in the nation, and provides programs for nearly every sporting interest, skill level and age. This includes facilities and programs for everything from soccer and lacrosse to lawn bowling and horseshoes. Because of Clearwater's year-round temperate climate, many visitors take advantage of golfing on the nearly 40 public and semi-private courses in the area. Also, visitors can enjoy playing tennis, jogging, cycling and walking through numerous beautiful parks.

Every year, thousands of youth, collegiate and adult sports teams convene in Clearwater for international and national tournament play and training activities at City facilities. Most notable of these are the city's seven decades of partnership with major league baseball's 2008 World Series Champion Philadelphia Phillies, who host spring training at Spectrum Field. The City of Clearwater is the home of the Threshers, a Class-A minor league team of the Philadelphia Phillies. The Threshers play at Spectrum Field, a fan-friendly ballpark with a capacity of 8,500. The ballpark distinguishes itself with a 360-degree main concourse, grass berm seating, and a tiki-hut pavilion in left field. Other characteristics include group picnic areas, a children's play area, and a state-of-the-art video scoreboard.

Also, with the generosity of the Tampa Bay Buccaneers and the Clearwater for Youth Association, the City constructed a full size multipurpose lighted football/soccer practice field. The field, named Tampa Bay Buccaneers Field serves as a catalyst to make a difference and provide positive change for our children and families in the North Greenwood community. We also hosted two Major League Soccer teams this past year. The Philadelphia Union and D.C. United used Clearwater as their pre-season headquarters and were able to play exhibition matches versus other MLS teams that were training in neighboring cities and the Tampa Bay Rowdies.

With six regional recreation centers nature center, and five libraries, residents have a multitude of options for keeping their hearts, minds and bodies healthy and happy. Each library branch focuses on the specific needs of the community it serves, providing a rich and varied experience. On April 18, 2018, the city helped inaugurate a new, joint-use library on the Clearwater campus of St. Petersburg College. A state-of-the-art, two-story, 40,000 square-foot building serves both the residents of Clearwater and the students of St. Petersburg College. To connect all these options, Clearwater has been steadily building a regional trail system that not only links points within the City, but also ties into a larger system that spans all of Pinellas County, and now across Tampa Bay to Hillsborough County. With the completion of the Druid Road Trail this year, bicyclists can now travel from Clearwater Beach to Tampa on dedicated off-street trails.

The Clearwater Parks and Recreation Department's Office on Aging offers diverse programs and services through the Aging Well Center and other city sites to promote health and wellness, education, creative expression and community resources. With a mission to serve as a resource that facilitates services and activities a high quality of life for our community's older adults; the City has multi-year comprehensive plan to provide Clearwater with a roadmap to further enhance the quality of life for current and future older adults. The Clearwater Office on Aging serves as a resource for the entire community for aging related information, support for family caregivers, training professionals, community leaders and students; and for developing innovative approaches to address aging issues. Through Clearwater's Office on Aging, several city sites host evidence-based programs that offer proven ways through defined research to promote wellness and manage or reduce health concerns. The evidence-based programs include Stanford University Chronic Disease Self-Management as well as Boston University's Matter of Balance and Tai Chi: Moving for Better Balance. Clearwater's Aging Well Center offers diverse programs dedicated to older adults of all interest and abilities. The Aging Well Center which is designed as a "one stop shop" for residents to access community resources like legal and unbiased insurance counseling, emotional health counseling, preventative health screenings and education.

Visitors can take a break from the sunshine and shop in Clearwater's diverse stores which, when combined, provide over two million square feet of shopping delights. From unique boutiques, antique stores and malls to flea markets, a visitor will find that perfect shopping opportunity.

Clearwater has a rich history of both professional and community-based arts programs, led by the award-winning Ruth Eckerd Hall. Ruth Eckerd, known for its 2,180-seat acoustically perfect auditorium, hosts artists from America and around the world ranging from classical, rock, opera, Broadway, jazz, pop, and more are included in the stellar lineup of more than 200 performances a year. Ruth Eckerd also plays an integral role in community-based performance education through the Marcia P. Hoffman Center for the Performing Arts.

Clearwater and the surrounding Tampa Bay area have a variety of sporting competitions for spectators. This area is home for many nationally known teams including the National Football League Tampa Bay Buccaneers (2003 Super

Bowl Champions), the National Hockey League Tampa Bay Lightning (2020 and 2004 Stanley Cup Champions, 2014 Eastern Conference Champions, 2018 and 2019 Atlantic Division title and winning the President's Trophy in 2019.), the Major League Baseball Tampa Bay Rays (2008 and 2010 American League Champions).

Less than a two-hour drive away are numerous attractions such as Busch Gardens, Adventure Island, Walt Disney World Resort, EPCOT Center, Hollywood Studios, Universal Studios, Islands of Adventure, Legoland, Sea World, Dinosaur World and Zoo Tampa at Lowry Park, which was named "No. 1 Zoo in the United States for Kids" by Parents magazine in 2009. In 2012, Zoo Tampa at Lowry Park was awarded Significant Achievement in North American Conservation for the facility's Manatee Care and Conservation Program. The award recognizes exceptional efforts toward regional habitat preservation, species restoration, and support of biodiversity in the wild. In 2015, Zoo Tampa at Lowry Park was featured among the "Top 25 Zoos in the U.S. and" 10 Best Zoos in the U.S. by Trekaroo. Numerous museums can also be found in the area including the Salvador Dali Museum, which contains the largest private collection of this artist's work outside of Spain.

Sources include: City of Clearwater Comprehensive Annual Report, Clearwater Regional Chamber of Commerce, various City Departments, PSTA, Ruth Eckerd Hall, and the St. Petersburg Times.

CLEARWATER AT A GLANCE

- ❖ Incorporated: May 27, 1915
- ❖ Form of Government: Council-Manager
- ❖ Elected Officials: Mayor and four at-large Council members

Demographics:	
Population Estimates:	
2011	107,805
2012	107,906
2013	109,065
2014	109,340
2015	110,703
2016	112,387
2017	113,723
2018	115,589
2019	116,585
2020 (est.)	118,185
Pinellas County (2019):	980,444
Median Age (2020):	46.3
Total Housing Units:	63,651
Owner Occupied:	45%
Renter Occupied:	36%
Vacant:	19%
Per Capita Income:	
2019	31,774
Average Household Income:	
2019	72,509
Racial Distribution (2018):	
White	78%
Black	11%
Asian	3%
Other Races	5%
Multiracial	3%

Climate:	
Average Annual Rain Fall:	61.0
(inches):	
Six-month avg. high/low temperatures:	
January	79.6/60.0
July	84.1/68.8
Average annual days of sunshine	244

Land Use:	
Incorporated Land Mass:	
(square miles)	26.6
Land Use:	
Residential	66%
Commercial	18%
Recreation/Open Space	7%
Industrial	1%
Other	8%

Education:	
Number of Public Schools	
(For School Year 2019 - 2020)	
Elementary	6
Middle	2
High School	2
Other	11
2019/2020 Enrollment	14,442
Public/Private Colleges	2

Economics:	
Total Employees by Industry Sector (2019):	
Services	28,925
Wholesale and Retail Trade	8,249
Finance, Insurance and Real Estate	4,285
Public Administration	1,607
Manufacturing	3,375
Transportation and Communication	3,374
Construction	3,589
Others	<u>107</u>
Total Employees	53,511
Principal Employers: (2020 Pinellas County Data)	
Pinellas County School District	17,000
Publix	5,500
Raymond James	5,000
Bay Pines VA Medical Center	4,300
All Children's Hospital	3,640
City of St. Petersburg	3,088
Pinellas County Commission	2,204
Principal Taxpayers: (2019 Tax Data)	
	% of Total Assessed Value
Bellweather Prop. LP Ltd	1.55%
B W C W Hospitality LLC	0.91%
K & P Clearwater Estate	0.79%
John Taylor Properties LLC	0.67%
P E P F Solaris Key LLC	0.64%
Clearmar LLC	0.59%
Wyndham Vacation Resorts INC	0.53%
Sandpearl Resort	0.52%

Economics (continued):	
2020 Taxable Value:	\$ 12,712,635,437
FY20/21 Property Tax	5.9550
Assessed Property Value Distribution:	
Residential	66%
Commercial	18%
Govt & Institutional	9%
Other	7%
FY2020/21 Adopted Budget (expenditure):	
Operating Funds:	\$ 419,277,670
Special Revenue Funds:	\$ 19,383,564
Capital Improvement:	\$ 100,543,850

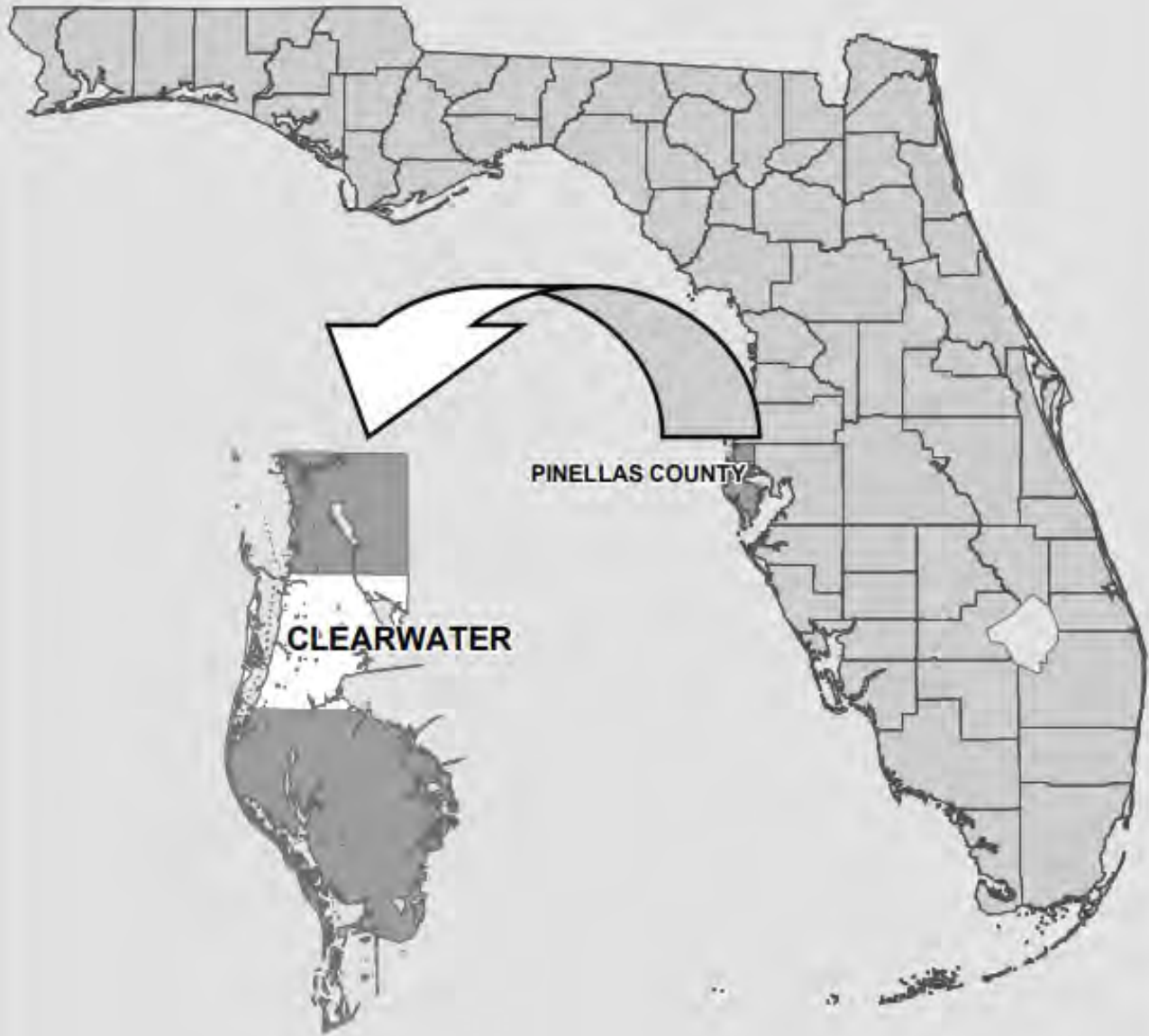
SERVICE STATISTICS

<u>Public Safety</u>	
<u>Police</u>	
Sworn Officers	245
Police Stations	3
<u>Fire</u>	
Certified Firefighters	196
Fire Stations	8

<u>Culture & Recreation</u>	
Number of Parks/Facilities	110
Parks Acreage	1,875
Recreational Paths (miles)	19
Tennis Courts	50
Baseball/Softball Fields	34
Playgrounds	28
Basketball Courts	21
Soccer/Football Fields	21
Recreation Centers	8
Swimming Pools	5
Dog Parks	3
Golf Courses	3
Performing Arts Venues	3
Nature Center	1
Libraries	5
Volumes in collection (thousands)	473
Marine - Boat Slips	333
Aviation - Airpark Spaces	177
Parking Spaces:	
Downtown	2,340
Clearwater Beach	1,975

<u>Utilities</u>	
<u>Water and Sewer Utility</u>	
Water Wells	44
Water Treatment Plants	3
Water Storage Tanks	6
Water Mains (miles)	597
Water Services	37,937
Water Demand (million gallon/day-MGD)	10.80
Sanitary Sewer Mains (miles)	408
Sewer Service Connections	34,329
Lift Stations	79
Water Reclamation Facilities	3
Wastewater Treatment Capacity (MGD)	28.5
Reclaimed Water Mains (miles)	142
Reclaimed Water Storage Tanks	3
Reclaimed Water Pump Stations	6
Reclaimed Services	7,771
NELAP Certified Lab Tests	52,284
<u>Stormwater Utility</u>	
Stormwater Mains (miles)	154
Stormwater Underdrains (miles)	115
Equivalent Residential Units	105,124
<u>Gas Utility</u>	
Gas Mains (miles)	154
Gas Services	27,269
Natural Gas Vehicle Fueling Station	1
<u>Solid Waste Utility</u>	
Solid Waste Services	30,111
<u>Recycling Utility</u>	
Recycling Services	28,892

Sources: University of Florida, Bureau of Economic and Business Research; US Census Bureau; Pinellas County School District; Pinellas County Finance Department; Pinellas County Property Appraiser; various City departments; Florida Agency for Workforce Innovation.



CITY OF CLEARWATER

VISION

- Clearwater will be a uniquely beautiful and vibrant community:
- That is socially and economically diverse;
 - That invests for the future; and
 - That is a wonderful place to live, learn, work, visit and play

MISSION

- The Mission of the City of Clearwater is to:
- To provide cost effective municipal services and infrastructure; and;
 - Facilitate development of the economy;
- To support a high quality of life and experience

STRATEGIC DIRECTION

FACILITATE DEVELOPMENT OF THE ECONOMY

DIVERSIFY THE ECONOMIC BASE	INCREASE ECONOMIC OPPORTUNITY	DEVELOP AND PROMOTE OUR BRAND	FOSTER COMMUNITY ENGAGEMENT
<ul style="list-style-type: none"> • Develop Downtown and US 19 • Housing stock that matches need • Expand nonresidential tax base • Fulfill Beach by Design • Maintain tourism commitment, including Sports Tourism 	<ul style="list-style-type: none"> • Foster Industry Sectors • Maintain a business-friendly environment • Recognize transit oriented development 	<ul style="list-style-type: none"> • Engage neighborhoods and the business community to: <ul style="list-style-type: none"> • Create our economic development identify • Communicate that identity effectively • Ensure that our residents and visitors are familiar with the whole offering of community amenities 	<ul style="list-style-type: none"> • Encourage neighborhood identity programs • Prevent blight and support property values through code enforcement • Preserve community history and culture • Support community events • Support healthy community initiatives

PROVIDE COST EFFECTIVE MUNICIPAL SERVICES AND INFRASTRUCTURE

EFFICIENCY	QUALITY	FINANCIAL RESPONSIBILITY	SAFETY
<ul style="list-style-type: none"> • Optimize use of employees, assets and resources • Encourage teamwork across departments • Access public-private organizations and resources 	<ul style="list-style-type: none"> • Proactively maintain and reinvest in our infrastructure • Continuously measure and improve our performance 	<ul style="list-style-type: none"> • Continue responsible financial management • Evaluate additional funding options • Set priorities and spend money aligned with Strategic Direction 	<ul style="list-style-type: none"> • Reinforce standing as a safe community • Continue community policing • Ensure timely emergency preparation, response and recovery



In 2013, the City Council for the City of Clearwater established a Strategic Direction, providing a Mission and Vision along with supporting Goals and Objectives, as derived from input from stakeholders and community analysis. Working from that base document, City Council has continued annually to support priorities for each of the goals and the corresponding objectives. Collectively, the document comprises City Council's Five-Year Strategic Plan, as required by City Council Policy "M."

Implementation of the Strategic Plan requires both, defined, proactive actions as well as ongoing planning and resource commitments. The strategic implementation process is not static, as we are routinely working on programs and services that build upon strategic direction priorities across the various City operations.

Ongoing Strategic Actions

In terms of consistency for ongoing actions, staff continues to depend upon various plans and documents that align ongoing work with the Strategic Direction. These include, but are not limited to:

- Annual Operating and Capital Improvement Budget
- Comprehensive Annual Financial Report (CAFR)
- Economic Development Strategic Plan - Update in 2019-20
- East Gateway Vision Plan
- Clearwater Comprehensive Plan
- Clearwater Greenprint - Update in 2019-20
- Downtown Clearwater Redevelopment Plan
- US 19 Corridor Redevelopment Plan
- Post Disaster Redevelopment Plan
- Comprehensive Emergency Management Plan (CEMP) - Update in 2019-20
- Clearwater Gas System Strategic Plan
- Parks and Recreation Master Plan
- Library Strategic Plan
- Public Utilities Master Plans - Updates in 2019-20
- Stormwater Master Plan
- North Marina Master Plan
- Boating Improvement Master Plan
- Police Department Strategic Plan
- Imagine Clearwater Master Plan
- CRA 18-Month Strategy

These existing processes, plans and initiatives reinforce the City Council's identification of goals for "*Facilitating Development of the Economy*," and "*Providing Cost Effective Municipal Services and Infrastructure*."

Strategic Plan (2020-2025)

The Strategic Plan, found as the first page of this section, focuses on two specific goals. The first goal: "To Facilitate Development of the City's Economy," has four objectives: 1) Diversify the Economic Base; 2) Increase Economic Opportunity; 3) Develop and Promote our Brand; and 4) Foster Community Engagement. The second goal: "Provide Cost Effective Municipal Services and Infrastructure," has four objectives to deliver services and infrastructure with "Efficiency," "Quality," "Financial Responsibility" and "Safety."

The City Council held their annual strategic planning session on June 11, 2020, later than usually scheduled due to closures and meeting conflicts from of COVID-19. Normally at this annual meeting, the Council identifies focus items for each of the elements of the strategic direction, and discuss thoughts on modifications to the plan. Because of the change in the Council that occurred as a result of the March 2020 election (3 of 5 council members were newly elected), staff approached this review of the plan differently. In this initial

strategic direction meeting of the new Council, each department director presented a brief description of their department, identifying how they support different elements of the City's strategic direction. The goal of this meeting was to provide the Council some context as to how our daily operations and work plans implement the strategic direction.

With the unknown impacts of the COVID-19 pandemic, staff discussed the short-term focus on balancing the budget for fiscal year 2020/21 considering revenue deficiencies that were being revealed as we were dealing with the constant changes in operations as a result of the pandemic. This approach has allowed staff additional time to assess the impacts of the pandemic while delaying decisions until we are able provide Council more confidence in our resources so to refine the strategic direction at a future meeting.

While a future meeting has not been scheduled, the council members agree that revision of the strategic direction is necessary and input from Clearwater residents will be critical in that process. With the current pandemic, public meetings pose a challenge. Staff is currently working to find creative ways to engage our residents with a hope that we will be able to begin this re-visioning process as soon as possible.



City Council Policy - Budget and Finance

- 2-1 Accounting Procedures.** It is a policy of the City Council to establish and maintain a standard of accounting practices on a basis consistent with Generally Accepted Accounting Procedures (GAAP), and the Governmental Accounting Standards Board (GASB), and the standard practices of the Government Finance Officers Association of the United States and Canada (GFOA).
- The City will also comply with the rules of the Auditor General and the Uniform Accounting System as required by the State of Florida.
- 2-2 Auditor Selection Committee.** It is a policy of the City Council to have an Auditor Selection Committee for the selection of a Certified Public Accounting firm for the annual financial audit, in compliance with Section 218.391, Florida Statutes. The Auditor Selection Committee will be appointed by the City Council and shall be comprised of one council member, who shall act as chair and at least two members to be chosen by City Council, who are not officers or employees of the City. The Auditor Selection Committee may include the City Auditor and the City Finance Director to serve in non-voting advisory capacity only in accordance with the requirements of Section 218.391, Florida Statutes. The Auditor Selection Committee will be responsible to assist City Council in selecting an external auditor to conduct the annual financial audit and serve other audit oversight purposes in accordance with the requirements of Section 218.391, Florida Statutes. The Auditor Selection Committee may also manage the audit process as appropriate.
- 2-3 Balanced Budget.** It is a policy of the City Council to adopt a balanced budget for all funds. The City will avoid budget and accounting practices that balance the budget at the expense of future budgets. The City will also avoid budgeting any unrealized investment gains due to the City's practice of holding investments until maturity.
- 2-4 Budget Review Process.** It is a policy of the City Council to be provided with a quarterly budget report and an annual operating budget comparing actual versus budgeted revenue and expense activity.
- 2-5 Budgetary Position Control.** It is a policy of the City Council that the total number of permanent full-time and part-time positions (full-time equivalents) approved in the annual operating budget may not be exceeded without prior approval of the City Council.
- 2-6 CRA Contribution to General Fund.** It is the City's policy that services provided for administrative support to the Community Redevelopment Agency (CRA) by City employees shall be reimbursed to the General Fund. Such reimbursement shall be approximate actual costs incurred by the department, together with any associated costs.
- 2-7 Capital Improvement Budget and Capital Improvement Plan.** It is a policy of the City Council to adopt a six-year Capital Improvement Plan and Budget which summarizes the project scope, estimated cost estimates by project, method of financing, and anticipated operating costs of each project.
- 2-8 Central Insurance Reserve Policy.** It is a policy of the City Council to maintain a Central Insurance Fund reserve to guard against unforeseen or uninsured costs or increases in property, workers' compensation, health or liability insurance. The target minimum balance for this reserve is equal to 75% of the actuarially calculated self-insurance reserve liability. If reserves are drawn down below the above target minimum balance, the City will develop a plan to replenish the reserves, generally within five (5) years.
- 2-9 Clearwater Gas System Supply Hedging Policy:** It is a policy of the City Council to limit the financial risk to Clearwater Gas System (CGS) of natural gas purchases by Hedging a portion of its gas supply needs with the intention of reducing price volatility for the residential, commercial, and industrial customers of CGS. Hedging amounts for a specified period of time will NOT exceed the expected average natural gas energy usage over that time period.

City Council Policy - Budget and Finance

The City Representative shall issue a Directive to Florida Gas Utility (FGU) in the event that CGS would like FGU to take any action with respect to a Financial Product on its behalf. The General Manager of FGU shall not be authorized to enter into a Financial Product on a system-wide basis for CGS without a Directive from the City Representative.

Financial Products shall be purchased or otherwise acquired for the purpose of risk management and, to the extent possible, shall be entered into in such a manner as to meet applicable accounting standards as a “hedge” for accounting purposes; provided that the failure to obtain any particular accounting treatment with respect to a Financial Product shall not form a basis for challenging or otherwise calling into question the legality and enforceability of a Financial Product entered into pursuant to a Directive. **CGS shall not engage in any purchase or acquisition of Financial Products for Speculation.**

In the event if any inconsistency between the terms of this Policy and any existing agreement between FGU and CGS, including, without limitation, the All Requirements Gas Services Agreement, dated as of February 15, 2002 and as amended from time to time, between FGU and CGS and entered into pursuant to Resolution 02-02 the City of Clearwater, Florida, the terms of such agreement shall prevail.

In above policy, these terms are defined as:

2-1 “City Representative” means a representative of the City of Clearwater, Florida, who can authorize a Directive with respect to Financial Products, which term shall include, without limitation, any person designated as a “member representative” or “project participant representative” under an agreement between FGU and the City of Clearwater, Florida.

2-2 “Directive” means an instrument, in writing, executed and delivered by a City Representative that gives directions to FGU, or otherwise authorizes actions by FGU, with respect to Financial Products and the related Financial Instruments.

2-3 “Financial Instruments” means one or more agreements entered into with respect to Financial Products by and among the parties thereto, which may include FGU, CGS, or both, or any other third party or counterparty thereto, and such term shall expressly include, without limitation, any assignment or termination agreement related to Financial Products by FGU, CGS, or both.

2-4 “Financial Products” means swaps, options, caps, collars, floors, forwards, futures contracts, and any other Hedging transactions, and any combination of the foregoing, whether executed “over-the-counter” pursuant to private agreement of “exchange-traded” on one or more regulated contract markets.

2-5 “Hedge” means to minimize or protect against loss by counterbalancing one transaction against another or otherwise mitigating economic risk. The term “Hedging” shall be construed accordingly.

2-6 “Speculation” means using Financial Products in a manner not reasonably expected to reduce the risk associated with CGS business activities.

- 2-10 Debt Management Policy:** This policy is to establish criterion and procedures for the issuance of debt financing by the City. This Debt Policy confirms the commitment of the City Council, management, staff, advisors and other decision makers to adhere to sound financial management practices, including full and timely repayment of all borrowings, and achieving the lowest possible cost of capital within prudent risk parameters.

The City shall employ the use of debt to compliment the significant recurring commitments of annual appropriations for capital purposes in a way that is fair, reasonable, and equitable to each generation of taxpayers, ratepayers, users and other beneficiaries.

1. General:

- A. The City shall seek to maintain their high bond ratings so borrowing costs are minimized and access to credit is preserved.
- B. The City may utilize debt obligations to refinance current debt or for acquisition, construction or remodeling of capital Improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.

City Council Policy - Budget and Finance

- C. The useful life of the asset or project generally must exceed the payout schedule of any debt the City assumes.
 - D. The City will analyze funding alternatives to minimize the cost impact of debt structures on the taxpayers or ratepayers.
 - E. The outstanding debt will be reexamined periodically to determine whether an economical advantage exists for refinancing the outstanding debt given changes in the interest rate and bond market. As a general rule, the present value savings of a particular refunding should exceed 5% while maintaining a similar maturity schedule to the original debt.
2. Type and Structure of Debt:
- A. Any legally allowable debt may be used for financing capital improvements; this includes, but is not limited to, short-term and long-term debt, general obligation and revenue debt, fixed and variable rate debt, lease-backed debt, conduit issues, and taxable debt. The use of zero-coupon bonds, capital appreciation bonds, deep discount bonds, and premium bonds may be considered.
 - B. The City may consider the use of credit enhancements (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancements proves cost-effective.
 - C. When fiscally advisable and when consistent with contractual obligations, the City shall lease purchase capital equipment. Generally, equipment will have a monetary value \$25,000 or more and a minimum life expectancy of three years. The debt service on the lease purchase items shall be paid by the user department.
3. Issuance of Obligations
- A. Selecting Service Providers:
 - 1. The City may retain an independent financial advisor for advice on debt structuring, the rating review process, marketing debt issuances, sale and post-sale services and to prepare and/or review the official statement.
 - 2. The City may also retain independent bond counsel and disclosure counsel for legal and procedural advice on all debt issuances.
 - 3. As necessary, the City may retain other service advisors, such as trustees, underwriters, and pricing advisors.
 - 4. Any process utilized to select professional service providers in connection with the City's debt program shall be in conformance with City purchasing policies, procedures and requirements.The objectives of the process will be to:
 - a. Promote competition
 - b. Be as objective as possible
 - c. Incorporate clear and rational selection criteria
 - d. Be independent of political influence
 - e. Be perceived as fair by the respondents
 - f. Result in a cost-effective transaction
 - g. Result in the selection of the most qualified firm
 - h. Eliminate conflict of interest
 - B. Method of Sale
 - 1. Competitive Sale. The City will generally seek to issue its bond obligations in a competitive sale. Other methods may be used if it is determined that such a sale method will not produce the best results for the City.
 - 2. Negotiated Sale. The City may elect to sell its bond obligations through a negotiated sale. This method will usually be considered when the bond issue is refunding a prior issue or there is a unique or unusual component to the bond issue.
 - 3. Private Placement. When determined appropriate, the City may elect to sell its debt obligations through a private placement or limited public offering.
 - C. Maturity of the Debt
 - 1. Bonds will generally not have more than a thirty-year duration.
 - 2. Lease Purchase debt will generally not have more than a five-year duration.

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4. Post-Issuance Compliance
 - A. In order to comply with federal tax laws and maintain the tax-exempt status of certain municipal debt issues, Post-Issuance Compliance monitoring is required at regular intervals as follows:
 1. Identification of debt-financed facilities and ongoing tax requirements - at time of issue, including a review of tax certificate executed at closing
 2. Qualified use of bond proceeds – ongoing
 3. Qualified use of facilities financed with debt proceeds - ongoing by monitoring discussions at staff meetings
 4. Arbitrage yield restriction and rebate – annually as soon as bank statements containing the last day of the bond year are available
 5. Maintenance of bona fide debt service fund – recalculate sinking fund deposit requirements semi-annually after each interest payment date
 6. Continuing Disclosure documents other than Significant Events and Notices to Bondholders – annually by due dates through EMMA Dataport
 7. Significant Events – upon occurrence through EMMA Dataport
 8. Notices to Bondholders – upon occurrence of an event requiring notice
 - B. Procedures for Ensuring Timely Compliance
 1. The Finance Director (or designee) will review project invoices presented for payment from bond proceeds and authorize payment if use of proceeds is proper.
 2. The Finance Director (or designee) will participate in staff meetings where discussions are held regarding use of debt-financed facilities.
 3. The Finance Director (or designee) will calendar all bond year-ends and coordinate transmission of bank statements and other arbitrage-related documents with the outside arbitrage consultant within one month of the bond year-end.
 4. The Finance Director (or designee) will re-calculate monthly sinking fund deposit requirements semi-annually after each interest payment, and annually after each principal payment.
 5. The Finance Director (or designee) will consult with the City's Disclosure Counsel, as needed, regarding disclosure of Significant Events.
 - C. Procedures Reasonably Expected to Timely Identify Noncompliance
 1. The Finance Director (or designee) will review the Continuing Disclosure Checklist for upcoming due dates at the beginning of each calendar quarter.
 2. The Finance Director (or designee) will send required continuing disclosure documents to the City's Disclosure Counsel for review and approval before filing through the EMMA Dataport.
 3. Continuing disclosure due dates will be calendared by the Finance Director and by the designee, as a backup reminder.
 4. The annual financial statement audit will include review by external auditors of use of debt proceeds, debt service accounts and payments, and review of minutes of official meetings.
 - D. Procedures for Ensuring Timely Correction of Noncompliance
 1. When noncompliance has been identified, the Finance Director will promptly provide required documents or consult with Disclosure Counsel, Bond Counsel or other outside specialists as needed. If a possible violation of the tax rules is identified, the Finance Director will consult with counsel to determine if a "remedial action" should be taken under the Treasury Regulations or if a closing agreement request should be submitted to the Internal Revenue Service under the Voluntary Closing Agreement Program. The City Manager and Council will be notified to take additional steps, if necessary, to timely correct.
 2. Upon receipt of any correspondence from or opening of an examination of any type with respect to tax-exempt debt issued for the benefit of the City, the Finance Director will promptly notify the City Manager and consult with outside counsel as necessary to respond to the IRS.

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E. Recordkeeping Requirement and Records Retention

All relevant records and contracts shall be maintained in retrievable paper or electronic format for the term of the debt plus a minimum of three years. The term of the debt shall include the term of all debt which refunds the original new money issue, including debt issued to refund debt in a series of refunding's.

Records required to be maintained include:

1. Basic records relating to the debt transaction, including the debt transcript of proceedings and other relevant documents delivered to the City in connection with the issuance and closing of the debt transaction.
2. Documents evidencing expenditure of debt proceeds, including but not limited to:
 - a) Construction contracts
 - b) Purchase orders
 - c) Invoices and applications for payment
 - d) Trustee requisitions and payment records
 - e) Documents related to costs reimbursed with debt proceeds, including related issuer resolutions
 - f) Records identifying the assets or portion of assets financed or refinanced with the debt proceeds
 - g) A final schedule of property financed by the debt and final allocation of debt proceeds
3. Documentation evidencing the use of debt-financed property, including records of lease or sale of debt-financed property for public or private purposes, and any change in use of debt-financed property from its original intended purpose.
4. Documentation evidencing all sources of payment or security for the debt.
5. Documentation pertaining to investment of debt proceeds, including but not limited to:
 - a. Purchase and sale of securities
 - b. SLGs subscriptions
 - c. Yield calculations for each class of investments
 - d. Actual income received from the investment of proceeds
 - e. Investment agreements
 - f. Trustee statement
 - g. Arbitrage rebate calculations and reports

2-11 Enterprise Funds. It is a policy of the City Council that all Enterprise Fund operations shall be self-supporting, and shall pay administrative and other appropriate service charges to General Fund Operations for support at a level determined by the City Council.

2-12 Enterprise Fund Transfer Payment. It is a policy of the City Council that the specific enterprise operations designated by the City Council shall annually transfer to the General Fund an amount determined appropriate to be considered reimbursement in lieu of taxes. The current rate is 5.5% of prior year gross revenues.

April 1989 policy adopted by councilmembers established this rate at 4.5% of prior-year gross revenues. This proportionate rate was adopted to accommodate growth and replaced prior years' policy of a prescribed dollar contribution. Other than the exceptions noted below, the rate of 4.5% remained in effect until the City Council adopted the amended rate of 5.5% in September 2005.

Upon adoption of the Gas Strategic Plan in fiscal year 1995/96, the Council agreed to replace the Gas Support contribution with a franchise fee from natural gas customer accounts payable to the General Fund. This, in combination with the Gas dividend, offered the General Fund the same level of support as fiscal year 1995/96. The Gas System Dividend will be 50% of the Gas System Net Income less Bond Interest Earnings, but no less than a \$1,700,000, plus a PILOT (Payment in Lieu of Taxes) fee of at least \$508,720. Such PILOT fee will be paid by the Gas Franchise Fees to offset such PILOT payment.

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In September 2000, with the adoption of the 2001/02 Annual Operating Budget, the City Council expanded this policy, which had previously been imposed only on the utility enterprises, to include an annual payment in lieu of taxes from the Marine and Airpark Fund. In FY 2009 the Parking Fund began paying the PILOT.

- 2-13 General Fund Unappropriated Retained Earnings.** It is a policy of the City Council to maintain a General Fund reserve equal to 8% of the subsequent year's budgeted expenditures as a contingency fund to meet unanticipated financial needs. Should funds in excess of 8% be available in any fiscal year, these funds shall be identified as available, and may be appropriated by the Council for specific Capital Improvement Projects or other one-time needs.

In addition, the City Council will maintain an additional General Fund reserve equal to ½% of the subsequent year's budgeted expenditures to fund unanticipated retirements of General Fund long-term employees during the given fiscal year. Any appropriations approved by the City Manager during the year, for this purpose, will be noted in the City Manager's quarterly budget report.

- 2-14 Interfund Administrative Charge.** It is a policy of the City Council that an allocation shall be made annually distributing the costs for administrative support departments among all operating departments. This distribution shall be proportionately based on the operating department's annual budget and shall not be charged to General Fund departments.

Upon adoption of the Gas Strategic Plan in fiscal year 1995/96, the Council agreed to maintain the same charge for administrative support from the Gas Fund for fiscal year 1995/96 which will be increased annually by estimated the cost of salary increase index (fiscal year 2001/02 - 5%).

Beginning in fiscal year 2001, the City Council approved an adjustment to the Gas Fund charge increasing the charge by \$325,000 over the computed amount to bring the Gas Fund more in line with the proportionate amount calculated in the same manner as the Other Enterprise Funds.

- 2-15 Interfund Other Service Charges.** It is a policy of the City Council that the cost of services provided to Enterprise Fund Departments by General Fund Departments shall be charged to, and paid by the Enterprise Fund.

2-16 Investment Policy.

1. Scope

This statement of investment policy and guidelines applies to all investments of the City's pooled cash, which includes cash and investment balances of the following funds:

- General
- Special Revenue
- Debt Service
- Capital Projects
- Enterprise
- Internal Service Funds
- Fiduciary Funds

The policies set forth do not apply to the non-pooled cash investments of the Pension and Deferred Compensation Funds of the City of Clearwater, deposits for defeased debt, or assets under Bond Trust Indenture Agreements.

2. Investment Objectives

- A. Safety of principal is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided.
- B. The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To accomplish this the portfolio will be "laddered" with monthly maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible,

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the City will match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than 15 years from the date of purchase. Also, unless specifically matched against a debt or obligation not more than 15% of the portfolio will have a maturity greater than 10 years.

- C. The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

3. Performance Measurement

The benchmark yield for the operating portfolio will be the weighted average yield determined by using the following maturity distribution and the related U.S. Treasury yields. Treasury yields are considered the benchmark for riskless investment transactions and, therefore comprise a minimum standard for the operating portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein.

<u>Average Treasury Rates</u>	<u>Percentage Distribution</u>
Overnight rate	15%
3 month Treasury Bill rate	15%
6 month Treasury Bill rate	15%
1 year Treasury Bill rate	15%
3 year Treasury Note rate	15%
5 year Treasury Note rate	15%
10 year Treasury Note rate	10%
Total	100%

Weighted average maturity of benchmark 2.46 years

4. Prudence and Ethical Standards

The standard of prudence to be applied by the investment officer shall be the "Prudent Person" rule, which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income derived." The "Prudent Person" rule shall be applied in the context of managing the overall portfolio.

5. Authorized Investments

The City shall limit investments, as authorized in Florida Statutes to:

- A. Direct Federal Government obligations. Investments in this category would include but not be limited to the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Small Business Administration, Government National Mortgage Association (Ginnie Mae), Veterans Administration, and Federal Housing Administration.
- B. Federal Agencies and instrumentalities. Investments in this category would include but not be limited to the following: obligations of the Federal Home Loan Banks System (FHLB) or its distinct banks, Financing Corporation (FICO), the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation and Federal Agriculture Mortgage Corporation (Farmer Mac).
- C. U.S. Securities and Exchange Council registered money market funds with the highest credit quality rating from a nationally recognized rating agency.
- D. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.

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- E. Debt issued by the State of Florida or any political subdivision thereof including pools.
- F. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.
- G. Repurchase Agreements and reverse repurchase agreements collateralized by securities otherwise authorized in this policy.
- H. The Local Government Surplus Funds Trust Fund or any intergovernmental investing pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s. 163.01 Florida Statutes.
- I. Commercial paper of prime quality of the highest letter and numerical rating as provided for by at least one nationally recognized rating service.

6. Maturity and Liquidity Requirements

- A. The City will maintain a forecast of expected cash outflows and inflows by major categories. For months that the outflows exceed inflows the City will have investments maturing that month in excess of the forecasted deficits.
- B. The City's intention is to keep the weighted average maturity to three years or less. Due to market conditions and cash needs the average maturity may temporarily be greater than three years but no greater than five years.

7. Portfolio Composition, Risk and Diversification

Assets held shall be diversified to control risk of loss resulting from over-concentration of assets in a specific maturity, issuer, instrument, or dealer/broker, through which these instruments are bought and sold. The following maximum limits apply to the portfolio:

Maturity date	10%	Specific instrument	8%
Specific issuer	40%	Specific dealer/broker	33%
Commercial Paper	25%	Collateralized Mortgage Obligations and Real Estate Mortgage Investment Conduits	33%

Diversification strategies within the established guidelines shall be reviewed and revised periodically as necessary by the Investment Committee.

8. Authorized Investment Institutions and Dealers

- A. Banks - Certificates of deposit purchased under the authority of this policy will be purchased only from Qualified Public Depositories of the State of Florida as identified by the State Treasurer, in accordance with Chapter 280 of the State Statutes.
- B. Broker/Dealer Approvals and Limitations - Time, practicality, and general business constraints limit the number of investment relationships which can be managed on a regular basis. In most cases, normal investment activity will be limited to no more than ten dealer relationships. A broker/dealer list will be established by the Finance Director or designee. This list will be presented to the Investment Committee for approval. This list will be updated as needed and approved by the Investment Committee.

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9. Third-Party Custodial Agreements

All securities shall be held by a third-party safekeeping company. All purchases by the City under this policy shall be purchased using the "delivery versus payment" procedure. For all purchases and sales of securities the third party custodial will require the approval of two individuals authorized by the Finance Director.

10. Master Repurchase Agreement

All approved institutions and dealers transacting repurchase agreements shall be covered by a Master Repurchase Agreement. All repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

11. Bid Requirements

After the Finance Director or designee has determined the appropriate maturity based on cash flow needs and market conditions and has selected one or more optimal type of investment, the security in question shall, when feasible and appropriate, be competitively bid. Competitive bids or offerings shall be received from at least three dealers/brokers on all sales or purchases except in situations where:

- A. The security involved is a 'new issue' and can be purchased 'at the auction.'
- B. The security has a fixed "postal-scale" rate.
- C. The security involved is available through direct issue or private placement.
- D. The security involved is of particular special interest to the City and dealer competition could have an adverse impact with respect to the price and availability to the City.

It is also realized that in certain very limited cases the City will not be able to get three quotes on a certain security. For those cases the City will obtain current market prices from one of the following to determine if the transaction is in the City's best interest:

- A. Bloomberg Information Delivery System.
- B. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing.
- C. Daily market pricing provided by the City's Custody Agent or their corresponding institution.

12. Internal Controls

The Finance Director shall establish and monitor internal and procedural controls designed to protect the City's assets and ensure proper accounting and reporting of the transactions related thereto. The internal controls will be designed to prevent losses of funds which might arise from fraud, employee error, misrepresentations by third parties, or imprudent actions by employees of the City. All buy and sell communications with the third party safekeeping company will be signed by two individuals authorized to make investment decisions. The internal controls developed under this policy shall be reviewed by the independent auditors as a regular part of their audit of the City.

The Finance Director shall establish an Investment Committee that meets on a regular basis for the purpose of reviewing investment transactions, approving brokers/dealer changes and other investment activities. The Investment Committee members will be the Finance Director, Assistant Finance Director, Accounting Manager and any other City staff members appointed by the Finance Director.

13. Reporting

The Finance Director or designee shall report on at least an annual basis the following information on the City's investments:

- A. Securities by class/type.
- B. Book Value
- C. Market Value
- D. Income Earned

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14. Continuing Education

The members of the Investment Committee will complete no less than 8 hours of continuing educational opportunities on investment practices each fiscal year. The members of the Investment Committee will have sufficient knowledge and education to invest in any and all of the securities listed above.

2-17 Maintenance of Capital Plant and Equipment. It is a policy of the City Council that the City's budget will provide adequate funding for maintenance of capital plant and equipment and the funding for their orderly replacement.

2-18 Review of Annual Audit. It is a policy of the City Council to have a Certified Public Accounting firm perform an annual audit on all of the City's funds. A work session will be held each year within 60 days of the release of the annual financial audit of the City. At that time, the overall financial condition of the City and its enterprise funds will be reviewed.

2-19 Review of Rate Schedules. It is a policy of the City Council to review rate schedules of the City of Clearwater enterprise funds at a minimum of every 5 years. The purpose of the review will be to assure rates are set in a manner to be fair and equitable while covering the City's cost to provide the service.

Unrestricted utility fund balances (working capital reserves) should be maintained pursuant to the most recent rate review or at a level equivalent to at least six months' operation and maintenance expense, whichever is greater, and three months for all other enterprise and internal funds

2-20 Road Millage. In order to maintain the City's sidewalks and streets (including curbs and bridges), a road millage will be designated as a part of the annual budget process. Priorities will be determined first on functional and safety considerations. Road Millage may be used for aesthetic repairs.

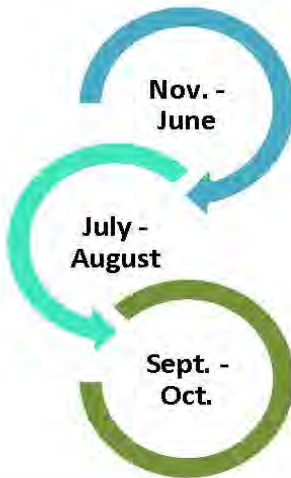
2-21 Special Events Fee. The Special Events Committee will review applications for use of City beaches, sidewalks, outdoor recreation open space and rights-of-way. Sponsoring organizations will be responsible for the costs of all City services needed in conjunction with the events unless they are City sponsored or co-sponsored events.

The City Council may waive all or a portion of fees and related charges for City sponsored or co-sponsored events, including, but not limited to Jazz Holiday, July 4th, Turkey Trot, and Martin Luther King Parade. There shall be an annual review of City sponsored/co-sponsored events during the budget process. An agenda item confirming co-sponsorship and waiver of fees for those to be submitted in the budget will be brought for City Council acceptance in March of each calendar year. All items accepted by the Council are then to be included in the appropriate department's budget. Only after the item is passed as part of the approved budget is the item considered to be funded.

In the event additional monies are requested beyond what is included in the approved budget, City Council approval will be needed before said additional funds are appropriated.

Budget Process Calendar

Each year, extensive planning takes place to identify the organizational needs for the following year's budget. This process begins early in the fiscal year, includes a meeting with the City Council to discuss strategic priorities as well as various meetings with department directors and city management. The State of Florida's Truth in Millage (TRIM) process is followed to ensure compliance with state statute. This process informs taxpayers and the public about the legislative process by which local taxing authorities determine ad valorem (property) taxes.



November – January

- Departments review six-year capital plan and create capital improvement (CIP) budgets

February

- City Manager review of CIP submissions

March - April

- Departments prepare operating budget

May

- City Manager(s) meetings with departments - provide final direction

June

- Receipt of early estimates of taxable values from Pinellas County (figures used in preliminary budget)
- City Manager, Departments, Budget/Finance finalize proposed budget
- June 11, 2020, City Council held strategic planning special meeting
- June 26, 2020, City Manager released the preliminary FY21 budget

July

- Receipt of preliminary taxable values from Pinellas County (figures used in final budget)
- July 16, 2020, City Council set preliminary millage rate
- July 17, 2020, preliminary millage rate provided to Pinellas County Property Appraiser (due by August 3)
- July 28, 2020, City Council held special work session for FY21 budget discussion

August

- Office of Management and Budget prepares final budget ordinances and schedules for TRIM requirements

September

- September 3, 2020, first public hearing on the Fiscal Year 2020/21 Annual Operating and Capital Improvement Budget
- September 3, 2020, annual public hearing to approve the Penny for Pinellas project list
- September 13, 2020, notice of proposed tax increase and budget summary advertised in the Tampa Bay Times as required by TRIM
- September 17, 2020 final public hearing to approve the Fiscal Year 2020/21 Annual Operating and Capital Improvement Budget

October

- Final publication of Fiscal Year 2020/21 Annual Operating and Capital Improvement Budget released



GOVERNMENTAL ORGANIZATION

The City of Clearwater operates under the Council-Manager form of government as established in 1924. The City Council is comprised of five members, the Mayor, Vice-Mayor, and three Councilmembers, elected to specific seats at large. The City Council appoints a professional City Manager who serves as the Chief Administrative Officer and Chief Executive Officer of the City.

This budget document includes all funds that are appropriated budgets for the fiscal year beginning October 1, 2020. The City of Clearwater provides a full range of services normally associated with a municipality, including police and fire protection, public works operations, code enforcement activities, permitting and building services, economic development services, parks, libraries and other recreational services. In addition, the City provides its citizens with water, reclaimed water, sewer, stormwater, gas, solid waste, recycling utilities, and operates a full service marina, airpark, a public fishing pier, and maintains boat slips in the downtown area.

BUDGET PROCEDURES

The City of Clearwater's annual budget is a public policy process resulting in the fiscal plan for the allocation of municipal resources in the accomplishment of specific programs. The process includes the active role of the elected City officials through establishing priorities and evaluating departmental programs; the City Manager recommended allocation of City resources in providing these services; the input of citizens through the public hearing process; and the adoption of the budget by the City Council.

Budget Presentation

By City code, the City Manager must submit to the City Council an operating budget for the ensuing fiscal year, a capital improvement budget, a six-year capital improvement plan, and an accompanying budget message no later than 60 days prior to the end of the fiscal year.

The City Manager's budget message explains the budget both in fiscal terms and in terms of work programs. The budget message out-lines the proposed financial policies of the City for the ensuing fiscal year; describes features of the budget; indicates any major changes from the current year financial policies, expenditures and revenues, together with the reasons for such changes; summarizes the City's debt position; and includes such other supplementary material as to further explain the organization and content of the budget, or such material as the City Council may request.

Operating budget documents provide a complete financial plan of all City funds and activities for the ensuing fiscal year. In organizing the operating budget, the City Manager utilizes the most meaningful combination of expenditure classifications that will adequately disclose all material amounts budgeted by fund, organization unit, program or project, and line-item object code. The budget document begins with a clear summary of its contents; details all estimated revenue including the sources thereof, indicating the proposed property tax levy, and all proposed expenditures, including debt service for the ensuing fiscal year; and is arranged to show comparative figures for actual and estimated revenues and expenditures of the preceding year, and budgeted revenue and expenditures of the current year.

Capital Improvement Fund

The annual operating budget and Capital Improvement Program (CIP) budget are complementary City plans. The annual budget is a guide for the day-to-day operations of the City programs. The Capital Improvement Program is a management, legislative and community tool used to facilitate the planning, control and execution of major capital expenditures. The six-year Capital Improvement Program schedule provides the plan for needed public improvements within the City's capacity to finance them on a sound fiscal basis.

For those projects recommended to the City Council, appropriate funding sources are identified; the specific objective from the Clearwater Comprehensive Plan is referenced, and future operating costs are provided for Council consideration.

The City Council reviews the project requests and after public hearings and appropriate modification, the budgets for the Capital Improvement Program are adopted on a multi-year completed program basis, where budget appropriations do not lapse at year-end but may extend across two or more fiscal years.

Budget Amendments After Adoption

The following procedures have been instituted by the City Code of Ordinances to provide direction for the amendment of the adopted budget.

- ***Supplemental appropriations.*** If during the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council, by ordinance, may make supplemental appropriations for the year up to the amount of such excess.
- ***Emergency appropriations.*** To meet a public emergency affecting life, health, property or the public welfare, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.
- ***Reduction of appropriations.*** If at any time during the fiscal year it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, such event shall be reported to the City Council without delay. Such report shall indicate the estimated amount of the deficit, any remedial action taken by the City Manager and recommendation as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit, and for that purpose it shall by ordinance reduce one or more appropriations.
- ***Transfer of appropriations.*** At any time during the fiscal year the City Manager may for reasons of economy or efficiency, transfer part or all of any unencumbered appropriation balance among programs within an operating fund, provided such action does not result in the discontinuance of a program. The City Manager may transfer appropriations within the capital budget provided such transfer does not result in changing the scope of any project or the fund source included in the adopted capital budget. Such operating and capital transfers must be included in the next budget review presented to the City Council. Upon detailed written request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one fund to another.
- ***Limitations; effective date.*** No appropriation for debt service may be reduced or transferred except where such reduction or transfer is surplus and will not jeopardize the specific debt service requirements. No appropriation may be reduced below any amount required by law to be appropriated by more than the unencumbered balance thereof. The supplemental and emergency appropriation and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.
- ***Penny for Pinellas.*** If after adoption of the capital improvement budget and program there is a change proposed for the use of Penny for Pinellas tax, adding or subtracting \$500,000 or more from a project approved in the capital improvement budget or adding new projects in excess of \$500,000, there shall be an advertised public hearing before the City Council.

Quarterly Report to Citizens

The Code of Ordinances also requires that the City Manager prepare a quarterly report addressing the status of the operating and capital improvement budgets. This report provides anticipated quarterly income estimates, actual collections and variances between estimated and actual income for all City operating funds; projected quarterly

expenditure estimates, actual expenditures and variances between estimated and actual expenditures for City operating funds; a narrative explanation of significant variances; and the financial status of all active capital improvement projects.

In addition to the required elements, the report also includes all amendments to the budget that have been approved by the City Council during the past quarter via the agenda item process. Also, recommended routine amendments are presented in the report, such as the closing of a completed capital project budget. And occasionally, the City Manager may have a recommendation to amend the budget for specific reasons that will be incorporated in the report.

The report is presented to the City Council at the regularly scheduled Council meeting, and the City Council in a separate ordinance adopts all amendments included in the report. These meetings are televised and scheduled for public input on the Council agenda.

Public Participation

Public participation in the budget process is encouraged. Prior to adoption, the City Council holds public televised budget work session(s) and/or public meetings reviewing the major issues, programs and capital projects included in the proposed budget. The scheduled times and locations of these meetings are advertised prior to the meetings on the City's website (myclearwater.com) and on the City owned television station, C-VIEW.

In addition, the two public hearings, required by state law, were held September 3 and 17, 2020, for the final adoption of the 2020/21 budget ordinances. These mandated public hearings for ordinance adoption in September completed the process of citizen participation in the 2020/21 budget.

Truth In Millage (TRIM)

The budget and property tax (millage rate) adoption process is governed by the State Statute known as TRIM (truth in millage). In Florida, properties are assessed by the County Property Appraiser and property taxes are collected by the County Tax Collector. Property owners are eligible to receive a homestead exemption of \$25,000, and possibly as much as \$50,000 on their principal place of residence, depending on the taxable value of the property. In addition, seniors meeting specific criteria may qualify for an additional exemption of \$25,000. All property is assessed at 100% of real value, which is approximately 85% of market value.

The City is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser mailing to each property owner on a TRIM notice. In addition, by City Ordinance, the City posts on its website (myclearwater.com) at least seven days prior to the hearing, the general summary of the operating budget, capital improvement budget and program, the rolled-back rate, the percentage increase or decrease and the proposed millage rate and a notice stating the times and places where copies of the budget message, operating budget, capital improvement budget and program are available for inspection by the public; and the times and places for public hearings.

Under Truth in Millage (TRIM) compliance laws, the City publishes an advertisement in a newspaper of general circulation including much of the same information just days prior to the final public hearing.

The City Council must adopt the operating budget and capital improvement budget and program by separate ordinances before the end of each current fiscal year for the ensuing fiscal year. If the Council fails to adopt the operating budget by that time, the amounts appropriated for current operation for the current fiscal year are deemed adopted for the ensuing fiscal year on a month-to-month basis, with all items prorated accordingly, until such time as the City Council adopts an operating budget for the ensuing fiscal year.

BUDGETARY BASIS

The City of Clearwater has developed and follows a program based budget format for all City funds. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

Governmental funds are budgeted using the modified accrual basis of accounting, whereby expenditures are recognized in the accounting period when the liability is incurred, if measurable, and revenues and other resources are recognized in the accounting period when they become available and measurable. Revenues are considered to meet the availability test if they are collectible within the current period or soon enough thereafter for use in payment of liabilities of the current period.

Proprietary funds and internal service funds are budgeted under the full accrual basis of accounting. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period in which the liabilities are incurred. Depreciation is not budgeted, and principal payments on debt are budgeted in the applicable funds.

The annual budget addresses only the Governmental and Proprietary groups and does not control resources that are managed in a trustee or fiduciary capacity.

All appropriations unspent at year-end lapse unless funds are encumbered as the result of the issuance of a purchase order. Such purchase orders remain valid until either canceled or final payment is made.

FINANCIAL STRUCTURE

The City of Clearwater uses funds to budget for operations and to account for the results of those operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain functions or activities.

Budgets are adopted for funds that are either governmental funds or proprietary funds. Each category is also divided into separate fund groups. The following are the funds of the City of Clearwater in which the City Council adopts an annual budget.

Governmental Funds - The Governmental Funds consist of the General Fund, the Special Revenue Funds, and the Capital Projects Funds.

General Fund - The General Fund is the general operating fund of the City. This fund was established to account for the revenues and expenditures involved in operating general governmental functions of a non-proprietary nature. Major revenue sources for this fund include ad-valorem tax, franchise and utility taxes, telecommunications/sales tax, license and permit fees, administrative charges and charges for current services. The major operating activities supported by the General Fund include police and fire services, transportation, economic development, community development servicing housing needs, permitting, occupational licenses, public works, parks and recreation, library, and other general governmental service functions.

Special Revenue Funds - The Special Revenue Funds are used to account for particular governmental activities created by receipt of specific taxes, grants and other restricted revenues. Below are the City's special revenue funds.

- **Special Development Fund** - The Special Development Fund is used to account for the appropriation of revenues restricted by statute or ordinance for a specific purpose. Revenues which are accounted for in the Special Development Fund include the "Penny for Pinellas" one-cent sales tax, recreation impact fees, transportation impact fees, local option gas tax and the portion of ad-valorem taxes designated as road millage.
- **Special Program Fund** - The Special Program Fund is used to account for proceeds from grants or donations and specific funding sources such as Law Enforcement Trust proceeds.
- **Other Housing Assistance Funds** - The Housing Assistance Trust Funds are used to account for grant proceeds and program expenditures for the State Housing Initiatives Partnerships (SHIP) Program and the Home Investment Partnership Program (HOME).

Capital Projects Funds - Capital Project funds are used to account for the acquisition and construction of capital facilities and other fixed assets with a life expectancy of greater than three years, and a cost greater than \$25,000.

Enterprise Funds - An enterprise fund is used to account for the City's organizations and activities that are similar to those found in the private sector. An Enterprise fund is self-supporting, deriving its revenue from charges levied on the users of the services.

The City of Clearwater operates eight Enterprise funds:

- Water and Sewer
- Solid Waste and Recycling
- Gas
- Airpark
- Marine
- Parking
- Stormwater Utility
- Clearwater Harbor Marina

Internal Service Funds - Internal Service Funds are utilized to finance and account for service and commodities furnished by a designated department to other departments with the City or to other governments on a cost-reimbursement basis.

The City of Clearwater operates four Internal Service Funds:

- General Services
- Administrative Services
- Garage (Fleet)
- Central Insurance

**City of Clearwater
DEPARTMENT/FUND STRUCTURE**

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
City Council	X			
City Manager	X			
City Attorney's Office	X			
City Audit	X			
CRA Administration	X			
Economic Development & Housing	X			
Engineering:				
Engineering Production	X			
Traffic Operations	X			
Stormwater Management		X		
Stormwater Maintenance		X		
Parking System			X	
Parking Enforcement			X	
Finance:				
Finance	X			
Office of Management and Budget	X			
Risk Management				X
Fire:				
Administration	X			
Support Services	X			
Prevention & Investigations	X			
Fire Operations	X			
Emergency Medical Services	X			
Beach Guard Operations			X	
Gas System:				
Gas Administration & Supply		X		
Gas Marketing & Sales		X		
Pinellas Gas Operations		X		
Pasco Gas Operations		X		
Human Resources:				
Administration	X			
Recruitment, Selection and Training	X			
Employee Relations	X			
Diversity and Equity Services	X			
Employee Benefits				X
Employee Health Center				X
Information Technology:				
Administration				X
Network Services				X
Software Applications				X
Telecommunications				X

**City of Clearwater
DEPARTMENT/FUND STRUCTURE (continued)**

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
Library:				
Centralized Services	X			
Main Library	X			
Countryside Branch Library	X			
East Branch Library	X			
North Greenwood Branch Library	X			
Beach Branch Library	X			
Marine & Aviation:			X	
Beach Marina Operations			X	
Clearwater Harbor Marina			X	
Seminole Street Boat Ramp			X	
Non-Departmental:				
General Fund	X			
Central Insurance Fund				X
City Clerk	X			
Parks & Recreation:				
Administration	X			
Recreation Programming	X			
Parks & Beautification	X			
Streets & Sidewalks	X			
Pier 60 Operations	X			
Sailing Center Operations	X			
Planning & Development:				
Planning	X			
Construction Services	X			
Code Compliance	X			
Police:				
Office of the Chief	X			
Criminal Investigations	X			
Patrol Division	X			
Support Services	X			
Communications Division	X			
Public Communications:				
Public Communications	X			
Courier				X

**City of Clearwater
DEPARTMENT/FUND STRUCTURE (continued)**

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
Public Utilities:				
Public Utility Administration		X		
Wastewater Collection		X		
Infrastructure Maintenance		X		
WW Environmental Technologies		X		
Laboratory Operations		X		
Industrial Pretreatment		X		
Water Distribution		X		
Water Supply		X		
Reclaimed Water		X		
Maintenance Facility	X			
Solid Waste/General Services:				
Solid Waste:				
Solid Waste Administration		X		
Solid Waste Collection		X		
Solid Waste Transfer Station		X		
Container Maintenance		X		
Recycling:				
Recycling-Residential		X		
Recycling-Multifamily		X		
Recycling-Commercial		X		
General Services:				
Administration				X
Building & Maintenance				X
Fleet Maintenance				X
Radio Communications				X
Utility Customer Service				X

**COMPARATIVE STATEMENT OF
TAXABLE PROPERTY VALUE AND TAX LEVY**

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
ASSESSED PROPERTY VALUE:					
Taxable Valuation of Existing Structures	9,329,404,434	10,063,351,814	10,834,295,489	11,822,451,293	12,561,565,446
Taxable Valuation of New Construction	70,696,000	117,579,109	325,629,958	90,101,411	151,069,991
Total, Taxable Valuation:	<u>9,400,100,434</u>	<u>10,180,930,923</u>	<u>11,159,925,447</u>	<u>11,912,552,704</u>	<u>12,712,635,437</u>
Value of a Mill	9,400,100	10,180,931	11,159,925	11,912,553	12,712,635.44
Less Estimated Discount	<u>(376,004)</u>	<u>(407,237)</u>	<u>(446,397)</u>	<u>(476,502)</u>	<u>(635,632)</u>
NET VALUE OF ONE MILL:	9,024,096	9,773,694	10,713,528	11,436,051	12,077,004

	<u>2016-17</u>		<u>2017-18</u>		<u>2018-19</u>		<u>2019-20</u>		<u>2020-21</u>	
	<u>Mills</u>	<u>Tax Revenue</u>	<u>Mills</u>	<u>Tax Revenue</u>	<u>Mills</u>	<u>Tax Revenue</u>	<u>Mills</u>	<u>Tax Revenue</u>	<u>Mills</u>	<u>Tax Revenue</u>
TAX LEVY:										
Operating:										
Employees' Pension	0.9252	8,348,690	0.8542	8,348,690	0.6962	7,458,920	0.6234	7,129,390	0.8227	9,935,363
General Operating	3.8281	34,544,723	3.8960	38,078,247	4.7993	51,417,717	4.8358	55,302,478	4.6243	55,847,283
PACT (Ruth Eckerd Hall)	0.0443	400,000	0.0409	400,000	0.0373	400,000	0.0350	400,000	0.0331	400,000
Community Redevelopment	0.1119	1,009,484	0.1183	1,156,035	0.1384	1,482,840	0.1771	2,025,240	0.1912	2,309,490
Total Operating:	<u>4.9094</u>	<u>44,302,897</u>	<u>4.9094</u>	<u>47,982,972</u>	<u>5.6713</u>	<u>60,759,477</u>	<u>5.6713</u>	<u>64,857,108</u>	<u>5.6713</u>	<u>68,492,136</u>
Capital Improvements:										
Road Maint. & Improvements	0.2456	2,216,318	0.2456	2,400,419	0.2837	3,039,583	0.2837	3,244,573	0.2837	3,426,420
GRAND TOTAL:	<u>5.1550</u>	<u>46,519,215</u>	<u>5.1550</u>	<u>50,383,391</u>	<u>5.9550</u>	<u>63,799,059</u>	<u>5.9550</u>	<u>68,101,681</u>	<u>5.9550</u>	<u>71,918,557</u>



BUDGET SUMMARY
CITY OF CLEARWATER - FISCAL YEAR 2020-21

General Fund 5.9550

	GENERAL FUNDS	SPECIAL REVENUE FUNDS	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL IMPROVEMENT FUNDS	TOTAL ALL FUNDS
ESTIMATED REVENUES:							
ESTIMATED REVENUES:							
Taxes:	Millage per \$1,000						
Ad Valorem Taxes	5.9550	68,492,140	3,426,420				71,918,560
Utility Taxes		15,230,000					15,230,000
Local Option, Fuel & Other Taxes		6,350,000	13,271,980				19,621,980
Franchise Fees		10,104,770					10,104,770
Other Permits and Fees		2,309,000		1,350			2,310,350
Intergovernmental Revenue		18,862,910	3,764,597			576,020	23,203,527
Charges For Services		15,780,380	150,000	183,973,485	12,255,140	59,901,130	272,060,135
Fines & Forfeitures		1,354,000		600,100	807,600		2,761,700
Miscellaneous Revenues		2,643,956	710,000	4,319,090	814,860	2,295,000	10,832,906
Other Financing Sources						17,071,100	17,071,100
TOTAL SOURCES	141,127,156	21,322,997	188,894,025	13,877,600	62,196,130	17,697,120	445,115,028
Transfers In	11,052,684	3,032,394				86,662,919	100,747,997
Fund Balances/Reserves/Net Assets	25,123,713	23,615,435	116,681,585	20,956,068	45,291,053		231,667,854
TOTAL REVENUES, TRANSFERS & BALANCES	177,303,553	47,970,826	305,575,610	34,833,668	107,487,183	104,360,039	777,530,879
EXPENDITURES:							
General Government Services	12,959,210	337,380			52,123,350	15,719,300	81,139,240
Public Safety	80,387,285	300,794		900,920		13,221,380	94,810,379
Physical Environment	1,012,534		116,010,310			57,130,710	174,153,554
Transportation	9,233,109			4,339,584		6,062,360	19,635,053
Economic Environment	2,284,198	1,588,798				3,605,921	7,478,917
Human Services	226,233	1,500			1,702,340		1,930,073
Culture & Recreation	34,415,047	70,000		4,918,980		8,410,100	47,814,127
Debt Service	861,910		10,560,500		8,754,810		20,177,220
Total Expenditures	141,379,526	2,298,472	126,570,810	10,159,484	62,580,500	104,149,771	447,138,563
Transfers Out	10,800,314	21,950,379	63,385,300	2,590,976	1,810,760	210,268	100,747,997
Fund Balances/Reserves/Net Assets	25,123,713	23,721,975	115,619,500	22,083,208	43,095,923		229,644,319
TOTAL APPROPRIATED EXPENDITURES	177,303,553	47,970,826	305,575,610	34,833,668	107,487,183	104,360,039	777,530,879
TRANSFERS, RESERVES & BALANCES	177,303,553	47,970,826	305,575,610	34,833,668	107,487,183	104,360,039	777,530,879

THE TENTATIVE, ADOPTED, AND/OR FINAL BUDGETS ARE ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.



GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
UNASSIGNED FUND BALANCE				25,123,713
REVENUES:				
Ad Valorem Taxes	60,998,080	64,911,420	65,233,560	68,492,140
Utility Taxes	16,448,848	15,575,000	16,525,000	15,230,000
Local Option, Fuel & Other Taxes	6,448,051	6,614,400	6,414,400	6,350,000
Franchise Fees	10,642,742	10,010,000	10,060,000	10,104,770
Other Permits and Fees	3,169,824	2,739,000	2,969,000	2,309,000
Intergovernmental Revenues	23,509,815	23,499,780	22,013,853	18,862,910
Charges for Services	16,095,453	15,569,430	14,154,430	15,780,380
Judgments, Fines & Forfeits	1,881,613	1,264,000	1,424,000	1,354,000
Miscellaneous Revenues	6,584,001	2,748,000	4,797,252	2,643,956
Transfers In	11,904,963	11,330,850	12,955,928	11,052,684
Other Financing Sources	—	—	—	—
TOTAL BUDGETED REVENUES	157,683,390	154,261,880	156,547,423	152,179,840
Transfer (to) from Surplus		(2,268,680)	(1,897,170)	—
TOTAL REVENUES	157,683,390	151,993,200	154,650,253	152,179,840
EXPENDITURES:				
City Council	355,317	391,040	391,040	395,821
City Manager's Office	1,186,547	1,212,580	1,212,631	1,275,890
City Attorney's Office	1,596,373	1,770,760	1,770,829	1,809,585
City Audit	183,107	226,000	226,012	226,432
City Clerk	1,027,397	1,224,070	1,224,070	1,215,681
CRA Administration	480,012	459,530	459,557	468,480
Economic Development & Housing	1,667,239	1,907,560	1,907,626	1,828,948
Engineering	7,606,127	8,330,520	8,331,204	8,230,947
Finance	2,382,710	2,747,190	2,747,367	2,637,681
Fire	26,427,978	28,532,540	28,442,216	30,293,051
Human Resources	1,454,619	1,575,860	1,575,860	1,562,078
Library	7,433,688	7,871,950	7,871,950	8,000,965
Non-Departmental	15,867,593	10,948,640	14,876,689	7,784,508
Parks & Recreation	29,218,674	31,807,990	30,362,990	31,136,988
Planning & Development	5,808,250	6,571,820	6,571,820	6,458,802
Police	42,449,762	44,832,880	45,096,056	47,259,323
Public Communications	1,064,387	1,192,620	1,192,686	1,196,190
Public Utilities - Maintenance Facility	297,370	389,650	389,650	398,470
TOTAL EXPENDITURES	146,507,150	151,993,200	154,650,253	152,179,840
Source/(Use) of Fund Equity				—
ENDING FUND BALANCE				25,123,713

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				57,968,487
REVENUES:				
Charges for Service	88,657,045	90,630,120	90,630,120	93,969,645
Judgments, Fines & Forfeits	338,667	271,000	271,000	271,000
Miscellaneous Revenues	4,841,425	1,740,000	7,298,256	1,835,000
Transfers In	5,916,341	—	1,176	—
TOTAL BUDGETED REVENUES	99,753,478	92,641,120	98,200,552	96,075,645
Fund Reserves	—	8,266,020	2,707,764	6,213,835
TOTAL REVENUES	99,753,478	100,907,140	100,908,316	102,289,480
EXPENDITURES:				
Administration	1,523,098	1,665,960	1,667,136	1,703,374
Wastewater Collection	15,436,756	16,189,040	16,189,040	13,506,904
Infrastructure Maintenance	5,344,438	9,116,670	9,116,670	9,060,046
WW Environment Technologies	33,313,450	30,107,300	30,107,300	33,737,721
Laboratory Operations	2,501,799	1,642,830	1,642,830	1,594,863
Industrial Pretreatment	768,008	939,740	939,740	1,042,918
Water Distribution	16,025,173	22,064,270	22,064,270	18,805,229
Water Supply	15,652,487	16,402,580	16,402,580	18,336,027
Reclaimed Water	2,614,453	2,778,750	2,778,750	4,502,398
TOTAL EXPENDITURES	93,179,662	100,907,140	100,908,316	102,289,480
Source/(Use) of Fund Equity				(6,213,835)
ENDING FUND EQUITY (Unrestricted Net Assets)				51,754,652

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				29,954,457
REVENUES:				
Charges for Service	18,411,072	16,928,900	16,928,900	16,910,500
Judgments, Fines & Forfeits	80,414	73,000	73,000	73,000
Miscellaneous Revenues	2,689,907	760,000	760,000	916,390
Transfers In	4,002,550	—	624	—
TOTAL BUDGETED REVENUES	25,183,943	17,761,900	17,762,524	17,899,890
Fund Reserves	—	5,059,440	5,059,440	—
TOTAL REVENUES	25,183,943	22,821,340	22,821,964	17,899,890
EXPENDITURES:				
Eng/Stormwater Management	10,451,910	16,642,460	16,642,580	10,647,663
Eng/Stormwater Maintenance	5,679,009	6,178,880	6,179,384	6,058,657
TOTAL EXPENDITURES	16,130,919	22,821,340	22,821,964	16,706,320
Source/(Use) of Fund Equity				1,193,570
ENDING FUND EQUITY (Unrestricted Net Assets)				31,148,027

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				10,264,058
REVENUES:				
Charges for Service	45,454,649	47,045,630	46,499,860	47,003,340
Judgments, Fines & Forfeits	128,534	132,000	100,000	153,100
Miscellaneous Revenues	1,822,574	584,500	1,189,890	631,700
Transfers In	19,012,550	—	—	—
TOTAL BUDGETED REVENUES	66,418,307	47,762,130	47,789,750	47,788,140
Fund Reserves	—	—	—	—
TOTAL REVENUES	66,418,307	47,762,130	47,789,750	47,788,140
EXPENDITURES:				
Gas Administration & Supply	22,057,581	23,945,000	23,010,477	21,830,658
Pinellas Gas Operations	8,306,724	9,029,470	9,626,087	9,775,059
Pasco Gas Operations	5,007,773	6,681,510	6,943,620	6,709,495
Gas System Marketing & Sales	6,601,557	7,266,580	7,549,755	6,942,168
TOTAL EXPENDITURES	41,973,635	46,922,560	47,129,939	45,257,380
Source/(Use) of Fund Equity				2,530,760
ENDING FUND EQUITY (Unrestricted Net Assets)				12,794,818

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				18,494,583
REVENUES:				
Other Permits and Fees	1,527	1,000	1,000	1,000
Charges for Service	24,581,755	23,659,000	23,659,000	23,660,000
Judgments, Fines & Forfeits	101,028	90,000	90,000	95,000
Miscellaneous Revenues	2,163,264	662,000	662,000	725,000
Transfers In	13,275,732	—	—	—
Subtotal Solid Waste Revenues	40,123,306	24,412,000	24,412,000	24,481,000
Other Permits and Fees	288	400	400	350
Charges for Service	2,360,789	2,350,000	2,350,000	2,430,000
Judgments, Fines & Forfeits	9,264	8,000	8,000	8,000
Miscellaneous Revenues	124,709	150,000	150,000	211,000
Transfers In	(394,915)	—	—	—
Subtotal Recycling Revenues	2,100,135	2,508,400	2,508,400	2,649,350
TOTAL BUDGETED REVENUES	42,223,441	26,920,400	26,920,400	27,130,350
Fund Reserves	—	—	359,942	—
TOTAL REVENUES	42,223,441	26,920,400	27,280,342	27,130,350
EXPENDITURES:				
Solid Waste Administration	1,099,170	1,121,860	1,963,122	1,036,817
Solid Waste Collection	16,461,577	18,254,990	18,254,990	17,853,129
Solid Waste Transfer	1,473,950	2,278,360	2,278,360	2,354,091
Container Maintenance	881,204	941,510	941,510	944,923
Subtotal Solid Waste Expenditures	19,915,901	22,596,720	23,437,982	22,188,960
Recycling-Residential	1,378,740	1,426,960	1,426,960	1,401,597
Recycling-Multi Family	432,011	496,640	496,640	460,267
Recycling-Commercial	1,264,626	1,918,760	1,918,760	1,652,106
Subtotal Recycling Revenues	3,075,377	3,842,360	3,842,360	3,513,970
TOTAL EXPENDITURES	22,991,278	26,439,080	27,280,342	25,702,930
Source/(Use) of Fund Equity				1,427,420
ENDING FUND EQUITY (Unrestricted Net Assets)				19,922,003

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	APPROVED FY 20/21
			AMENDED BUDGET FY 19/20	
FUND EQUITY (Unrestricted Net Assets)				1,841,232
REVENUES:				
Intergovernmental Revenues	2,361	4,500	4,500	—
Charges for Service	5,197,546	5,037,600	5,027,600	5,133,210
Judgments, Fines & Forfeits	2,290	3,000	3,000	6,000
Miscellaneous Revenues	193,305	119,300	119,300	138,000
Transfers In	10,000	—	10,000	—
TOTAL BUDGETED REVENUES	5,405,502	5,164,400	5,164,400	5,277,210
Use of Fund Equity	—	—	—	—
TOTAL REVENUES	5,405,502	5,164,400	5,164,400	5,277,210
EXPENDITURES:				
Marina Operations	4,757,421	5,058,860	5,058,860	5,119,120
TOTAL EXPENDITURES	4,757,421	5,058,860	5,058,860	5,119,120
Source/(Use) of Fund Equity				158,090
ENDING FUND EQUITY (Unrestricted Net Assets)				1,999,322

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	APPROVED FY 20/21
			AMENDED BUDGET FY 19/20	
FUND EQUITY (Unrestricted Net Assets)				897,409
REVENUES:				
Intergovernmental Revenues	—	—	—	—
Charges for Service	18,277	20,000	20,000	18,500
Miscellaneous Revenues	338,989	322,680	322,680	329,360
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	357,266	342,680	342,680	347,860
Use of Fund Equity	—	—	—	—
TOTAL REVENUES	357,266	342,680	342,680	347,860
EXPENDITURES:				
Airpark Operations	295,971	280,690	300,987	340,770
TOTAL EXPENDITURES	295,971	280,690	300,987	340,770
Source/(Use) of Fund Equity				7,090
ENDING FUND EQUITY (Unrestricted Net Assets)				904,499

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	
			AMENDED BUDGET FY 19/20	APPROVED FY 20/21
FUND EQUITY (Unrestricted Net Assets)				1,864,589
REVENUES:				
Charges for Service	839,511	843,670	843,670	872,870
Judgments, Fines & Forfeits	830	800	800	1,600
Miscellaneous Revenues	94,097	41,350	41,350	47,500
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	934,438	885,820	885,820	921,970
Use of Fund Equity	—	—	—	—
TOTAL REVENUES	934,438	885,820	885,820	921,970
EXPENDITURES:				
Clearwater Harbor Marina Operations	721,808	821,500	821,500	854,430
TOTAL EXPENDITURES	721,808	821,500	821,500	854,430
Source/(Use) of Fund Equity				67,540
ENDING FUND EQUITY (Unrestricted Net Assets)				1,932,129

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	
			AMENDED BUDGET FY 19/20	APPROVED FY 20/21
FUND EQUITY (Unrestricted Net Assets)				16,352,838
REVENUES:				
Charges for Service	6,236,522	5,911,050	5,911,050	6,230,560
Judgments, Fines & Forfeits	891,671	700,090	700,090	800,000
Miscellaneous Revenues	715,063	325,000	325,000	300,000
Transfers In	30,405	—	334	—
TOTAL BUDGETED REVENUES	7,873,661	6,936,140	6,936,474	7,330,560
Use of Fund Equity	—	—	—	—
TOTAL REVENUES	7,873,661	6,936,140	6,936,474	7,330,560
EXPENDITURES:				
Engineering/Parking System	3,854,804	4,287,810	4,381,451	4,552,380
Engineering/Parking Enforcement	868,636	700,090	796,908	800,000
Fire Department/Beach Guards	960,385	980,200	980,200	950,920
Marine & Aviation/Seminole Street Boat	—	76,520	76,520	132,840
TOTAL EXPENDITURES	5,683,825	6,044,620	6,235,079	6,436,140
Source/(Use) of Fund Equity				894,420
ENDING FUND EQUITY (Unrestricted Net Assets)				17,247,258

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				6,557,103
Charges for Service	5,672,335	6,060,250	6,060,250	6,009,230
Miscellaneous Revenues	382,736	175,000	175,000	185,000
Transfers In	206	—	206	—
TOTAL BUDGETED REVENUES	6,055,277	6,235,250	6,235,456	6,194,230
Fund Reserves	—	—	—	—
TOTAL REVENUES	6,055,277	6,235,250	6,235,456	6,194,230
EXPENDITURES:				
Administration	384,550	405,590	405,628	443,624
Building & Maintenance	5,100,908	5,750,360	5,750,528	5,718,756
TOTAL EXPENDITURES	5,485,458	6,155,950	6,156,156	6,162,380
Source/(Use) of Fund Equity				31,850
ENDING FUND EQUITY (Unrestricted Net Assets)				6,588,953

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	BUDGET	THIRD QUARTER AMENDED BUDGET	APPROVED
	FY 18/19	FY 19/20	FY 19/20	FY 20/21
FUND EQUITY (Unrestricted Net Assets)				5,767,651
Charges for Service	12,221,479	12,816,930	12,816,930	13,125,520
Miscellaneous Revenues	483,392	180,000	180,000	180,000
Transfers In	658,290	—	209	—
TOTAL BUDGETED REVENUES	13,363,161	12,996,930	12,997,139	13,305,520
Fund Reserves	—	—	—	—
TOTAL REVENUES	13,363,161	12,996,930	12,997,139	13,305,520
EXPENDITURES:				
Information Technology/Admin	394,074	413,090	413,294	408,735
Info Tech/Network Services	3,748,170	4,184,050	4,184,050	4,703,533
Info Tech/Software Applications	3,192,102	3,274,240	3,274,240	3,272,530
Info Tech/Telecommunications	790,984	915,440	915,440	862,372
Public Comm/Courier	179,621	193,160	193,165	191,630
Utility Customer Service	3,306,062	3,785,780	3,785,780	3,815,660
TOTAL EXPENDITURES	11,611,013	12,765,760	12,765,969	13,254,460
Source/(Use) of Fund Equity				51,060
ENDING FUND EQUITY (Unrestricted Net Assets)				5,818,711

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	APPROVED FY 20/21
			AMENDED BUDGET FY 19/20	
FUND EQUITY (Unrestricted Net Assets)				5,716,881
Charges for Service	16,639,010	19,558,770	19,558,770	17,494,420
Miscellaneous Revenues	1,284,972	1,106,000	1,106,000	1,030,000
Transfers In	6,441,840	—	222	—
TOTAL BUDGETED REVENUES	24,365,822	20,664,770	20,664,992	18,524,420
Fund Reserves	—	124,030	124,030	391,770
TOTAL REVENUES	24,365,822	20,788,800	20,789,022	18,916,190
EXPENDITURES:				
Fleet Maintenance	14,725,562	18,490,280	18,490,490	17,760,211
Radio Communications	2,026,217	2,298,520	2,298,532	1,155,979
TOTAL EXPENDITURES	16,751,779	20,788,800	20,789,022	18,916,190
Source/(Use) of Fund Equity				(391,770)
ENDING FUND EQUITY (Unrestricted Net Assets)				5,325,111

CENTRAL INSURANCE FUND

STATEMENT OF REVENUES AND EXPENDITURES

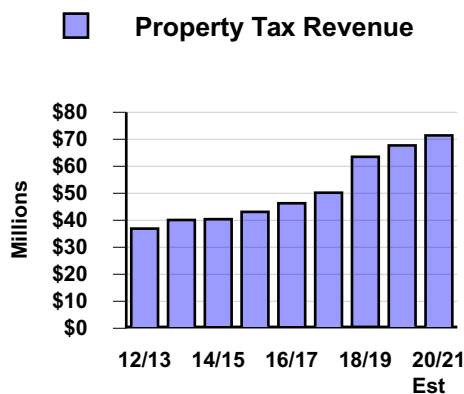
	ACTUAL FY 18/19	BUDGET FY 19/20	THIRD QUARTER	APPROVED FY 20/21
			AMENDED BUDGET FY 19/20	
FUND EQUITY (Unrestricted Net Assets)				27,249,418
Charges for Service	25,600,670	25,409,300	25,409,300	23,271,960
Miscellaneous Revenues	2,871,007	800,000	800,000	900,000
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	28,471,677	26,209,300	26,209,300	24,171,960
Fund Reserves	—	—	—	1,886,270
TOTAL REVENUES	28,471,677	26,209,300	26,209,300	26,058,230
EXPENDITURES:				
Risk Management	398,910	432,850	432,868	426,880
Employee Benefits	313,541	401,490	401,490	426,370
Employee Health Center	1,644,024	1,703,020	1,703,020	1,702,340
Non-Departmental	20,011,402	23,052,740	23,052,722	23,502,640
TOTAL EXPENDITURES	22,367,877	25,590,100	25,590,100	26,058,230
Source/(Use) of Fund Equity				(1,886,270)
ENDING FUND EQUITY (Unrestricted Net Assets)				25,363,148

Major Revenue Sources

The following revenue sources represent the most significant or major revenue sources supporting the City's General Fund and major enterprise operations. City revenues are analyzed early in the budget process and during the rate study reviews of our utility and enterprise operations. Revenue descriptions and trend analysis is provided for these revenue sources as outlined below with actual revenues through fiscal year 2018/19 and approved budgeted revenues for fiscal years 2019/20 and 2020/21.

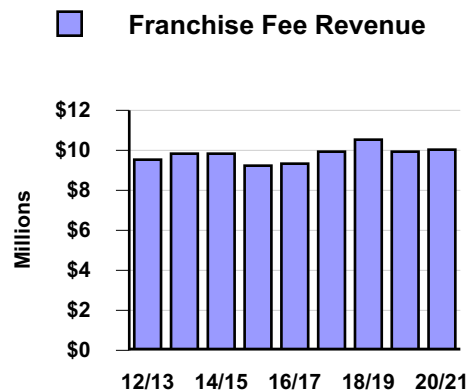
Property Tax Revenue

Property taxes, or ad valorem taxes, are derived from the levy of taxes on all real and personal property in the City of Clearwater. Homesteaded property owners are allowed an exemption of up to \$50,000 from the value of their taxable property. Furthermore, senior citizens in the City of Clearwater can qualify for up to an additional \$25,000 in exemptions. The Pinellas County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed which generates \$1 per \$1,000 of taxable value. For fiscal year 2020/21, the City's certified taxable values are approximately \$12.7 billion, an increase of approximately \$800 million, or 6.7% in the City's tax base from last year. The City anticipates collecting \$71.9 million of ad valorem tax in fiscal year 2020/21, \$68.5 million to support General Fund operations and \$3.4 million set aside by City Council policy to provide funding for City road maintenance projects which is accounted for in the Special Development Fund. Anticipated revenues for 2020/21 reflect an increase of approximately \$3.8 million over prior year due to increased property values. Property tax revenue represents approximately 45% of total General Fund revenues, and 19% of Special Development Fund revenues.



Franchise Fee Revenue

The City collects a franchise fee of 6% of gross receipts levied on a business in exchange for the purpose of operating a franchise for an electric power plant (Duke Energy) or a gas system (Clearwater Gas). Revenue estimates are based on rate increase information provided by the respective companies, expected growth and historical trends. Collections from franchise fees are estimated at \$10,104,770 for fiscal year 2020/21; which represents Duke Energy revenues estimated at \$9,494,770 and Clearwater Gas revenues estimated at \$610,000. Franchise Fee revenue represents approximately 6.6% of total General Fund revenues.

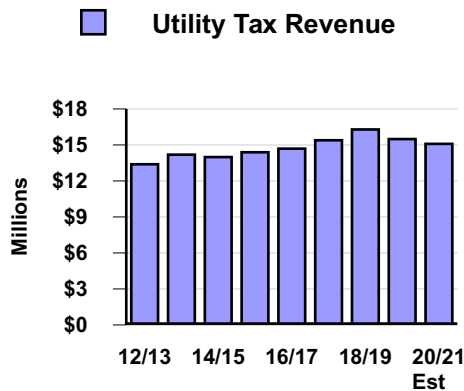


Utility Tax Revenue

Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at \$15,230,000 for fiscal year 2020/21; which represents \$10,780,000 for

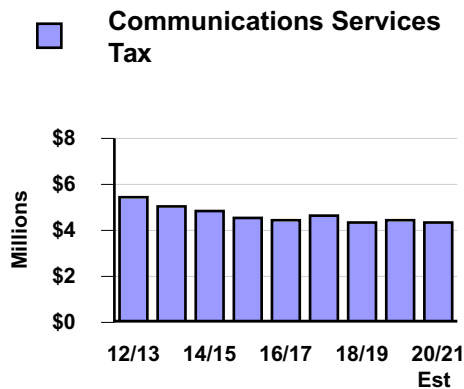
Major Revenue Sources

electricity, \$3,675,000 for water, \$650,000 for gas, and \$125,000 for propane. Utility Tax revenue represents approximately 10% of total General Fund Revenues.



Communications Services Tax

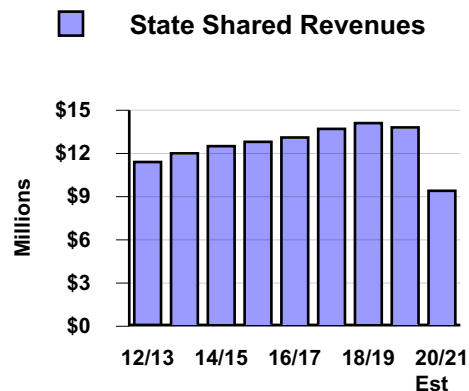
The Communication Services Tax is imposed on retail sales of communication services at a rate of 5.12%. Revenue estimates are based on expected growth, and historical trends. Collections from Communications Service Taxes are estimated at \$4,355,000 for fiscal year 2020/21, representing approximately 2.9% of total General Fund Revenues.



State Shared Revenues

The City receives revenues from the State of Florida from the following sources: Revenue Sharing (derived from Sales and Use Taxes, Once Cent Municipal Fuel Tax and State Alternative

Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; Fire Incentive Reimbursement; and Municipal Motor Vehicle Refund. The State determines the distribution to the local governments based upon tax collections, population, local ability to raise revenue, as well as funds expended for reimbursement. Revenue estimates are based on expected growth and historical trends. Collections from State Shared Revenues are estimated at \$9,478,130 for fiscal year 2020/21; this represents \$2,381,350 for State Revenue Sharing, \$105,000 for Mobile Home Licenses Tax, \$135,000 for Alcoholic Beverage License Tax, \$4,536,780 for Half-Cent Sales Tax, \$2,130,000 for Public Safety Pensions, \$80,000 for Fire Incentive Reimbursement, and \$110,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 6.2% of total General Fund Revenues. The budget for fiscal year 2020/21 reflects a large reduction in comparison to prior year collections due to expected impacts of the COVID-19 pandemic on state shared revenues that rely on sales tax.

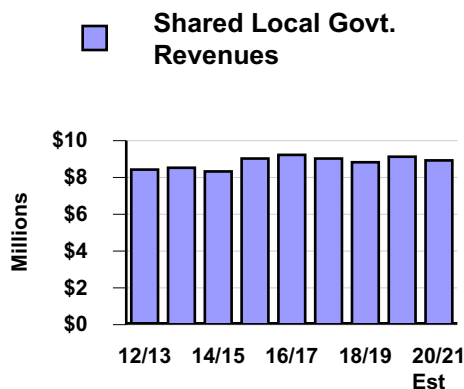


Shared Revenue from Local Governments

The City receives revenues from Pinellas County based on inter-local agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the library cooperative making library services available to any resident of the member library communities and/or unincorporated Pinellas County residents;

Major Revenue Sources

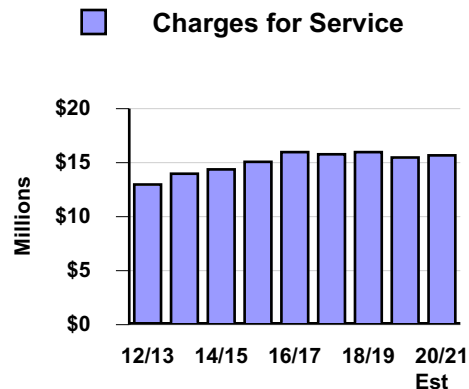
Pinellas County Traffic Signal Reimbursement which reimburses actual maintenance costs of the City to maintain certain traffic signals in the county; County Fire Protection Tax which reimburses the City for the provision of fire services to the unincorporated areas within the designated Clearwater Fire District; and County Emergency Medical Services (EMS) Tax which reimburses the City for the provision of EMS services within the Clearwater Fire District. Revenues are estimated based on current contracts and agreements. Collections from Other Local Government Shared Revenues are estimated at \$8,990,800 for fiscal year 2020/21; this represents \$787,000 for Pinellas County Library Cooperative, \$203,800 for County Traffic Signal Reimbursement, \$2,200,000 for County Fire Protection Tax, and \$5,800,000 for County EMS Tax. Shared Revenues from Local Governments represent approximately 5.9% of total General Fund Revenues.



Charges for Service Revenue

Charges for service revenue represents all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as play passes, sporting league registration fees, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, concessions and souvenirs. For fiscal year 2020/21, charges for service fees are estimated at \$5,220,840. Also included in charges

for service revenue are various reimbursements to the General Fund from the City’s Enterprise Funds. This includes an administrative charge representing an annual allocation distributing the estimated costs for General Fund administrative support departments such as the City Manager’s Office, City Attorney, Human Resources, and Finance departments among all departments in the city based proportionately upon the operating department’s annual budget. This administrative charge is estimated at \$7,700,570 for fiscal year 2020/21. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Engineering, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at \$2,858,970 for fiscal year 2020/21. Total Charges for service revenues are budgeted at \$15,780,380 for fiscal year 2020/21 which represents approximately 10.4% of General Fund revenues.

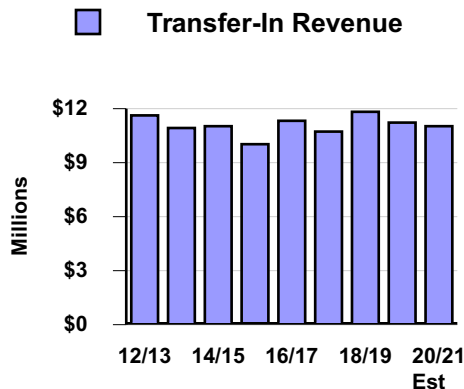


Transfer-In Revenues

Transfer-In revenues represent revenues derived from City Council Policy, which require enterprise funds to pay the General Fund a “Payment in Lieu of Taxes” (PILOT). This is based upon a percentage of prior year gross revenues of the various funds, with the exception of the Gas Utility Fund which pays an annual dividend to the General Fund. Total revenues for PILOT/Gas dividend are estimated at \$10,045,310 for fiscal year 2020/21. Transfer-in revenues also include transfers from other funds including the Community Redevelopment Agency, Parking Fund and the

Major Revenue Sources

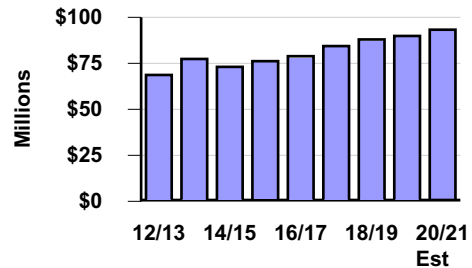
Special Program Fund for agreements reimbursing the General Fund for administrative support. For fiscal year 2020/21 this is estimated at \$1,007,374. Total transfer-in revenues are budgeted at \$11,052,684 for fiscal year 2020/21 which is approximately 7.3% of General Fund revenues.



Water and Sewer Operating Revenue

The Water and Sewer Utility fund is the City's largest utility operation. By City Council policy, the City obtains an independent rate study on a regular basis. A revenue sufficiency analysis was completed in September 2019 which confirmed the approved rate structure of 4.0% increases annually through fiscal year 2022. The analysis continues to support these planned increases to provide adequate revenue to meet the utility's operating costs, debt service coverage, and reserve requirements through fiscal year 2022. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at \$93,969,645 for fiscal year 2020/21, which represent approximately 98% of total Water and Sewer fund revenues. The following graph represents operating revenue from the sale of water, reclaimed water, and the collection of sewer.

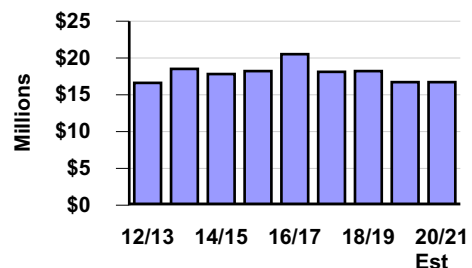
Water and Sewer Utility Operating Revenue



Stormwater Utility Revenue

The City's Stormwater Program completed a revenue sufficiency analysis in August 2019. The results of this were approved by Council in August 2019 updating the last three years of the current rate structure of annual 0.5% increases through fiscal year 2022. These increases will provide adequate revenue to meet the utility's operating costs, debt service coverage, and reserve requirements through fiscal year 2022. Stormwater Charges for Service Revenues estimated based upon the most current rate study, are budgeted at \$16,910,500 for fiscal year 2020/21, which represents 94% of total Stormwater fund revenues.

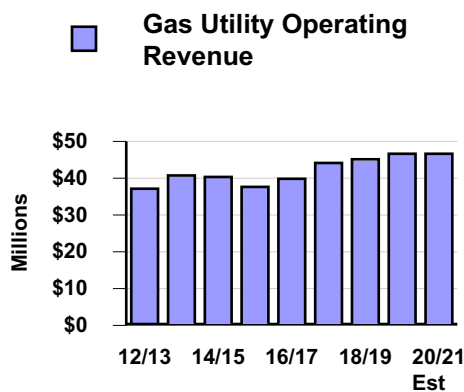
Stormwater Utility Operating Revenue



Major Revenue Sources

Gas Utility Operating Revenue

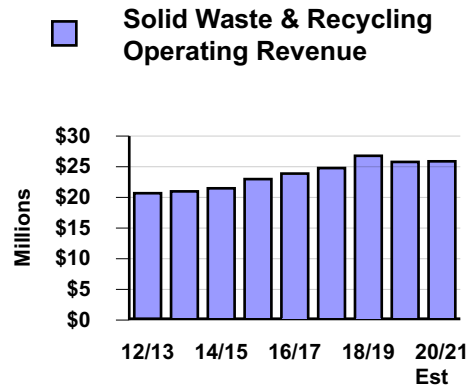
The City's Gas System operates over 1,000 miles of underground gas main and handles the supply and distribution of both natural and propane (LP) gas throughout portions of Pinellas and Pasco Counties. Gas rates change periodically due to fluctuation in wholesale costs. Long-term gas supply contracts are also negotiated to help normalize future gas prices. Gas System revenues are estimated based on current contracts, market trends, and historical trends. A rate sufficiency analysis is currently underway, results will be presented to the Council later this year. For fiscal year 2020/21, Gas System Charges for Service Revenues are budgeted at \$47,003,340, which represents 98% of total Gas fund revenues.



Solid Waste & Recycling Operating Revenue

The Operating revenue of the Solid Waste and Recycling Fund is derived from services provided for the commercial and residential collection of garbage and yard waste; roll-off collection services; and a residential, multi-family and commercial recycling operation. The most recent rate study was completed in August 2019. This update confirmed the planned annual rate increases of 3.75% for residential and commercial collection as well as roll-off and recycling through fiscal year 2024. This five-year rate structure was approved by Council in August 2019. Solid Waste and Recycling Charges for Service Revenues, estimated based upon the most current rate study, are budgeted at \$26,090,000 for fiscal year

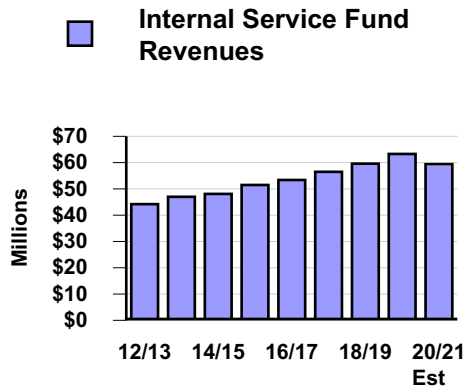
2020/21, which represents approximately 96% of total Solid Waste and Recycling fund revenues.



Internal Service Fund Revenue

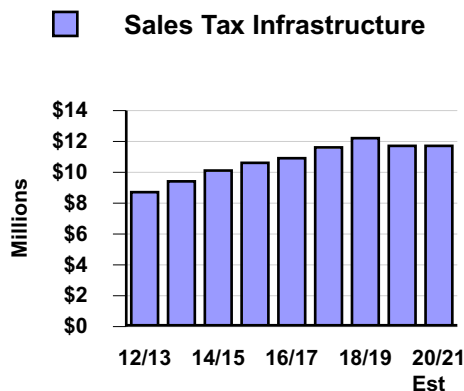
The City operates four internal service funds which include: the Administrative Services Fund which is responsible for information technology, telephone, customer service, and courier services; the General Services Fund responsible for building maintenance; the Garage Fund responsible for all motor vehicles and radios; and the Central Insurance Fund which accounts for all insurances, the Employee Health Clinic, as well as administering all employee benefits programs. Internal Service funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division. Total Charges for Service revenues for the City's four Internal Service funds for fiscal year 2020/21 are budgeted at \$59,901,130, which is 93% of total revenues. This represents \$13,125,520 for the Administrative Services fund; \$17,494,420 for the Garage Fund; \$6,009,230 for the General Services fund, and \$23,271,960 for the Central Insurance Fund.

Major Revenue Sources



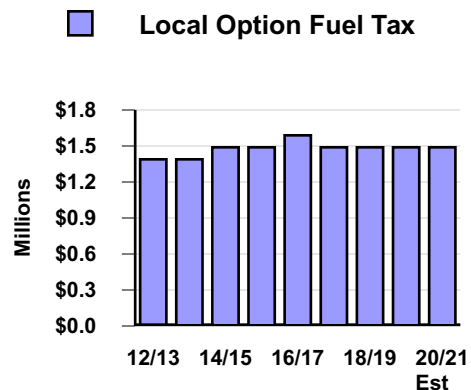
Penny for Pinellas (Sales Tax Infrastructure)

Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County which was approved by voters for a fourth ten-year period beginning in January 2020. Proceeds can be used for capital expenditures for the construction, reconstruction or improvements of public facilities; fire, emergency medical service and police vehicles, and the equipment necessary to outfit such vehicles; all of which have a life expectancy of five years or more. Revenue estimates are based on expected growth, historical trends as well as calculations by the Florida Department of Revenue’s Office of Tax Research. For fiscal year 2020/21, Sales Tax Infrastructure revenues are budgeted at \$11,771,980, which represents 65% of total Special Development Fund revenues.



Local Option Fuel Tax

Pinellas County collects an additional six cents per gallon fuel tax which is remitted to the State and then forwarded back to the County for distribution to local governments. Funds are utilized only for transportation expenditures authorized by Florida Statutes. This includes: public transportation operations and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance of equipment; street lighting, traffic signs, engineering signalization, and pavement markings; and bridge maintenance and operations. During the period from September 2017 through August 2027 the County will distribute 40% of collections to local governments. Revenues are estimated based on expected growth, historical trends as well as calculations by the Florida Department of Revenue’s Office of Tax Research. For fiscal year 2020/21, Local Option Fuel Tax revenues are budgeted at \$1,500,000, which represents 8% of total Special Development Fund revenues.



FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	FY 19/20 Amended FTEs	FY 20/21 Proposed FTEs	Inc/(Dec) Over FY 19/20 Amended
<u>GENERAL FUND</u>					
City Council	1.0	1.0	1.0	1.0	
City Manager's Office	7.5	7.5	7.5	7.5	
City Attorney's Office	11.5	11.5	11.5	11.5	
City Audit	2.0	2.0	2.0	2.0	
CRA Administration	4.5	4.5	4.5	4.5	
City Clerk	8.0	8.0	8.0	8.0	
Economic Development & Housing					
Economic Development	5.5	5.5	5.5	5.5	
Housing Services	5.5	5.5	5.5	5.5	
Economic Development & Housing	11.0	11.0	11.0	11.0	
Engineering:					
Engineering	35.0	36.0	36.0	36.0	
Traffic Operations	21.0	21.0	21.0	21.0	
Engineering	56.0	57.0	57.0	57.0	
Finance:					
Finance	26.5	26.5	26.5	26.5	
Office of Management & Budget	3.0	3.0	3.0	3.0	
Finance Department	29.5	29.5	29.5	29.5	
Fire					
Administration	8.0	7.3	7.3	7.3	
Support Services	2.0	2.7	2.7	2.7	
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	113.0	105.0	105.0	105.0	
Emergency Medical Services	73.0	80.0	80.0	80.0	
Fire Department	205.0	204.0	204.0	204.0	
Human Resources					
Administration	3.0	3.0	3.0	3.0	
Recruitment, Selection and Training	5.7	5.7	5.7	5.7	
Employee Labor Relations	2.0	2.0	2.0	2.0	
Diversity and Equity Services	2.0	2.0	2.0	2.0	
Human Resources	12.7	12.7	12.7	12.7	
Library					
Centralized Library Services	14.0	14.0	14.0	14.0	
Main Library	33.9	33.9	33.9	33.9	
Countryside Branch Library	15.0	15.0	15.0	15.0	
East Branch Library	15.9	15.9	15.9	15.9	
North Greenwood Branch Library	3.1	3.1	3.1	3.1	
Beach Branch Library	2.1	2.1	2.1	2.1	
Library	84.0	84.0	84.0	84.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	FY 19/20 Amended FTEs	FY 20/21 Proposed FTEs	Inc/(Dec) Over FY 19/20 Amended
Parks & Recreation					
Administration	26.5	28.5	28.5	28.5	
Recreation Programming	85.8	84.8	84.8	84.3	(0.5)
Parks & Beautification	101.4	100.4	100.4	100.4	
Streets & Sidewalks	11.0	11.0	11.0	11.0	
Pier 60 Operations	8.2	8.2	8.2	8.2	
Parks & Recreation	232.9	232.9	232.9	232.4	(0.5)
Planning and Development					
Planning	18.0	18.0	15.6	15.6	
Construction Services	25.0	25.0	27.4	27.4	
Code Compliance	15.0	15.0	15.0	15.0	
Planning & Development	58.0	58.0	58.0	58.0	
Police					
Office of the Chief	8.0	8.0	8.0	7.0	(1.0)
Criminal Investigations	63.3	63.3	63.3	57.0	(6.3)
Patrol	206.9	205.9	205.9	207.9	2.0
Support Services	46.2	48.2	48.2	53.5	5.3
Communications	41.6	41.6	41.6	42.6	1.0
Police	366.0	367.0	367.0	368.0	1.0
Public Communications	11.0	11.0	11.0	11.0	
TOTAL, GENERAL FUND	1,100.6	1,101.6	1,101.6	1,102.1	0.5
<u>UTILITY FUNDS</u>					
Gas System					
Administration & Supply	10.6	11.8	11.8	11.8	
Pinellas Gas Operations	54.0	54.9	54.9	54.9	
Pasco Gas Operations	35.0	32.0	32.0	32.0	
Gas Marketing & Pinellas Sales	10.4	11.3	11.3	11.3	
Total Gas Fund	110.0	110.0	110.0	110.0	
Public Utilities					
Public Utilities Administration	11.0	11.0	11.0	11.0	
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	33.0	33.0	33.0	
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	9.0	9.0	9.0	9.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	38.0	38.0	38.0	
Water Supply	19.0	19.0	19.0	19.0	
Reclaimed Water	17.0	17.0	17.0	17.0	
Total Water & Sewer Fund	196.0	196.0	196.0	196.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	FY 19/20 Amended FTEs	FY 20/21 Proposed FTEs	Inc/(Dec) Over FY 19/20 Amended
Stormwater					
Engineering					
Stormwater Maintenance	42.0	42.0	42.0	42.0	
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	52.0	52.0	52.0	52.0	
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	6.7	
Solid Waste Collection	84.8	84.8	84.8	84.8	
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	9.0	9.0	9.0	9.0	
Recycling					
Residential	10.0	10.0	10.0	10.0	
Multi-Family	3.0	3.0	3.0	3.0	
Commercial	9.0	9.0	9.0	9.0	
Total Solid Waste and Recycling Fund	133.5	133.5	133.5	133.5	
TOTAL, UTILITY FUNDS	491.5	491.5	491.5	491.5	
<u>OTHER ENTERPRISE FUNDS</u>					
Parking					
Engineering					
Parking System	18.9	18.9	18.9	18.9	
Parking Enforcement	9.0	9.0	9.0	9.0	
Parks & Recreation					
Beach Guard Operations	16.9	16.9	16.9	16.9	
Marine & Aviation					
Seminole Boat Ramp	0.0	0.8	0.8	0.8	
Total Parking Fund	44.8	45.6	45.6	45.6	
Marine Fund	18.9	18.9	18.9	15.6	(3.3)
Airpark Fund	1.6	1.6	1.6	2.6	1.0
Clearwater Harbor Marina Fund	6.3	6.5	6.5	8.8	2.3
TOTAL, OTHER ENTERPRISE	71.6	72.6	72.6	72.6	
<u>INTERNAL SERVICES FUNDS</u>					
Central Insurance Fund					
Finance					
Risk Management	3.0	3.0	3.0	3.0	
Human Resources					
Employee Benefits	3.5	3.5	3.5	4.0	0.5
Total Central Insurance Fund	6.5	6.5	6.5	7.0	0.5

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	FY 19/20 Amended FTEs	FY 20/21 Proposed FTEs	Inc/(Dec) Over FY 19/20 Amended
General Services					
Administration	6.3	6.3	6.3	6.3	
Building & Maintenance	28.0	28.0	28.0	28.0	
Total General Services Fund	34.3	34.3	34.3	34.3	
Garage (Fleet Operations)					
Fleet Maintenance	35.0	35.0	35.0	35.0	
Radio Communications	2.0	2.0	2.0	2.0	
Total Garage Fund	37.0	37.0	37.0	37.0	
Administrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Services	14.0	14.0	14.0	14.0	
Software Application	16.0	16.0	16.0	16.0	
Telecommunications	1.0	1.0	1.0	1.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	43.0	43.0	43.0	43.0	
Total Administrative Services Fund	77.8	77.8	77.8	77.8	
TOTAL, INTERNAL SERVICES	155.6	155.6	155.6	156.1	0.5
<u>SPECIAL PROGRAM FUND</u>					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
SLEF - SRO Officers	5.8	5.8	5.8	5.8	
JWB Youth Programs	7.0	7.0	7.0	7.0	
Special Events	1.0	1.0	1.0	1.0	
TOTAL, SPECIAL PROGRAM	15.3	15.3	15.3	15.3	
TOTAL, ALL FUNDS	1,834.6	1,836.6	1,836.6	1,837.6	1.0

General Fund - Five Year Forecast

Purpose

The Five-Year Forecast was designed as a management tool to provide an enhanced level of financial planning for the City's General Fund.

Financial planning expands a government's awareness of options, potential problems, and opportunities. The long-term revenue, expenditure, and service implications of continuing or ending existing programs or adding new programs, services, and debt can be identified. The financial planning process helps shape decisions and allows necessary and corrective action to be taken before problems become more severe.

A financial plan is not a forecast of what is certain to happen, but rather a device to highlight significant issues or problems that must be addressed if goals are to be achieved.

The City of Clearwater's General Fund projections are based upon current projected levels of service and staffing in the 2020/21 adopted budget, other than changes addressed below.

General Fund

The General Fund is the general operating fund of the City. This fund was established to account for revenues and expenditures involved in operating general functions of a non-proprietary nature. Major revenue sources include property, utility and other taxes, franchise fees, licenses and permits, intergovernmental revenues, fees for services, and charges to enterprise operations for administrative or specific services. The major operating activities supported by the General Fund include most traditional tax-supported municipal services such as police and fire services, transportation, economic development, parks and recreation, libraries, administrative offices, planning services and engineering operations.

Revenue Projections

Projection of revenues and other resources is critical in order to understand the level of funding available for services and capital acquisitions. Projections for future budget periods help determine the likelihood that services can be sustained and highlight future financial issues to be addressed. Preparing revenue projections also enhances a government's understanding of revenue sensitivity to changes in assumptions and to controllable factors such as changes to tax rates or fees.

Revenue forecasts for the City of Clearwater are based upon trend analysis, reviewing the previous five-year's history of actual receipts.

Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund representing 45% of the total anticipated General Fund revenues in the 2020/21 adopted budget. The City of Clearwater is basically built-out, with the exception of a few new multi-family developments, the City will not see much increase in taxable values from major new residential development. The City's 2020 taxable values increased by 6.7% which is reflected in the 2020/21 adopted budget. Although there has been strong property value growth in each of the past six years, for the purposes of this forecast analysis, due to the effects of the nationwide pandemic, we anticipate very low, if any, increase in values for FY22. Although residential values seem stable, even increasing; the property values of our hospitality, retail and office space properties may be at risk for value reductions. Increases are estimated at 0% in 2021/22, followed by a 2% increase in both fiscal year 2022/23 and 2023/24, an increase of 2.5% for fiscal year 2024/25 and 3.0% in fiscal year 2025/26.

General Fund - Five Year Forecast

Utility Taxes & Franchise Fees

Franchise fees in the City of Clearwater are levied on companies in exchange for the right to operate franchises for the purpose of maintaining and operating an electrical or gas distribution system in the City. Utility taxes, or public service taxes, are fees levied on the purchase of electric, gas, water, oil, or propane within the City. These combined revenue sources account for 17% of total General Fund revenue in fiscal year 2020/21.

Overall, receipts from utility and franchise fees from Duke Energy represent the majority of this revenue category. Although these revenues have shown a slight decline in prior years (most likely due to energy conservation and weather patterns), they have stabilized and are now showing modest increases. Fiscal year 2020/21 revenues were budgeted very conservatively due to COVID, but they have remained steady to date. Revenues from these two sources are forecasted to increase in 2021/22, by 10% in Utility Taxes and 3% in Franchise Fees to recoup the anticipated reductions. In the future years of the forecast period, increases of 1% to 4% are projected.

Local Option, Fuel and Other Taxes

The revenues in this category include communications taxes and local business taxes which account for 4% of total General Fund revenue. The revenue from the communication services tax is estimated to provide \$4.4 million in fiscal year 2020/21, a 1% increase from the prior year. This revenue source has been declining for several years but has seemed to stabilize, no increase is projected for the remainder of the forecast period. Local business tax revenue is estimated to remain constant at just under \$2.0 million for each of the next five years.

Intergovernmental Revenues

Intergovernmental revenues are budgeted at \$18.9 million for fiscal year 2020/21 which accounts for approximately 12% of total General Fund revenues. Some of the major revenues included in this category are sales tax, fire tax, and EMS tax, state revenue sharing, and state public safety supplemental pension revenue. For fiscal year 2020/21, both sales tax and state revenue sharing revenues were budgeted at a decrease due to the impacts of COVID, these two sources are projected to have large increases across the forecast period to restore to pre-COVID revenue totals, with modest growth. All other revenues in this category are projected to have growth between 1% and 2% throughout the forecast period.

Other Revenue Sources

The four revenue sources detailed above account for approximately 78% of the total General Fund revenues. All other revenue sources are forecasted individually on a line item basis based upon historical revenue trends.

Expenditure Projections

Assumptions for expenditure projections should be consistent with related revenue and program performance assumptions. A review of expenditure projections for individual programs, particularly those with significant unexpected increases or decreases, is critical. With construction soon to begin for our major downtown waterfront redevelopment (Imagine Clearwater), fiscal year 2021/22 includes six months of anticipated net park operating costs of \$729,500 in the Parks and Recreation department, and anticipated debt service payments of \$1,500,000 in non-departmental.

General Fund - Five Year Forecast

The expenditure projections are presented for each department, and projections assume all current programs continue into future fiscal years.

Salary and Benefits

Salary and benefit costs approximate 65% of all General Fund expenditures in fiscal year 2020/21, at \$98.3 million. Salary projections are forecasted for approved full-time equivalent positions only, not accounting for additional positions in future years. All projected wage increases reflect contractual obligations under the current union contracts.

Medical insurance costs for General Fund employees are approximately \$11.5 million of the City's total adopted 2020/21 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 4% per year through the forecast period.

Pension costs for General Fund employees are approximately \$10.0 million of the City's total General Fund expenditures. For fiscal year 2020/21, pension costs are budgeted at 6.64% of covered payroll for non-hazardous employees, and 21.49% of covered payroll for hazardous employees. Forecast estimates include an increase of 3.5% to incorporate the growth in wages.

Operating Expenditures

Operating expenditures include numerous costs including basic operating supplies, travel, training, etc. Significant expenditures in the operating category include utility costs for public facilities such as libraries, recreational facilities, and street lighting; and property and liability insurance for General Fund operations. These costs as a whole represent approximately 15% of the total General Fund expenditures. Operating expenditures are forecasted to increase by 2.0% annually in each of the next five years.

Internal Service Costs

This category of expenditures reflects the reimbursement to our Internal Service Funds for services. Again, a major portion of this category of expenditures is directly tied to salary and benefit increases. Internal Service costs are projected to increase at the rate of 3.0% annually in each of the next five years.

Operating Capital

The operating capital category recognizes those capital purchases that are less than \$25,000 and not accounted for in the Capital Improvement Fund. These costs represent an insignificant portion of the General Fund total expenditures at approximately \$790,110 in fiscal year 2020/21, primarily related to the purchase of books and publications for our libraries. These costs are forecast to increase at approximately 2% annually in each of the next five years.

Debt Service Costs

Debt service costs are projected taking into account all lease purchase contracts anticipated to be outstanding during fiscal year 2020/21 and the debt on planned purchases in the capital improvement plan during the forecast period. Debt service costs include a new bond commitment beginning in fiscal year 2021/22 for the Imagine Clearwater downtown waterfront redevelopment project, this is included in non-departmental costs. With the purchase of Fire Engines being funded with Penny for Pinellas revenues through fiscal year 2029/30, a reduction to future year debt expense is reflected in the Fire Department.

General Fund - Five Year Forecast

Transfers to the Capital Improvement Fund

Transfers to the Capital Improvement Fund are forecasted as budgeted in the adopted six-year Capital Improvement Plan.

Forecast Summary Analysis

This forecast does not factor in the impacts of any extraordinary issues during the forecast period. Funding for increased expenditures related to Imagine Clearwater are included beginning fiscal year 2021/22. For fiscal year 2020/21, the City Council approved maintaining the current millage rate of 5.9550 as proposed in the 10-year general fund rate study analysis presented to the Council in June 2020.

In summary, *the projection of revenues and current service level expenditures presents a revenue deficit of approximately \$4.5 million in fiscal year 2021/22, and deficits in each year of the forecast period.* The COVID-19 pandemic has directly impacted revenues in fiscal year 2019/20 and is anticipated to constrain revenue collections in the coming fiscal year. While revenues were projected conservatively for fiscal year 2020/21, residual impacts of the pandemic are unknown. For the purpose of this analysis, we've included recovery in most sources in the projection period. As evident in the next few pages of this analysis, the City's limited revenue sources, will be challenging to provide funding to maintain current services as well as future additions based upon Council's strategic priorities such as Imagine Clearwater.

**City of Clearwater
Five Year Forecast**

General Fund Summary Schedule

	Revised			Forecast									
	Budget	Budget	%	Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year	
	2019-20	2020-21	Δ	2021-22	Δ	2022-23	Δ	2023-24	Δ	2024-25	Δ	2025-26	Δ
Ad Valorem Taxes	65,233,560	68,492,140	5.0%	68,492,140	0.0%	69,861,980	2.0%	71,259,220	2.0%	73,040,700	2.5%	75,231,920	3.0%
Utility Taxes	16,525,000	15,230,000	(7.8)%	16,675,500	9.5%	17,318,020	3.9%	17,655,320	1.9%	17,999,300	1.9%	18,350,090	1.9%
Local Option, Fuel, & Other Taxes	6,414,400	6,350,000	0.9%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%
Franchise Fees	10,060,000	10,104,770	0.4%	10,389,610	2.8%	10,487,410	0.9%	10,586,180	0.9%	10,685,940	0.9%	10,786,700	0.9%
Other Permits & Fees	2,969,000	2,309,000	(22.2)%	2,419,000	4.8%	2,372,800	(1.9)%	2,327,520	(1.9)%	2,283,150	(1.9)%	2,239,670	(1.9)%
Intergovernmental	22,013,853	18,862,910	(14.3)%	22,169,960	17.5%	23,537,110	6.2%	24,677,780	4.8%	25,306,250	2.5%	25,955,130	2.6%
Charges for Service	14,154,430	15,780,380	11.5%	16,429,800	4.1%	17,009,270	3.5%	17,659,640	3.8%	18,359,470	4.0%	19,115,750	4.1%
Judgments, Fines & Forfeits	1,424,000	1,354,000	(4.9)%	1,356,100	0.2%	1,363,760	0.6%	1,371,550	0.6%	1,379,450	0.6%	1,387,480	0.6%
Miscellaneous Revenue	4,797,252	2,643,956	(44.9)%	3,094,090	17.0%	3,245,170	4.9%	3,332,350	2.7%	3,418,260	2.6%	3,506,550	2.6%
Interfund Charges/Transfers	12,955,928	11,052,684	(14.7)%	11,308,650	2.3%	11,572,230	2.3%	11,843,620	2.3%	12,123,060	2.4%	12,410,800	2.4%
Subtotal	156,547,423	152,179,840	(2.8)%	158,684,850	4.3%	163,117,750	2.8%	167,063,180	2.4%	170,945,580	2.3%	175,334,090	2.6%
Transfer (to) from Reserves	(1,897,170)	—											
Total Revenues	154,650,253	152,179,840	(1.6)%	158,684,850	4.3%	163,117,750	2.8%	167,063,180	2.4%	170,945,580	2.3%	175,334,090	2.6%
City Council	391,040	395,821	1.2%	407,600	3.0%	419,790	3.0%	432,390	3.0%	445,420	3.0%	458,890	3.0%
City Manager's Office	1,212,631	1,275,890	5.2%	1,316,410	3.2%	1,358,350	3.2%	1,401,680	3.2%	1,446,460	3.2%	1,492,730	3.2%
Economic Development	1,907,626	1,828,948	(4.1)%	1,880,070	2.8%	1,932,780	2.8%	1,987,090	2.8%	2,043,050	2.8%	2,100,750	2.8%
Public Communications	1,192,686	1,196,190	0.3%	1,234,700	3.2%	1,274,540	3.2%	1,315,710	3.2%	1,358,270	3.2%	1,402,240	3.2%
CRA Administration	459,557	468,480	1.9%	484,980	3.5%	502,100	3.5%	519,820	3.5%	538,170	3.5%	557,170	3.5%
City Attorney	1,770,829	1,809,585	2.2%	1,868,690	3.3%	1,929,870	3.3%	1,993,140	3.3%	2,058,530	3.3%	2,126,150	3.3%
City Clerk	1,224,070	1,215,681	(0.7)%	1,351,380	11.2%	1,390,200	2.9%	1,430,230	2.9%	1,471,490	2.9%	1,514,020	2.9%
Finance	2,747,367	2,637,681	(4.0)%	2,723,790	3.3%	2,812,900	3.3%	2,905,040	3.3%	3,000,300	3.3%	3,098,790	3.3%
City Audit	226,012	226,432	0.2%	234,220	3.4%	242,280	3.4%	250,620	3.4%	259,250	3.4%	268,180	3.4%
Human Resources	1,575,860	1,562,078	(0.9)%	1,611,060	3.1%	1,661,700	3.1%	1,714,000	3.1%	1,768,020	3.2%	1,823,830	3.2%
Police	45,096,056	47,259,323	4.8%	49,209,680	4.1%	50,819,880	3.3%	52,534,640	3.4%	54,372,910	3.5%	56,283,370	3.5%
Fire	28,442,216	30,293,051	6.5%	31,735,160	4.8%	32,836,110	3.5%	33,720,740	2.7%	37,148,690	10.2%	35,950,080	(3.2)%
Planning & Development	6,571,820	6,458,802	(1.7)%	6,656,310	3.1%	6,863,900	3.1%	7,076,330	3.1%	7,299,380	3.2%	7,529,950	3.2%
Engineering	8,331,204	8,230,947	(1.2)%	8,461,610	2.8%	8,699,350	2.8%	8,694,570	(0.1)%	8,947,510	2.9%	9,208,420	2.9%
Parks & Recreation	30,362,990	31,136,988	2.5%	35,418,930	13.8%	36,660,783	3.5%	38,523,910	5.1%	36,416,780	(5.5)%	38,004,880	4.4%
Library	7,871,950	8,000,965	1.6%	8,247,800	3.1%	8,502,890	3.1%	8,766,330	3.1%	9,038,410	3.1%	9,319,430	3.1%
Non-Departmental	14,876,689	7,784,508	(47.7)%	9,949,120	27.8%	8,775,670	(11.8)%	8,559,350	(2.5)%	10,179,000	18.9%	9,980,870	(1.9)%
Public Utilities	389,650	398,470	2.3%	409,220	2.7%	420,270	2.7%	431,630	2.7%	443,300	2.7%	455,300	2.7%
Subtotal	154,650,253	152,179,840	(1.6)%	163,200,730	7.2%	167,103,363	2.4%	172,257,220	3.1%	178,234,940	3.5%	181,575,050	1.9%
Use of Reserves													
Total Expenditures	154,650,253	152,179,840	(1.6)%	163,200,730	7.2%	167,103,363	2.4%	172,257,220	3.1%	178,234,940	3.5%	181,575,050	1.9%
Annual Budget (Deficit)/Surplus				<u>(4,515,880)</u>		<u>(3,985,613)</u>		<u>(5,194,040)</u>		<u>(7,289,360)</u>		<u>(6,240,960)</u>	

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised		%	Forecast									
	Budget	Budget		Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2019-20	2020-21		2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△
Current Property Taxes	65,233,560	68,492,140	5.0%	68,492,140	0.0%	69,861,980	2.0%	71,259,220	2.0%	73,040,700	2.5%	75,231,920	3.0%
Ad Valorem Taxes	65,233,560	68,492,140	5.0%	68,492,140	0.0%	69,861,980	2.0%	71,259,220	2.0%	73,040,700	2.5%	75,231,920	3.0%
Electricity	11,750,000	10,780,000	(8.3)%	11,858,000	10.0%	12,332,320	4.0%	12,578,970	2.0%	12,830,550	2.0%	13,087,160	2.0%
Water	4,035,000	3,675,000	(8.9)%	4,042,500	10.0%	4,204,200	4.0%	4,288,280	2.0%	4,374,050	2.0%	4,461,530	2.0%
Gas	625,000	650,000	4.0%	650,000	0.0%	656,500	1.0%	663,070	1.0%	669,700	1.0%	676,400	1.0%
Propane	115,000	125,000	8.7%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%
Utility Taxes	16,525,000	15,230,000	(7.8)%	16,675,500	9.5%	17,318,020	3.9%	17,655,320	1.9%	17,999,300	1.9%	18,350,090	1.9%
Communications Taxes	4,314,400	4,355,000	0.9%	4,355,000	0.0%	4,355,000	0.0%	4,355,000	0.0%	4,355,000	0.0%	4,355,000	0.0%
Local Business Tax	2,100,000	1,995,000	(5.0)%	1,995,000	0.0%	1,995,000	0.0%	1,995,000	0.0%	1,995,000	0.0%	1,995,000	0.0%
Local Option, Fuel, & Other Taxes	6,414,400	6,350,000	(1.0)%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%	6,350,000	0.0%
Electricity	9,525,000	9,494,770	(0.3)%	9,779,610	3.0%	9,877,410	1.0%	9,976,180	1.0%	10,075,940	1.0%	10,176,700	1.0%
Gas Franchise	535,000	610,000	14.0%	610,000	0.0%	610,000	0.0%	610,000	0.0%	610,000	0.0%	610,000	0.0%
Franchise Fees	10,060,000	10,104,770	0.4%	10,389,610	2.8%	10,487,410	0.9%	10,586,180	0.9%	10,685,940	0.9%	10,786,700	0.9%
Buildings/Sign Permits	2,860,000	2,200,000	(23.1)%	2,310,000	5.0%	2,263,800	(2.0)%	2,218,520	(2.0)%	2,174,150	(2.0)%	2,130,670	(2.0)%
Forfeited Refunds	100,000	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Police Licenses	9,000	9,000	0.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%
Other Permits & Fees	2,969,000	2,309,000	(22.2)%	2,419,000	4.8%	2,372,800	(1.9)%	2,327,520	(1.9)%	2,283,150	(1.9)%	2,239,670	(1.9)%
FDOT Reimbursements	393,980	393,980	0.0%	397,920	1.0%	401,900	1.0%	405,920	1.0%	409,980	1.0%	414,080	1.0%
Revenue Sharing	3,680,000	2,381,350	(35.3)%	3,214,820	35.0%	3,375,560	5.0%	3,544,340	5.0%	3,721,560	5.0%	3,907,640	5.0%
Mobile Home	105,000	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%
Beverage License	90,000	135,000	50.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%
Sales Tax	6,050,000	4,536,780	(25.0)%	6,805,170	50.0%	7,825,950	15.0%	8,608,550	10.0%	8,866,810	3.0%	9,132,810	3.0%
Public Safety Supp Pension	2,120,437	2,130,000	0.5%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%
Fire Incentive	80,000	80,000	0.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Motor Refund	110,000	110,000	0.0%	111,100	1.0%	112,210	1.0%	113,330	1.0%	114,460	1.0%	115,600	1.0%
Pinellas Library Cooperative	835,900	787,000	(5.8)%	826,350	5.0%	842,880	2.0%	859,740	2.0%	876,930	2.0%	894,470	2.0%
City Traffic Signal Reimb	203,800	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%
Fire Tax	2,092,000	2,200,000	5.2%	2,244,000	2.0%	2,288,880	2.0%	2,334,660	2.0%	2,381,350	2.0%	2,428,980	2.0%
EMS Tax	5,980,000	5,800,000	(3.0)%	5,916,000	2.0%	6,034,320	2.0%	6,155,010	2.0%	6,278,110	2.0%	6,403,670	2.0%
Misc Grant/Reimbursements	272,736	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2019-20	2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△
Intergovernmental	22,013,853	18,862,910	(14.3)%	22,169,960	17.5%	23,537,110	6.2%	24,677,780	4.8%	25,306,250	2.5%	25,955,130	2.6%
Special Activities	340,000	582,000	71.2%	587,820	1.0%	593,700	1.0%	599,640	1.0%	605,640	1.0%	611,700	1.0%
Rental - Public Facilities	471,500	751,000	59.3%	758,510	1.0%	766,100	1.0%	773,760	1.0%	781,500	1.0%	789,320	1.0%
Admissions	164,500	190,200	15.6%	192,100	1.0%	194,020	1.0%	195,960	1.0%	197,920	1.0%	199,900	1.0%
P&R Resident Cards	136,000	216,000	58.8%	218,160	1.0%	220,340	1.0%	222,540	1.0%	224,770	1.0%	227,020	1.0%
P&R Non-Resident	80,000	69,000	(13.8)%	69,690	1.0%	70,390	1.0%	71,090	1.0%	71,800	1.0%	72,520	1.0%
P & R-Sales Revenue	—	35,000	n/a	35,350	1.0%	35,700	1.0%	36,060	1.0%	36,420	1.0%	36,780	1.0%
P & R Service Fees	290,000	416,000	43.4%	420,160	1.0%	424,360	1.0%	428,600	1.0%	432,890	1.0%	437,220	1.0%
P&R Contractual Service	195,000	230,000	17.9%	230,000	0.0%	230,000	0.0%	230,000	0.0%	230,000	0.0%	230,000	0.0%
Golf Course Revenue	70,000	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%
Sponsorship (sports tourism)	35,000	75,000	114.3%	75,750	1.0%	76,510	1.0%	77,280	1.0%	78,050	1.0%	78,830	1.0%
Race Fee	4,500	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%
Rental - Phillies	530,000	466,000	(12.1)%	489,300	5.0%	513,770	5.0%	539,460	5.0%	566,430	5.0%	594,750	5.0%
Parks & Recreation	2,316,500	3,104,700	34.0%	3,151,340	1.5%	3,199,390	1.5%	3,248,890	1.5%	3,299,920	1.6%	3,352,540	1.6%
Building Rental - Visitors Ctr	18,000	18,040	0.2%	18,040	0.0%	18,040	0.0%	18,040	0.0%	18,040	0.0%	18,040	0.0%
Land Rentals	78,000	102,000	30.8%	102,000	0.0%	102,000	0.0%	102,000	0.0%	102,000	0.0%	102,000	0.0%
Telescopes - Pier 60	4,000	3,100	(22.5)%	3,410	10.0%	3,480	2.0%	3,550	2.0%	3,620	2.0%	3,690	2.0%
Fishing Admissions	90,000	118,000	31.1%	141,600	20.0%	169,920	20.0%	203,900	20.0%	244,680	20.0%	293,620	20.0%
Rod Rental	45,000	57,000	26.7%	68,400	20.0%	82,080	20.0%	98,500	20.0%	118,200	20.0%	141,840	20.0%
General Admission	125,000	173,000	38.4%	207,600	20.0%	249,120	20.0%	298,940	20.0%	358,730	20.0%	430,480	20.0%
Concession Sales	85,000	122,800	44.5%	147,360	20.0%	176,830	20.0%	212,200	20.0%	254,640	20.0%	305,570	20.0%
Bait Sales	30,000	36,000	20.0%	43,200	20.0%	51,840	20.0%	62,210	20.0%	74,650	20.0%	89,580	20.0%
Tackle Sales	45,000	46,000	2.2%	55,200	20.0%	66,240	20.0%	79,490	20.0%	95,390	20.0%	114,470	20.0%
Fishing Passes	3,000	4,000	33.3%	4,200	5.0%	4,410	5.0%	4,630	5.0%	4,860	5.0%	5,100	5.0%
Concession Souvenirs	510,000	834,000	63.5%	959,100	15.0%	978,280	5.0%	1,027,190	5.0%	1,078,550	5.0%	1,132,480	5.0%
Pier 60	1,033,000	1,513,940	46.6%	1,750,110	15.6%	1,902,240	8.7%	2,110,650	11.0%	2,353,360	11.5%	2,636,870	12.0%
Library Non-Resident	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Other Library	24,000	24,000	0.0%	24,120	0.5%	24,240	0.5%	24,360	0.5%	24,480	0.5%	24,600	0.5%
Library	29,000	29,000	0.0%	29,120	0.4%	29,240	0.4%	29,360	0.4%	29,480	0.4%	29,600	0.4%
Police Service	24,000	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%
Police - Vehicle Inspection	30	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
Police - Tow Fees	13,000	17,000	30.8%	17,000	0.0%	17,000	0.0%	17,000	0.0%	17,000	0.0%	17,000	0.0%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised		%	Forecast									
	Budget	Budget		Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2019-20	2020-21		2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△
Fire Inspection Fees	390,000	360,000	(7.7)%	367,200	2.0%	374,540	2.0%	382,030	2.0%	389,670	2.0%	397,460	2.0%
Public Safety	427,030	401,000	(6.1)%	408,200	1.8%	415,540	1.8%	423,030	1.8%	430,670	1.8%	438,460	1.8%
Appeal Fees	500	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%
Flex Develop/ Standard Apps	60,000	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%
Engineering Fees/Maps	13,800	13,500	(2.2)%	13,500	0.0%	13,500	0.0%	13,500	0.0%	13,500	0.0%	13,500	0.0%
Assessment Search	20,000	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
Xerox Copies	7,000	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%
Misc. Fees/Building Svcs	2,000	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%
Misc. Fees/Clerk	700	200	(71.4)%	200	0.0%	200	0.0%	200	0.0%	200	0.0%	200	0.0%
Housing Authority	19,000	19,000	0.0%	19,190	1.0%	19,380	1.0%	19,570	1.0%	19,770	1.0%	19,970	1.0%
Tree Removal Permit	15,000	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
Clearing/Grubbing	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Lot Mowing/Clearing	35,000	30,000	(14.3)%	30,000	0.0%	30,000	0.0%	30,000	0.0%	30,000	0.0%	30,000	0.0%
Other Service Charges	178,000	172,200	(3.3)%	172,390	0.1%	172,580	0.1%	172,770	0.1%	172,970	0.1%	173,170	0.1%
Capitalized Labor	100,000	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Airpark Fund	9,820	9,750	(0.7)%	10,090	3.5%	10,440	3.5%	10,810	3.5%	11,190	3.5%	11,580	3.5%
Stormwater Fund	606,940	813,480	34.0%	841,950	3.5%	871,420	3.5%	901,920	3.5%	933,490	3.5%	966,160	3.5%
Water & Sewer Fund	3,407,220	3,556,860	4.4%	3,681,350	3.5%	3,810,200	3.5%	3,943,560	3.5%	4,081,580	3.5%	4,224,440	3.5%
Gas Fund	1,884,510	1,907,900	1.2%	1,974,680	3.5%	2,043,790	3.5%	2,115,320	3.5%	2,189,360	3.5%	2,265,990	3.5%
Solid Waste Fund	729,780	792,260	8.6%	819,990	3.5%	848,690	3.5%	878,390	3.5%	909,130	3.5%	940,950	3.5%
Recycling Fund	126,830	139,030	9.6%	143,900	3.5%	148,940	3.5%	154,150	3.5%	159,550	3.5%	165,130	3.5%
Marine Fund	143,130	179,360	25.3%	185,640	3.5%	192,140	3.5%	198,860	3.5%	205,820	3.5%	213,020	3.5%
Clearwater Harbor Marina	26,870	29,160	8.5%	30,180	3.5%	31,240	3.5%	32,330	3.5%	33,460	3.5%	34,630	3.5%
Parking Fund	141,470	132,770	(6.1)%	137,420	3.5%	142,230	3.5%	147,210	3.5%	152,360	3.5%	157,690	3.5%
Adm Ovhd Charges	7,176,570	7,660,570	6.7%	7,925,200	3.5%	8,199,090	3.5%	8,482,550	3.5%	8,775,940	3.5%	9,079,590	3.5%
Concrete, Materials, & Svc	225,000	200,000	(11.1)%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%
Airpark Fund	2,470	13,370	441.3%	13,840	3.5%	14,320	3.5%	14,820	3.5%	15,340	3.5%	15,880	3.5%
Stormwater Fund	267,190	340,780	27.5%	352,710	3.5%	365,050	3.5%	377,830	3.5%	391,050	3.5%	404,740	3.5%
Water & Sewer Fund	1,384,030	1,257,470	(9.1)%	1,301,480	3.5%	1,347,030	3.5%	1,394,180	3.5%	1,442,980	3.5%	1,493,480	3.5%
Gas Fund	4,410	19,050	332.0%	19,720	3.5%	20,410	3.5%	21,120	3.5%	21,860	3.5%	22,630	3.5%
Solid Waste Fund	71,120	76,020	6.9%	78,680	3.5%	81,430	3.5%	84,280	3.5%	87,230	3.5%	90,280	3.5%
Marine Fund	21,880	17,270	(21.1)%	17,870	3.5%	18,500	3.5%	19,150	3.5%	19,820	3.5%	20,510	3.5%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2019-20	2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△
Harbor Marina Fund	—	5,350	n/a	5,540	3.5%	5,730	3.5%	5,930	3.5%	6,140	3.5%	6,350	3.5%
Parking Fund	883,230	829,660	(6.1)%	858,700	3.5%	888,750	3.5%	919,860	3.5%	952,060	3.5%	985,380	3.5%
Pension Fund	135,000	140,000	3.7%	144,900	3.5%	149,970	3.5%	155,220	3.5%	160,650	3.5%	166,270	3.5%
Other Service Charges	2,994,330	2,898,970	(3.2)%	2,993,440	3.3%	3,091,190	3.3%	3,192,390	3.3%	3,297,130	3.3%	3,405,520	3.3%
Charges for Service	14,154,430	15,780,380	11.5%	16,429,800	4.1%	17,009,270	3.5%	17,659,640	3.8%	18,359,470	4.0%	19,115,750	4.1%
Court Fines	500,000	550,000	10.0%	550,000	0.0%	555,500	1.0%	561,060	1.0%	566,670	1.0%	572,340	1.0%
Crossing Guards	110,000	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%
Found/Abandoned Property	4,000	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%
Charges & Fines	50,000	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%
Code Enforcement Fines	150,000	70,000	(53.3)%	72,100	3.0%	74,260	3.0%	76,490	3.0%	78,780	3.0%	81,140	3.0%
Alarm Svc Charges/Fines	50,000	70,000	40.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%
Red Light Camera	560,000	500,000	(10.7)%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Judgments, Fines & Forfeits	1,424,000	1,354,000	(4.9)%	1,356,100	0.2%	1,363,760	0.6%	1,371,550	0.6%	1,379,450	0.6%	1,387,480	0.6%
Interest Earnings - Cash Pool	700,000	650,000	(7.1)%	624,000	(4.0)%	624,000	0.0%	636,480	2.0%	649,210	2.0%	662,190	2.0%
Interest Income	700,000	650,000	(7.1)%	624,000	(4.0)%	624,000	0.0%	636,480	2.0%	649,210	2.0%	662,190	2.0%
Pier 60 Rent	170,000	120,000	(29.4)%	168,000	40.0%	184,800	10.0%	194,040	5.0%	199,860	3.0%	205,860	3.0%
Pier 60 Umbrellas	600,000	550,000	(8.3)%	687,500	25.0%	708,130	3.0%	729,370	3.0%	751,250	3.0%	773,790	3.0%
S. Beach Pavilion Rental	100,000	100,000	0.0%	125,000	25.0%	131,250	5.0%	135,190	3.0%	139,250	3.0%	143,430	3.0%
S. Beach Umbrellas	800,000	650,000	(18.8)%	910,000	40.0%	1,001,000	10.0%	1,031,030	3.0%	1,061,960	3.0%	1,093,820	3.0%
Lost or Damaged Book	6,500	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%
Sales (sport events)	378,000	75,000	(80.2)%	93,750	25.0%	103,130	10.0%	106,220	3.0%	109,410	3.0%	112,690	3.0%
Other General Revenue	232,819	343,956	47.7%	350,840	2.0%	357,860	2.0%	365,020	2.0%	372,320	2.0%	379,770	2.0%
Vending Machines	18,500	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%
Workers Compensation Reimb.	50,000	45,000	(10.0)%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Reimb fm Other Agencies	25,000	25,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Take Home Vehicle Reimb	30,000	45,000	50.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Adm Transportation Impact Fee	17,000	15,000	(11.8)%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
Surplus Land Sales	1,669,433	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
Miscellaneous Revenue	4,097,252	1,993,956	(51.3)%	2,470,090	23.9%	2,621,170	6.1%	2,695,870	2.8%	2,769,050	2.7%	2,844,360	2.7%
Miscellaneous Revenue	4,797,252	2,643,956	(44.9)%	3,094,090	17.0%	3,245,170	4.9%	3,332,350	2.7%	3,418,260	2.6%	3,506,550	2.6%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised		%	Forecast									
	Budget	Budget		Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2019-20	2020-21		2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△
Airpark Fund	17,460	17,740	1.6%	18,270	3.0%	18,820	3.0%	19,380	3.0%	19,960	3.0%	20,560	3.0%
Stormwater Fund	1,015,070	1,017,660	0.3%	1,048,190	3.0%	1,079,640	3.0%	1,112,030	3.0%	1,145,390	3.0%	1,179,750	3.0%
Water & Sewer Fund	4,619,690	4,798,340	3.9%	4,942,290	3.0%	5,090,560	3.0%	5,243,280	3.0%	5,400,580	3.0%	5,562,600	3.0%
Solid Waste Fund	1,271,730	1,347,700	6.0%	1,388,130	3.0%	1,429,770	3.0%	1,472,660	3.0%	1,516,840	3.0%	1,562,350	3.0%
Recycling	138,050	134,410	(2.6)%	134,410	0.0%	134,410	0.0%	134,410	0.0%	134,410	0.0%	134,410	0.0%
Marine	278,600	290,640	4.3%	299,360	3.0%	308,340	3.0%	317,590	3.0%	327,120	3.0%	336,930	3.0%
Clearwater Harbor Marina	44,230	46,770	5.7%	48,170	3.0%	49,620	3.0%	51,110	3.0%	52,640	3.0%	54,220	3.0%
Parking Fund	399,320	446,826	11.9%	460,230	3.0%	474,040	3.0%	488,260	3.0%	502,910	3.0%	518,000	3.0%
Gas System Dividend	4,027,329	2,000,000	(50.3)%	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%	2,000,000	0.0%
CDBG Grants Admin	260,310	164,470	(36.8)%	164,470	0.0%	164,470	0.0%	164,470	0.0%	164,470	0.0%	164,470	0.0%
Home/SHIP Grant Admin	94,600	107,860	14.0%	107,860	0.0%	107,860	0.0%	107,860	0.0%	107,860	0.0%	107,860	0.0%
CRA Admin	659,971	680,268	3.1%	697,270	2.5%	714,700	2.5%	732,570	2.5%	750,880	2.5%	769,650	2.5%
Misc. Transfers	129,568	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
Interfund Charges/Transfers	12,955,928	11,052,684	(14.7)%	11,308,650	2.3%	11,572,230	2.3%	11,843,620	2.3%	12,123,060	2.4%	12,410,800	2.4%
Transfer (to) from Reserves	(1,897,170)			—		—		—		—		—	
Total Revenues	154,650,253	152,179,840	(1.6)%	158,684,850	4.3%	163,117,750	2.8%	167,063,180	2.4%	170,945,580	2.3%	175,334,090	2.6%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Full Time Salaries	55,150	55,861	1.3%	57,820	3.5%	59,840	3.5%	61,930	3.5%	64,100	3.5%	66,340	3.5%
Part Time Salaries	122,830	124,192	1.1%	128,540	3.5%	133,040	3.5%	137,700	3.5%	142,520	3.5%	147,510	3.5%
Life Insurance	790	296	(62.5)%	300	1.0%	310	2.0%	320	2.0%	330	2.0%	340	2.0%
Major Medical Insurance	55,240	68,649	24.3%	71,390	4.0%	74,250	4.0%	77,220	4.0%	80,310	4.0%	83,520	4.0%
Social Security	10,200	9,614	(5.7)%	9,950	3.5%	10,300	3.5%	10,660	3.5%	11,030	3.5%	11,420	3.5%
Pension	6,330	3,709	(41.4)%	3,840	3.5%	3,970	3.5%	4,110	3.5%	4,250	3.5%	4,400	3.5%
Worker's Compensation	2,650	1,390	(47.5)%	1,420	2.0%	1,450	2.0%	1,480	2.0%	1,510	2.0%	1,540	2.0%
Operating Expenses	61,540	61,540	0.0%	62,770	2.0%	64,030	2.0%	65,310	2.0%	66,620	2.0%	67,950	2.0%
Internal Service Expenses	38,930	33,190	(14.7)%	34,190	3.0%	35,220	3.0%	36,280	3.0%	37,370	3.0%	38,490	3.0%
Interfund Transfers	37,380	37,380	0.0%	37,380	(200.0)%	37,380	(200.0)%	37,380	(200.0)%	37,380	(200.0)%	37,380	(200.0)%
City Council	391,040	395,821	1.2%	407,600	3.0%	419,790	3.0%	432,390	3.0%	445,420	3.0%	458,890	3.0%
Full Time Salaries	864,580	858,215	(0.7)%	888,250	3.5%	919,340	3.5%	951,520	3.5%	984,820	3.5%	1,019,290	3.5%
Life Insurance	6,930	5,578	(19.5)%	5,630	1.0%	5,740	2.0%	5,850	2.0%	5,970	2.0%	6,090	2.0%
Major Medical Insurance	83,410	70,449	(15.5)%	73,270	4.0%	76,200	4.0%	79,250	4.0%	82,420	4.0%	85,720	4.0%
Social Security	44,420	37,345	(15.9)%	38,650	3.5%	40,000	3.5%	41,400	3.5%	42,850	3.5%	44,350	3.5%
Pension	31,330	17,153	(45.3)%	17,750	3.5%	18,370	3.5%	19,010	3.5%	19,680	3.5%	20,370	3.5%
Worker's Compensation	2,210	1,740	(21.3)%	1,770	2.0%	1,810	2.0%	1,850	2.0%	1,890	2.0%	1,930	2.0%
Operating Expenses	134,891	233,650	73.2%	238,320	2.0%	243,090	2.0%	247,950	2.0%	252,910	2.0%	257,970	2.0%
Internal Service Expenses	43,360	50,260	15.9%	51,270	2.0%	52,300	2.0%	53,350	2.0%	54,420	2.0%	55,510	2.0%
Interfund Transfers	1,500	1,500	0.0%	1,500	(200.0)%	1,500	(200.0)%	1,500	(200.0)%	1,500	(200.0)%	1,500	(200.0)%
City Manager's Office	1,212,631	1,275,890	5.2%	1,316,410	3.2%	1,358,350	3.2%	1,401,680	3.2%	1,446,460	3.2%	1,492,730	3.2%
Full Time Salaries	360,830	358,468	(0.7)%	371,010	3.5%	384,000	3.5%	397,440	3.5%	411,350	3.5%	425,750	3.5%
Life Insurance	2,680	2,295	(14.4)%	2,320	1.0%	2,370	2.0%	2,420	2.0%	2,470	2.0%	2,520	2.0%
Major Medical Insurance	56,490	57,401	1.6%	59,700	4.0%	62,090	4.0%	64,570	4.0%	67,150	4.0%	69,840	4.0%
Social Security	16,320	19,502	19.5%	20,180	3.5%	20,890	3.5%	21,620	3.5%	22,380	3.5%	23,160	3.5%
Pension	18,820	5,274	(72.0)%	5,460	3.5%	5,650	3.5%	5,850	3.5%	6,050	3.5%	6,260	3.5%
Worker's Compensation	2,330	1,230	(47.2)%	1,270	3.5%	1,310	3.5%	1,360	3.5%	1,410	3.5%	1,460	3.5%
Operating Expenses	27	—	(100.0)%	—	2.0%	—	2.0%	—	2.0%	—	2.0%	—	2.0%
Internal Service Expenses	2,060	24,310	1080.1%	25,040	3.0%	25,790	3.0%	26,560	3.0%	27,360	3.0%	28,180	3.0%
CRA Administration	459,557	468,480	1.9%	484,980	3.5%	502,100	3.5%	519,820	3.5%	538,170	3.5%	557,170	3.5%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Full Time Salaries	747,460	748,364	0.1%	774,560	3.5%	801,670	3.5%	829,730	3.5%	858,770	3.5%	888,830	3.5%
Life Insurance	4,540	3,972	(12.5)%	4,010	1.0%	4,090	2.0%	4,170	2.0%	4,250	2.0%	4,340	2.0%
Major Medical Insurance	135,640	136,981	1.0%	142,460	4.0%	148,160	4.0%	154,090	4.0%	160,250	4.0%	166,660	4.0%
Social Security	17,610	16,881	(4.1)%	17,470	3.5%	18,080	3.5%	18,710	3.5%	19,360	3.5%	20,040	3.5%
Pension	72,000	41,606	(42.2)%	43,060	3.5%	44,570	3.5%	46,130	3.5%	47,740	3.5%	49,410	3.5%
Worker's Compensation	4,890	2,570	(47.4)%	2,620	2.0%	2,670	2.0%	2,720	2.0%	2,770	2.0%	2,830	2.0%
Operating Expenses	621,780	557,064	(10.4)%	568,210	2.0%	579,570	2.0%	591,160	2.0%	602,980	2.0%	615,040	2.0%
Homeless Initiatives	235,000	250,000	6.4%	255,000	2.0%	260,100	2.0%	265,300	2.0%	270,610	2.0%	276,020	2.0%
Internal Service Expenses	55,476	58,280	5.1%	59,450	2.0%	60,640	2.0%	61,850	2.0%	63,090	2.0%	64,350	2.0%
Interfund Transfers	13,230	13,230	0.0%	13,230	(2)	13,230	(2)	13,230	(2)	13,230	(2)	13,230	(2)
Economic Development	1,907,626	1,828,948	(4.1)%	1,880,070	2.8%	1,932,780	2.8%	1,987,090	2.8%	2,043,050	2.8%	2,100,750	2.8%
Full Time Salaries	717,450	713,331	(0.6)%	738,300	3.5%	764,140	3.5%	790,880	3.5%	818,560	3.5%	847,210	3.5%
Life Insurance	4,630	4,605	(0.5)%	4,650	1.0%	4,740	2.0%	4,830	2.0%	4,930	2.0%	5,030	2.0%
Major Medical Insurance	118,120	109,271	(7.5)%	113,640	4.0%	118,190	4.0%	122,920	4.0%	127,840	4.0%	132,950	4.0%
Social Security	26,920	25,703	(4.5)%	26,600	3.5%	27,530	3.5%	28,490	3.5%	29,490	3.5%	30,520	3.5%
Pension	48,710	28,470	(41.6)%	29,470	3.5%	30,500	3.5%	31,570	3.5%	32,670	3.5%	33,810	3.5%
Worker's Compensation	6,000	3,250	(45.8)%	3,320	2.0%	3,390	2.0%	3,460	2.0%	3,530	2.0%	3,600	2.0%
Operating Expenses	177,886	218,520	22.8%	222,890	2.0%	227,350	2.0%	231,900	2.0%	236,540	2.0%	241,270	2.0%
Internal Service Expenses	92,970	93,040	0.1%	95,830	3.0%	98,700	3.0%	101,660	3.0%	104,710	3.0%	107,850	3.0%
Public Communications	1,192,686	1,196,190	0.3%	1,234,700	3.2%	1,274,540	3.2%	1,315,710	3.2%	1,358,270	3.2%	1,402,240	3.2%
Full Time Salaries	1,134,870	1,183,398	4.3%	1,224,820	3.5%	1,267,690	3.5%	1,312,060	3.5%	1,357,980	3.5%	1,405,510	3.5%
Part Time Salaries	17,110	19,685	15.0%	20,370	3.5%	21,080	3.5%	21,820	3.5%	22,580	3.5%	23,370	3.5%
Life Insurance	8,800	8,140	(7.5)%	8,220	1.0%	8,380	2.0%	8,550	2.0%	8,720	2.0%	8,890	2.0%
Major Medical Insurance	150,780	152,266	1.0%	158,360	4.0%	164,690	4.0%	171,280	4.0%	178,130	4.0%	185,260	4.0%
Social Security	60,330	62,644	3.8%	64,840	3.5%	67,110	3.5%	69,460	3.5%	71,890	3.5%	74,410	3.5%
Pension	30,830	18,362	(40.4)%	19,000	3.5%	19,670	3.5%	20,360	3.5%	21,070	3.5%	21,810	3.5%
Worker's Compensation	5,080	2,670	(47.4)%	2,720	2.0%	2,770	2.0%	2,830	2.0%	2,890	2.0%	2,950	2.0%
Operating Expenses	293,119	290,650	(0.8)%	296,460	2.0%	302,390	2.0%	308,440	2.0%	314,610	2.0%	320,900	2.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Internal Service Expenses	67,410	69,270	2.8%	71,350	3.0%	73,490	3.0%	75,690	3.0%	77,960	3.0%	80,300	3.0%
Operating Capital	2,500	2,500	0.0%	2,550	2.0%	2,600	2.0%	2,650	2.0%	2,700	2.0%	2,750	2.0%
City Attorney	1,770,829	1,809,585	2.2%	1,868,690	3.3%	1,929,870	3.3%	1,993,140	3.3%	2,058,530	3.3%	2,126,150	3.3%
Full Time Salaries	467,620	474,990	1.6%	491,610	3.5%	508,820	3.5%	526,630	3.5%	545,060	3.5%	564,140	3.5%
Life Insurance	2,620	2,431	(7.2)%	2,460	1.0%	2,480	1.0%	2,530	2.0%	2,580	2.0%	2,630	2.0%
Major Medical Insurance	94,030	97,808	4.0%	101,720	4.0%	105,790	4.0%	110,020	4.0%	114,420	4.0%	119,000	4.0%
Social Security	6,770	6,603	(2.5)%	6,830	3.5%	7,070	3.5%	7,320	3.5%	7,580	3.5%	7,850	3.5%
Pension	53,500	31,459	(41.2)%	32,560	3.5%	33,700	3.5%	34,880	3.5%	36,100	3.5%	37,360	3.5%
Worker's Compensation	3,530	1,860	(47.3)%	1,900	2.0%	1,940	2.0%	1,980	2.0%	2,020	2.0%	2,060	2.0%
Operating Expenses	424,840	424,840	0.0%	533,340	2.0%	544,010	2.0%	554,890	2.0%	565,990	2.0%	577,310	2.0%
Internal Service Expenses	171,160	175,690	2.6%	180,960	3.0%	186,390	3.0%	191,980	3.0%	197,740	3.0%	203,670	3.0%
City Clerk	1,224,070	1,215,681	(0.7)%	1,351,380	11.2%	1,390,200	2.9%	1,430,230	2.9%	1,471,490	2.9%	1,514,020	2.9%
Full Time Salaries	1,750,750	1,748,490	(0.1)%	1,809,690	3.5%	1,873,030	3.5%	1,938,590	3.5%	2,006,440	3.5%	2,076,670	3.5%
Part Time Salaries	18,200	19,331	6.2%	20,010	3.5%	20,710	3.5%	21,430	3.5%	22,180	3.5%	22,960	3.5%
Overtime	5,070	5,200	2.6%	5,380	3.5%	5,570	3.5%	5,760	3.5%	5,960	3.5%	6,170	3.5%
Life Insurance	9,020	8,981	(0.4)%	9,070	1.0%	9,250	2.0%	9,440	2.0%	9,630	2.0%	9,820	2.0%
Major Medical Insurance	286,220	238,004	(16.8)%	247,520	4.0%	257,420	4.0%	267,720	4.0%	278,430	4.0%	289,570	4.0%
Social Security	51,750	46,054	(11.0)%	47,670	3.5%	49,340	3.5%	51,070	3.5%	52,860	3.5%	54,710	3.5%
Pension	143,620	92,701	(35.5)%	95,950	3.5%	99,310	3.5%	102,790	3.5%	106,390	3.5%	110,110	3.5%
Worker's Compensation	20,800	10,430	(49.9)%	10,640	2.0%	10,850	2.0%	11,070	2.0%	11,290	2.0%	11,520	2.0%
Operating Expenses	264,367	263,220	(0.4)%	268,480	2.0%	273,850	2.0%	279,330	2.0%	284,920	2.0%	290,620	2.0%
Internal Service Expenses	197,570	205,270	3.9%	209,380	2.0%	213,570	2.0%	217,840	2.0%	222,200	2.0%	226,640	2.0%
Finance	2,747,367	2,637,681	-4.0%	2,723,790	3.3%	2,812,900	3.3%	2,905,040	3.3%	3,000,300	3.3%	3,098,790	3.3%
Full Time Salaries	157,860	154,955	(1.8)%	160,380	3.5%	165,990	3.5%	171,800	3.5%	177,810	3.5%	184,030	3.5%
Life Insurance	1,030	1,038	0.8%	1,050	1.0%	1,070	2.0%	1,090	2.0%	1,110	2.0%	1,130	2.0%
Major Medical Insurance	19,830	29,159	47.0%	30,330	4.0%	31,540	4.0%	32,800	4.0%	34,110	4.0%	35,470	4.0%
Social Security	7,800	7,207	(7.6)%	7,460	3.5%	7,720	3.5%	7,990	3.5%	8,270	3.5%	8,560	3.5%
Pension	6,890	4,438	(35.6)%	4,590	3.5%	4,750	3.5%	4,920	3.5%	5,090	3.5%	5,270	3.5%
Worker's Compensation	880	460	(47.7)%	470	2.0%	480	2.0%	490	2.0%	500	2.0%	510	2.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Operating Expenses	13,552	11,155	(17.7)%	11,380	2.0%	11,610	2.0%	11,840	2.0%	12,080	2.0%	12,320	2.0%
Internal Service Expenses	18,170	18,020	(0.8)%	18,560	3.0%	19,120	3.0%	19,690	3.0%	20,280	3.0%	20,890	3.0%
City Audit	226,012	226,432	0.2%	234,220	3.4%	242,280	3.4%	250,620	3.4%	259,250	3.4%	268,180	3.4%
Full Time Salaries	774,640	778,339	0.5%	805,580	3.5%	833,780	3.5%	862,960	3.5%	893,160	3.5%	924,420	3.5%
Part Time Salaries	39,880	45,742	14.7%	47,340	3.5%	49,000	3.5%	50,720	3.5%	52,500	3.5%	54,340	3.5%
Overtime	1,090	600	(45.0)%	620	3.5%	640	3.5%	660	3.5%	680	3.5%	700	3.5%
Life Insurance	4,700	4,425	(5.9)%	4,470	1.0%	4,560	2.0%	4,650	2.0%	4,740	2.0%	4,830	2.0%
Major Medical Insurance	177,190	168,373	(5.0)%	175,110	4.0%	182,110	4.0%	189,390	4.0%	196,970	4.0%	204,850	4.0%
Social Security	27,080	29,897	10.4%	30,940	3.5%	32,020	3.5%	33,140	3.5%	34,300	3.5%	35,500	3.5%
Pension	58,820	33,812	(42.5)%	35,000	3.5%	36,230	3.5%	37,500	3.5%	38,810	3.5%	40,170	3.5%
Worker's Compensation	5,610	2,940	(47.6)%	3,000	2.0%	3,060	2.0%	3,120	2.0%	3,180	2.0%	3,240	2.0%
Operating Expenses	388,120	389,280	0.3%	397,070	2.0%	405,010	2.0%	413,110	2.0%	421,370	2.0%	429,800	2.0%
Internal Service Expenses	98,730	108,670	10.1%	111,930	3.0%	115,290	3.0%	118,750	3.0%	122,310	3.0%	125,980	3.0%
Human Resources	1,575,860	1,562,078	(0.9)%	1,611,060	3.1%	1,661,700	3.1%	1,714,000	3.1%	1,768,020	3.2%	1,823,830	3.2%
Full Time Salaries	24,225,061	24,693,822	1.9%	25,681,570	4.0%	26,708,830	4.0%	27,777,180	4.0%	28,888,270	4.0%	30,043,800	4.0%
Part Time Salaries	841,720	911,142	8.2%	943,030	3.5%	976,040	3.5%	1,010,200	3.5%	1,045,560	3.5%	1,082,150	3.5%
Overtime	736,150	769,600	4.5%	796,540	3.5%	824,420	3.5%	853,270	3.5%	883,130	3.5%	914,040	3.5%
Police Incentive Pay	184,110	192,782	4.7%	199,530	3.5%	206,510	3.5%	213,740	3.5%	221,220	3.5%	228,960	3.5%
Life Insurance	65,150	61,285	(5.9)%	61,900	1.0%	63,140	2.0%	64,400	2.0%	65,690	2.0%	67,000	2.0%
Major Medical Insurance	3,674,510	3,808,141	3.6%	3,960,470	4.0%	4,118,890	4.0%	4,283,650	4.0%	4,455,000	4.0%	4,633,200	4.0%
Social Security	428,440	427,103	(0.3)%	444,190	4.0%	461,960	4.0%	480,440	4.0%	499,660	4.0%	519,650	4.0%
Pension	2,837,240	4,932,925	73.9%	5,105,580	3.5%	5,284,280	3.5%	5,469,230	3.5%	5,660,650	3.5%	5,858,770	3.5%
Worker's Compensation	696,980	351,700	(49.5)%	358,730	2.0%	365,900	2.0%	373,220	2.0%	380,680	2.0%	388,290	2.0%
Supplemental Pension	1,116,545	1,130,000	1.2%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%
Medical Examinations	155,000	160,000	3.2%	160,000	0.0%	160,000	0.0%	160,000	0.0%	160,000	0.0%	160,000	0.0%
Operating Expenses	2,909,360	3,129,609	7.6%	3,192,200	2.0%	3,256,040	2.0%	3,321,160	2.0%	3,387,580	2.0%	3,455,330	2.0%
Internal Service Expenses	6,927,470	6,122,100	(11.6)%	6,305,760	3.0%	6,494,930	3.0%	6,689,780	3.0%	6,890,470	3.0%	7,097,180	3.0%
Debt Service	193,320	193,320	0.0%	165,180	(1)	63,940	(1)	3,370	(1)	0.0%	(1)	0.0%	(1)
Interfund Transfers	105,000	375,794	257.9%	705,000	(2)	705,000	(2)	705,000	(2)	705,000	(2)	705,000	(2)
Police	45,096,056	47,259,323	4.8%	49,209,680	4.1%	50,819,880	3.3%	52,534,640	3.4%	54,372,910	3.5%	56,283,370	3.5%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Full Time Salaries	14,167,310	14,723,821	3.9%	15,944,450	4.0%	16,582,230	4.0%	17,245,520	4.0%	17,935,340	4.0%	18,652,750	4.0%
Overtime	1,816,920	1,783,700	(1.8)%	1,846,130	3.5%	1,910,740	3.5%	1,977,620	3.5%	2,046,840	3.5%	2,118,480	3.5%
Fire Incentive/Acting Pay	307,330	315,370	2.6%	327,980	4.0%	341,100	4.0%	354,740	4.0%	368,930	4.0%	383,690	4.0%
Fire Special Holiday	458,550	448,323	(2.2)%	466,260	4.0%	484,910	4.0%	504,310	4.0%	524,480	4.0%	545,460	4.0%
Life Insurance	67,190	44,365	(34.0)%	44,810	1.0%	45,710	2.0%	46,620	2.0%	47,550	2.0%	48,500	2.0%
Major Medical Insurance	2,349,070	2,489,526	6.0%	2,589,110	4.0%	2,692,670	4.0%	2,800,380	4.0%	2,912,400	4.0%	3,028,900	4.0%
Social Security	235,960	244,052	3.4%	253,810	4.0%	263,960	4.0%	274,520	4.0%	285,500	4.0%	296,920	4.0%
Pension	1,829,310	3,590,569	96.3%	3,716,240	3.5%	3,846,310	3.5%	3,980,930	3.5%	4,120,260	3.5%	4,264,470	3.5%
Worker's Compensation	548,120	261,440	(52.3)%	266,670	2.0%	272,000	2.0%	277,440	2.0%	282,990	2.0%	288,650	2.0%
Supplemental Pension	1,003,892	1,000,000	(0.4)%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%
Medical Examinations	97,610	105,810	8.4%	105,810	0.0%	105,810	0.0%	105,810	0.0%	105,810	0.0%	105,810	0.0%
Operating Expenses	1,900,744	1,808,055	(4.9)%	1,844,220	2.0%	1,881,100	2.0%	1,918,720	2.0%	1,957,090	2.0%	1,996,230	2.0%
Internal Service Expenses	2,587,380	2,357,790	(8.9)%	2,428,520	3.0%	2,501,380	3.0%	2,576,420	3.0%	2,653,710	3.0%	2,733,320	3.0%
Operating Capital	—	44,080	n/a	44,960	2.0%	45,860	2.0%	46,780	2.0%	47,720	2.0%	48,670	2.0%
Debt Service	521,830	494,730	(1)	464,090	(1)	386,090	(1)	196,470	(1)	33,910	(1)	—	(1)
Interfund Transfers	551,000	581,420	(2)	392,100	(2)	476,240	(2)	414,460	(2)	2,826,160	(2)	438,230	(2)
Fire	28,442,216	30,293,051	6.5%	31,735,160	4.8%	32,836,110	3.5%	33,720,740	2.7%	37,148,690	10.2%	35,950,080	-3.2%
Full Time Salaries	3,285,640	3,357,177	2.2%	3,474,680	3.5%	3,596,290	3.5%	3,722,160	3.5%	3,852,440	3.5%	3,987,280	3.5%
Part Time Salaries	22,530	23,450	4.1%	24,270	3.5%	25,120	3.5%	26,000	3.5%	26,910	3.5%	27,850	3.5%
Overtime	68,810	78,050	13.4%	80,780	3.5%	83,610	3.5%	86,540	3.5%	89,570	3.5%	92,700	3.5%
Life Insurance	17,020	15,563	(8.6)%	15,720	1.0%	16,030	2.0%	16,350	2.0%	16,680	2.0%	17,010	2.0%
Major Medical Insurance	626,140	635,601	1.5%	661,030	4.0%	687,470	4.0%	714,970	4.0%	743,570	4.0%	773,310	4.0%
Social Security	61,250	59,899	(2.2)%	62,000	3.5%	64,170	3.5%	66,420	3.5%	68,740	3.5%	71,150	3.5%
Pension	354,470	212,872	(39.9)%	220,320	3.5%	228,030	3.5%	236,010	3.5%	244,270	3.5%	252,820	3.5%
Worker's Compensation	32,550	17,220	(47.1)%	17,560	2.0%	17,910	2.0%	18,270	2.0%	18,640	2.0%	19,010	2.0%
Operating Expenses	1,150,880	729,380	(36.6)%	743,970	2.0%	758,850	2.0%	774,030	2.0%	789,510	2.0%	805,300	2.0%
Internal Service Expenses	943,850	1,020,910	8.2%	1,051,540	3.0%	1,083,090	3.0%	1,115,580	3.0%	1,149,050	3.0%	1,183,520	3.0%
Debt Service	8,680	8,680	(1)	4,440	(100.0)%	3,330	(100.0)%	—	(100.0)%	—	(1.0)%	—	(100.0)%
Interfund Transfers	—	300,000	(1)	300,000	(200.0)%	300,000	(200.0)%	300,000	(200.0)%	300,000	(2.0)%	300,000	(200.0)%
Planning & Development	6,571,820	6,458,802	(1.7)%	6,656,310	3.1%	6,863,900	3.1%	7,076,330	3.1%	7,299,380	3.2%	7,529,950	3.2%
Full Time Salaries	3,338,640	3,319,172	(0.6)%	3,435,340	3.5%	3,555,580	3.5%	3,680,030	3.5%	3,808,830	3.5%	3,942,140	3.5%
Overtime	36,730	38,600	5.1%	39,950	3.5%	41,030	2.7%	42,140	2.7%	43,280	2.7%	44,450	2.7%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Life Insurance	16,820	15,305	(9.0)%	15,460	1.0%	15,770	2.0%	16,090	2.0%	16,410	2.0%	16,740	2.0%
Major Medical Insurance	659,580	652,647	(1.1)%	678,750	4.0%	705,900	4.0%	734,140	4.0%	763,510	4.0%	794,050	4.0%
Social Security	65,000	56,392	(13.2)%	58,370	3.5%	60,410	3.5%	62,520	3.5%	64,710	3.5%	66,970	3.5%
Pension	353,060	211,281	(40.2)%	218,680	3.5%	226,330	3.5%	234,250	3.5%	242,450	3.5%	250,940	3.5%
Worker's Compensation	51,790	28,420	(45.1)%	28,990	2.0%	29,570	2.0%	30,160	2.0%	30,760	2.0%	31,380	2.0%
Operating Expenses	2,827,674	2,798,590	(1.0)%	2,854,560	2.0%	2,911,650	2.0%	2,969,880	2.0%	3,029,280	2.0%	3,089,870	2.0%
Internal Service Expenses	820,410	699,040	(14.8)%	720,010	3.0%	741,610	3.0%	763,860	3.0%	786,780	3.0%	810,380	3.0%
Transfers	161,500	411,500	(2)	411,500	(2)	411,500	(2)	161,500	(2)	161,500	(2)	161,500	(2)
Engineering	8,331,204	8,230,947	(1.2)%	8,461,610	2.8%	8,699,350	2.8%	8,694,570	(0.1)%	8,947,510	2.9%	9,208,420	2.9%
Full Time Salaries	8,243,240	8,584,836	3.5%	8,885,310	3.5%	9,196,300	3.5%	9,518,170	3.5%	9,851,310	3.5%	10,196,110	3.5%
Part Time Salaries	1,329,060	1,361,639	3.5%	1,409,300	3.5%	1,458,630	3.5%	1,509,680	3.5%	1,562,520	3.5%	1,617,210	3.5%
Overtime	163,840	197,620	3.5%	204,540	3.5%	211,700	3.5%	219,110	3.5%	226,780	3.5%	234,720	3.5%
Life Insurance	45,660	42,546	1.0%	42,970	1.0%	43,830	2.0%	44,710	2.0%	45,600	2.0%	46,510	2.0%
Major Medical Insurance	1,931,130	2,069,050	4.0%	2,151,810	4.0%	2,237,880	4.0%	2,327,400	4.0%	2,420,500	4.0%	2,517,320	4.0%
Social Security	248,510	257,067	3.5%	266,060	3.5%	275,370	3.5%	285,010	3.5%	294,990	3.5%	305,310	3.5%
Pension	834,840	529,710	3.5%	548,250	3.5%	567,440	3.5%	587,300	3.5%	607,860	3.5%	629,140	3.5%
Worker's Compensation	311,480	192,060	2.0%	195,900	2.0%	199,820	2.0%	203,820	2.0%	207,900	2.0%	212,060	2.0%
Operating Expenses	8,961,740	9,812,170	2.0%	10,737,910	2.0%	11,718,680	2.0%	11,975,750	2.0%	12,238,710	2.0%	12,507,730	2.0%
Internal Service Expenses	5,294,900	5,453,810	3.0%	5,617,420	3.0%	5,785,940	3.0%	5,959,520	3.0%	6,138,310	3.0%	6,322,460	3.0%
Capital	35,000	49,600	2.0%	50,590	2.0%	51,600	2.0%	52,630	2.0%	53,680	2.0%	54,750	2.0%
Debt Service	63,860	165,180	(1)	173,870	(1)	148,593	(1)	115,810	(1)	58,620	(1)	21,560	(1)
Transfers	2,899,730	2,421,700	(2)	5,135,000	(2)	4,765,000	(2)	5,725,000	(2)	2,710,000	(2)	3,340,000	(2)
Parks & Recreation	30,362,990	31,136,988	2.5%	35,418,930	13.8%	36,660,783	3.5%	38,523,910	5.1%	36,416,780	(5.5)%	38,004,880	4.4%
Full Time Salaries	3,073,710	3,161,535	2.9%	3,272,190	3.5%	3,386,720	3.5%	3,505,260	3.5%	3,627,940	3.5%	3,754,920	3.5%
Part Time Salaries	574,800	655,070	14.0%	678,000	3.5%	701,730	3.5%	726,290	3.5%	751,710	3.5%	778,020	3.5%
Life Insurance	15,240	15,427	1.2%	15,580	1.0%	15,890	2.0%	16,210	2.0%	16,530	2.0%	16,860	2.0%
Major Medical Insurance	716,500	745,560	4.1%	775,380	4.0%	806,400	4.0%	838,660	4.0%	872,210	4.0%	907,100	4.0%
Social Security	92,970	98,613	6.1%	102,060	3.5%	105,630	3.5%	109,330	3.5%	113,160	3.5%	117,120	3.5%
Pension	343,420	204,145	(40.6)%	211,290	3.5%	218,690	3.5%	226,340	3.5%	234,260	3.5%	242,460	3.5%
Worker's Compensation	42,300	22,280	(47.3)%	22,730	2.0%	23,180	2.0%	23,640	2.0%	24,110	2.0%	24,590	2.0%
Operating Expenses	922,160	972,405	5.4%	991,850	2.0%	1,011,690	2.0%	1,031,920	2.0%	1,052,560	2.0%	1,073,610	2.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2018-19	2019-20		2020-21	△	2021-22	△	2022-23	△	2023-24	△	2024-25	△
Internal Service Expenses	1,203,090	1,297,250	7.8%	1,336,170	3.0%	1,376,260	3.0%	1,417,550	3.0%	1,460,080	3.0%	1,503,880	3.0%
Operating Capital	694,680	693,680	(0.1)%	707,550	2.0%	721,700	2.0%	736,130	2.0%	750,850	2.0%	765,870	2.0%
Transfers	193,080	135,000	(2)	135,000	(2)	135,000	(2)	135,000	(2)	135,000	(2)	135,000	(2)
Library	7,871,950	8,000,965	1.6%	8,247,800	3.1%	8,502,890	3.1%	8,766,330	3.1%	9,038,410	3.1%	9,319,430	3.1%
Other Operating	615,455	456,948	(25.8)%	466,090	2.0%	475,410	2.0%	484,920	2.0%	494,620	2.0%	504,510	2.0%
Property/Liability Insurance	1,241,290	778,070	(37.3)%	793,630	2.0%	809,500	2.0%	825,690	2.0%	842,200	2.0%	859,040	2.0%
Debt Service	—	—	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)
Interfund Transfer - CRA	5,521,951	—	(2)	2,378,770	(2)	2,450,130	(2)	2,523,630	(2)	2,599,340	(2)	2,677,320	(2)
Interfund Transfers - CIP	7,497,993	6,549,490	(2)	4,810,630	(2)	3,540,630	(2)	3,225,110	(2)	4,742,840	(2)	4,440,000	(2)
Non-Departmental	14,876,689	7,784,508	(47.7)%	9,949,120	27.8%	8,775,670	(11.8)%	8,559,350	(2.5)%	10,179,000	18.9%	9,980,870	(1.9)%
Other Operating	109,190	120,450	10.3%	122,860	2.0%	125,320	2.0%	127,830	2.0%	130,390	2.0%	133,000	2.0%
Internal Services	280,460	278,020	(0.9)%	286,360	3.0%	294,950	3.0%	303,800	3.0%	312,910	3.0%	322,300	3.0%
Public Utilities	389,650	398,470	2.3%	409,220	2.7%	420,270	2.7%	431,630	2.7%	443,300	2.7%	455,300	2.7%
Total Expenditures	154,650,253	152,179,840	(1.6)%	163,200,730	7.2%	167,103,363	2.4%	172,257,220	3.1%	178,234,940	3.5%	181,575,050	1.9%



Department Objective

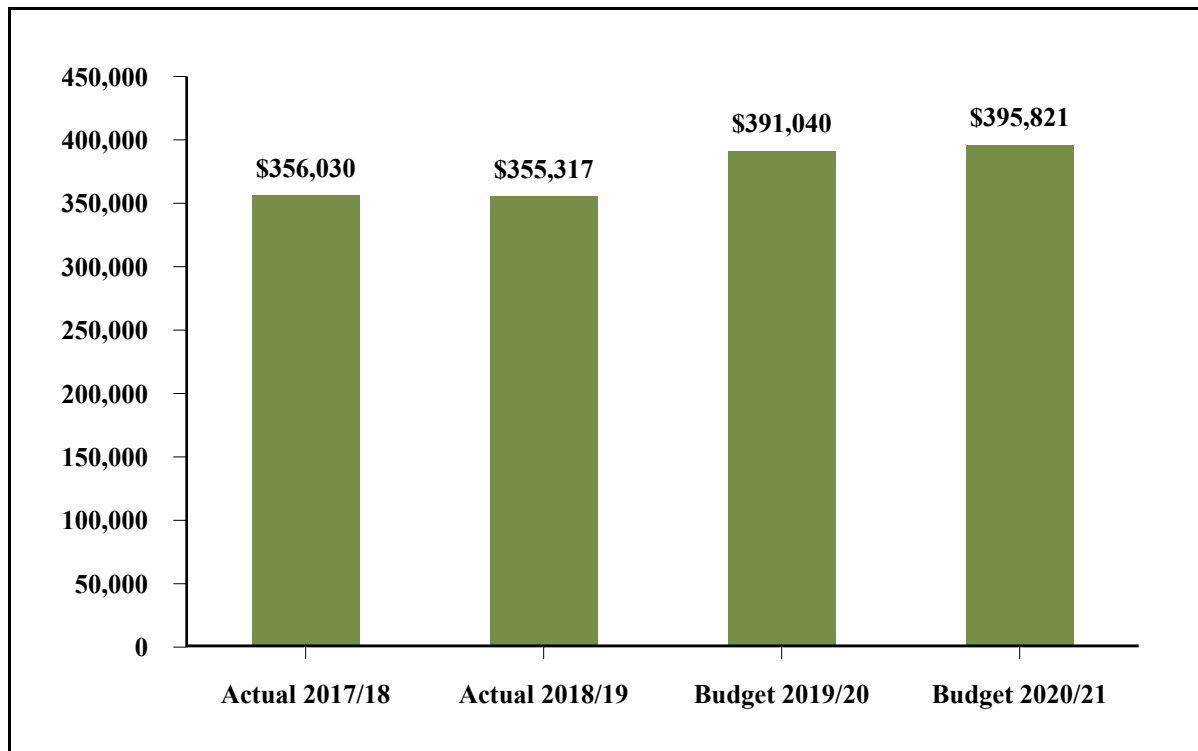
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Councilmembers, who each serve four-year terms. The City Council is the legislative and policy-making body of the City, responsible for approving the budget and determining the ad valorem tax rate on all real and personal property within the corporate limits of the City.

In addition, the Councilmembers evaluate the job performance of the City Manager and the City Attorney, attend City Council meetings, special workshops/meetings, schedule and attend community meetings to address various topics and initiatives, serve as the City liaison for various area-wide boards, and represent the City at numerous ribbon cuttings, opening day festivities, and organizational welcomes and events.

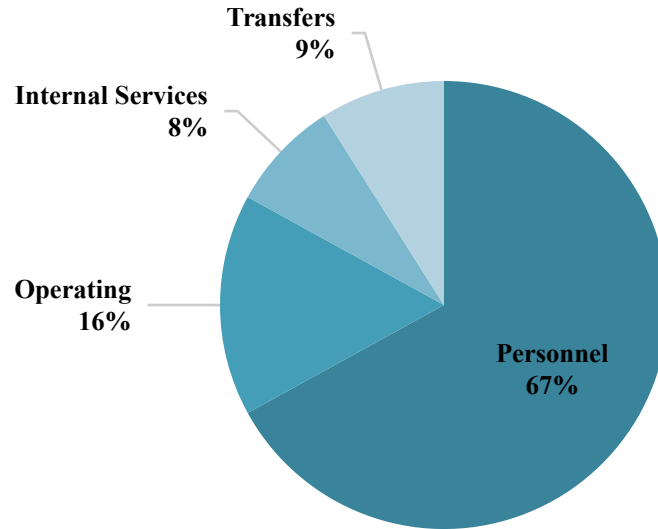
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	235,879	238,160	253,190	263,711	4 %
Operating	59,215	44,668	61,540	61,540	— %
Internal Services	23,556	35,109	38,930	33,190	(15)%
Transfers	37,380	37,380	37,380	37,380	— %
Total City Council Office	356,030	355,317	391,040	395,821	1 %
Total City Council Office FTEs	1.0	1.0	1.0	1.0	0.0

Department Total Summary

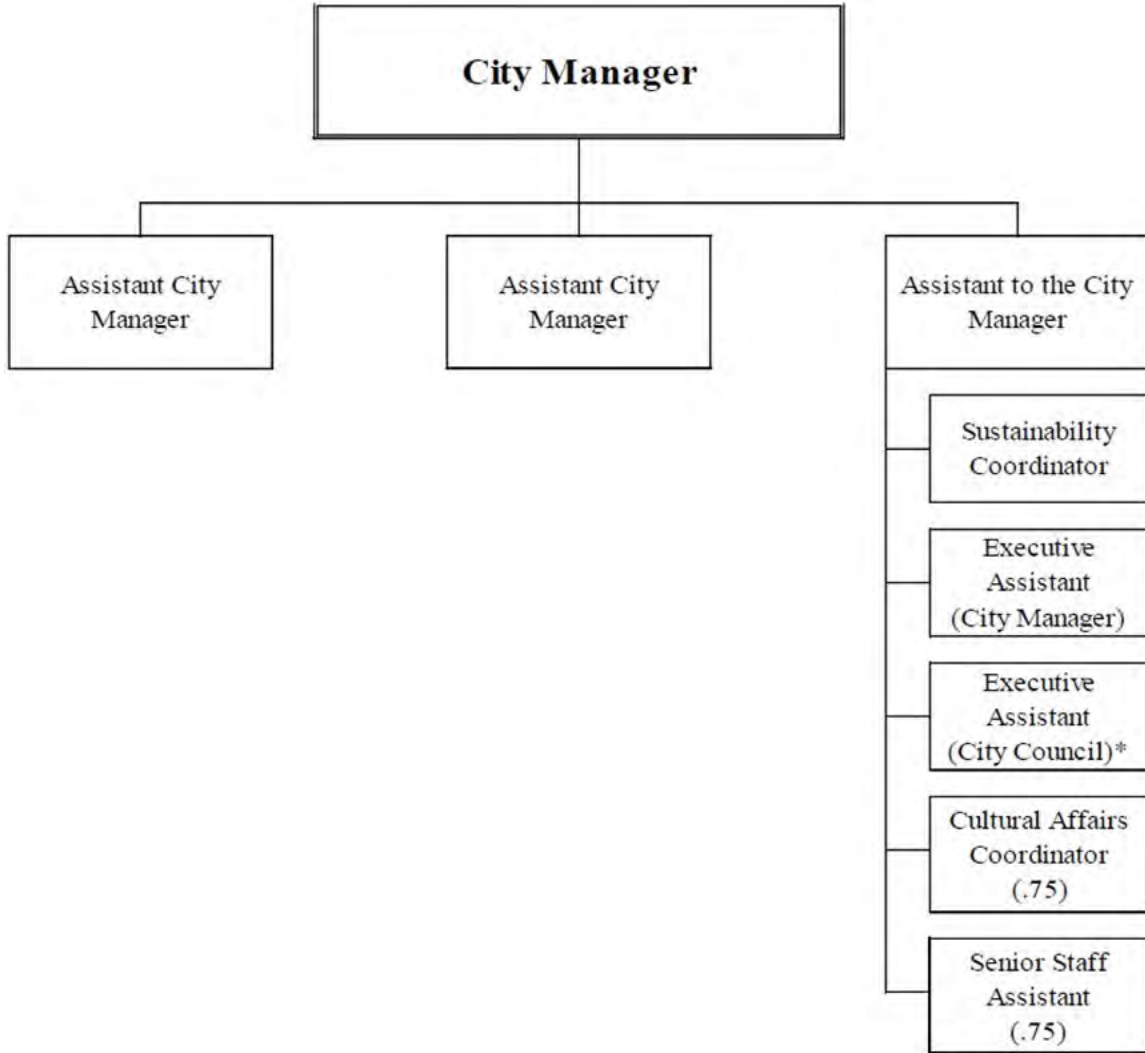


Fiscal Year 2020/21 Budget by Category



Budget Highlights

- ◆ The City Council program includes salaries for the five Council members and an Executive Assistant. The Councilmember’s salaries have been increased by 2.0% in this budget based upon City Ordinance to adjust salaries based upon the greater of Social Security cost-of-living (COLA) adjustment or 2%.
- ◆ Included in the operating category is the anticipated cost of memberships for fiscal year 2020/21 totaling \$18,650. Funding is included for memberships for the Florida League of Mayors, Amplify Clearwater, the Florida League of Cities, the Tampa Bay Regional Planning Council, as well as other ancillary memberships.
- ◆ Councilmember travel is budgeted at \$15,960, the same level of funding as the 2019/20 budget.
- ◆ The budget for internal services includes charges for information technology, telecommunications, benefits, and risk management. This reflects a 15% decrease from fiscal year 2019/20.
- ◆ Interfund transfers total \$37,380 in fiscal year 2020/21, the same level of funding as fiscal year 2019/20. This represents a transfer to the Special Program Fund for Nagano Sister City Program activities.
- ◆ There have been no other significant changes in the City Council program. The budget for this department reflects a 1% increase from the fiscal year 2019/20 budget.



City Manager's Office – 7.5 FTEs

*City Council – 1.0

Department Objective

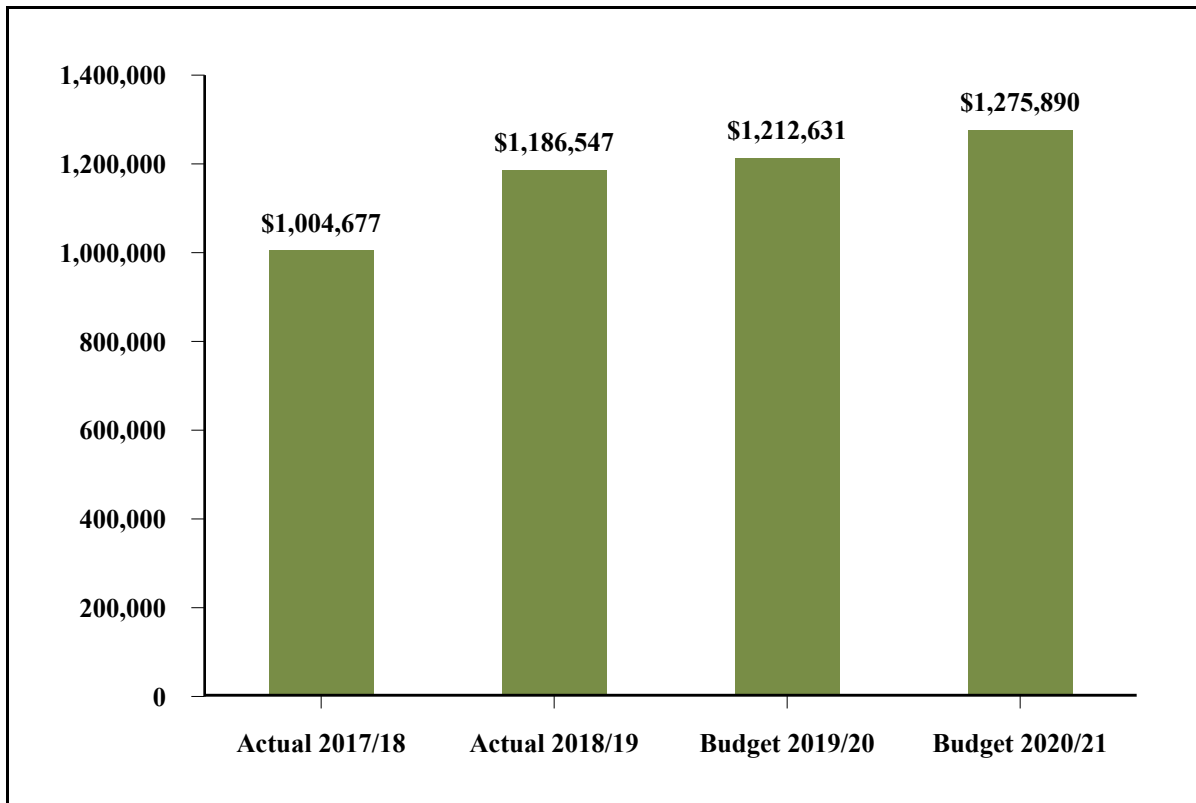
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic direction to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

The City of Clearwater is governed by a Council/Manager form of government with the City Manager, appointed by the City Council, serving as the chief executive and administrative officer of the City. The City Manager is a professional administrator retained by the City Council to administer the day-to-day operations and services of the City. The City Manager administers policies and legislation adopted by the City Council, directs all departments, offices and operations of the City, and prepares and administers the annual budget.

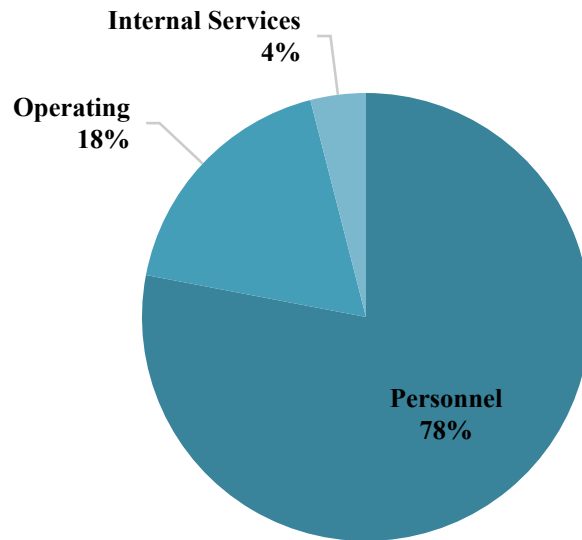
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	807,979	922,914	1,024,880	990,480	(3)%
Operating	92,491	123,246	142,891	233,650	64 %
Internal Services	102,707	138,888	43,360	50,260	16 %
Interfund Transfer	1,500	1,500	1,500	1,500	0 %
Total City Manager's Office	1,004,677	1,186,547	1,212,631	1,275,890	5 %
Total City Manager's Office FTEs	5.0	7.5	7.5	7.5	0.0

Total Department Summary



Fiscal Year 2020/21 Budget by Category

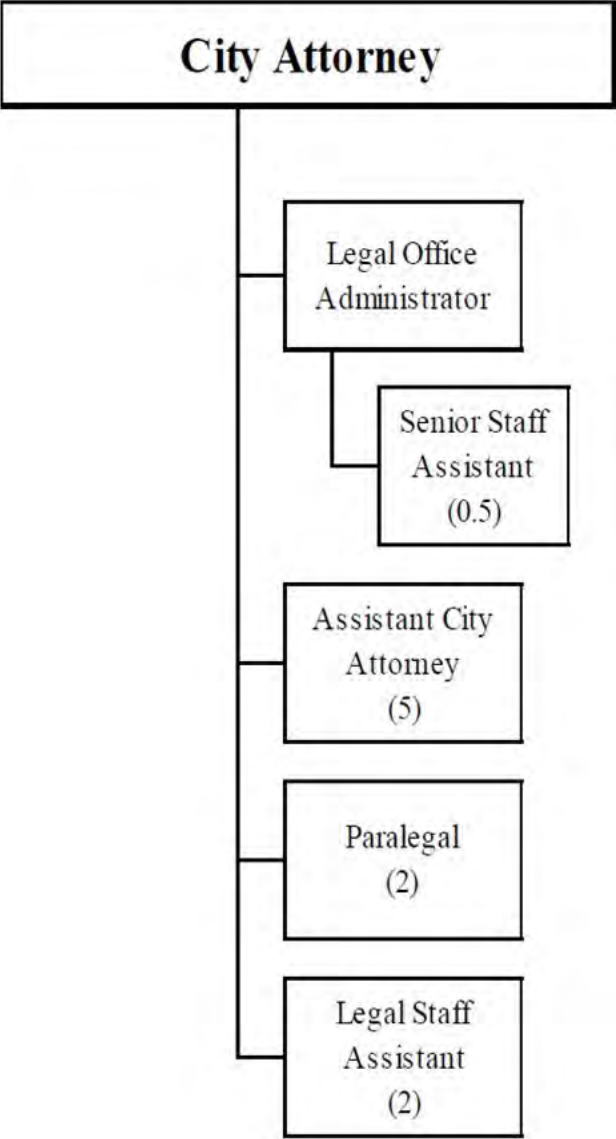


Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<p><u>Strategic Plan – Nonrecurring Projects/Tasks</u></p> <ul style="list-style-type: none"> • % complete • % active <p>The City's Strategic Plan consists of 38 defined priorities, 29 of which are nonrecurring. This represents the percentage of total completed and active priorities that are not recurring.</p> <p>*Due to the impacts of COVID-19, there have been no changes to priorities or work plans in FY19/20.</p>	41%	62%	*62%
<p>59%</p>	38%	*38%	
<p><u>Strategic Plan – Recurring Projects/Tasks</u></p> <ul style="list-style-type: none"> • % complete <p>Of the 38 defined priorities within the City's Strategic Plan, 9 are recurring, such as the Budget and CAFR and others are updated annually or semiannually, such as the ED Strategic Plan and Rates Studies. This represents the percentage of total recurring priorities that were completed or otherwise updated by progress.</p>	90%	100%	100%

Key Performance Indicator (continued)	FY 2017/18	FY 2018/19	FY 2019/20
<p>Internal Services Survey</p> <ul style="list-style-type: none"> • % Of departments who meet or exceed expectations • % Of departments who do not meet or exceed expectations <p>The most recent internal services survey was completed in 2019 with the initial survey taken in 2017. The following internal service departments were measured: Accounting, Budget, Building and Maintenance, City Auditor, City Clerk, Fleet Maintenance, Human Resources, Information Technology, Legal Services, Payroll, Public Communications, Purchasing, Risk Management.</p> <p>There was no survey conducted in FY2019/20, the next survey is planned to take place in FY2020/21.</p>	62%	69%	n/a
	28%	31%	n/a

Budget Highlights

- ◆ The City Manager’s Office is supported by 7.5 full time equivalent positions, the same level of staffing as fiscal year 2019/20.
- ◆ Operating expenses include \$75,000 as a source of funding for the City Manager to handle small, unbudgeted requests or issues that arise during any fiscal year; this is the same level of funding as fiscal year 2019/20. Also included for the first time in fiscal year 2020/21, is funding in support of various arts programs overseen by the Cultural Affairs Coordinator and sustainability and resiliency programs overseen by the Sustainability Coordinator.
- ◆ Interfund transfers total \$1,500 in fiscal year 2020/21 to fund the special program for United Way Campaign expenditures.
- ◆ Internal service charges reflect a 16% increase from fiscal year 2019/20 due to increases in support for technology.
- ◆ There have been no other significant changes in the City Manager’s Office. The budget for this department reflects a 5% increase from the 2019/20 budget.



Department Objective

The Objective of the City Attorney's Office is to provide timely, cost-efficient, quality services and advice to support the City Council, the City Manager, and the City departments, boards and agencies in fulfilling their missions and goals: and to advance, advocate and safeguard the interests of the City within the bounds of the law.

In furthering the City Council's Strategic Direction of providing cost effective municipal services through financial responsibility, efficiency and quality, the City Attorney's Office defends lawsuits brought against the city; assists departments in drafting or reviewing agreements and contracts, real estate transactions, and purchasing issues and procedures; drafts or assists city staff in drafting ordinances and resolutions and performs any research associated therewith; and advises city staff and Council on all legal issues including city code and state statute interpretation, employee matters, police advice and training, and general legal questions.

Summary of Service Provided

City Attorney's Office

Litigation – the defense of lawsuits against the City and the prosecution of City lawsuits against others. Also included in this function are matters involving land use/zoning, code violations, employee issues and civil forfeitures.

Transactional – Assists departments in drafting or reviewing agreements and contracts, real estate transactions, and purchasing issues and procedures.

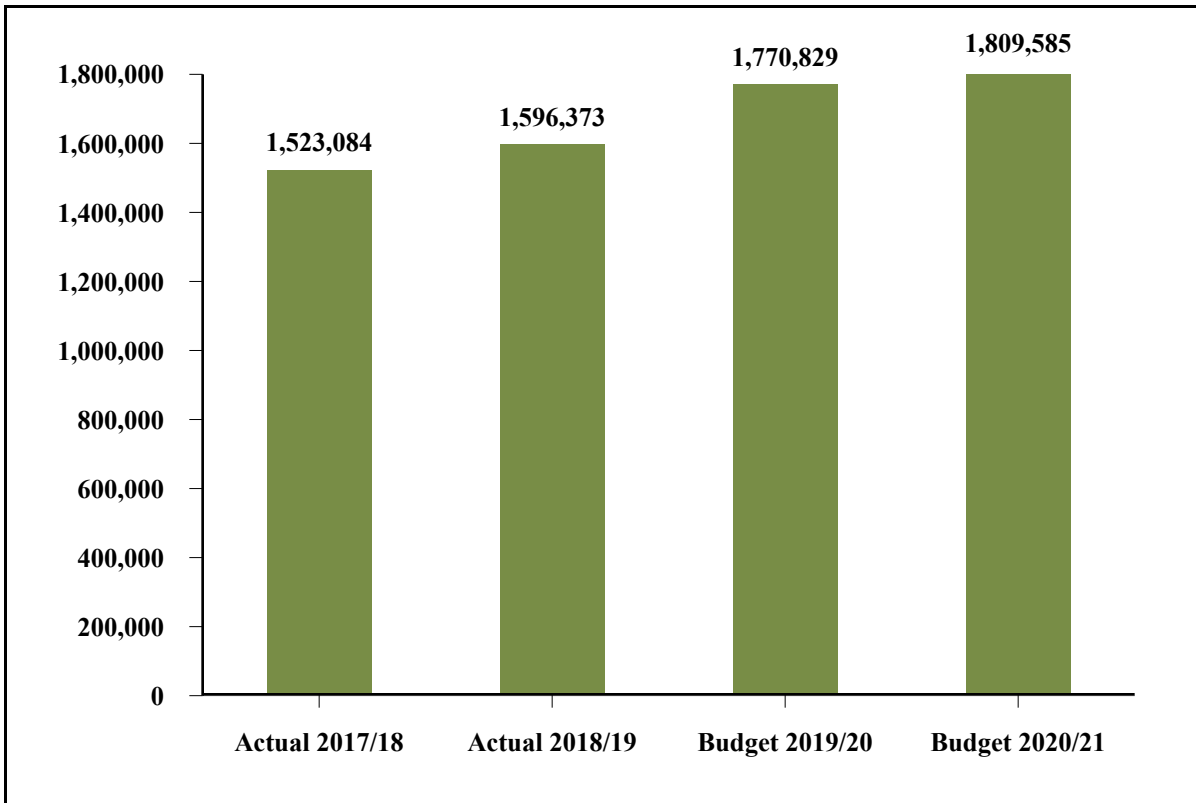
Legislation – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

Legal Advice – Advises City staff on all legal issues including city code and state statute interpretation, employee matters, police advice and training, and general legal questions.

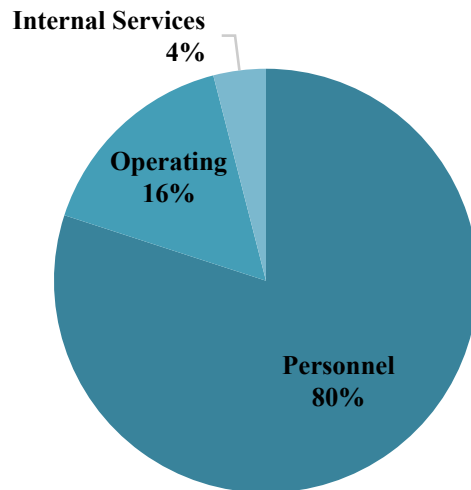
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	1,206,409	1,338,824	1,407,800	1,447,165	3 %
Operating	205,252	118,028	293,119	290,650	(1)%
Internal Services	110,155	135,700	67,410	69,270	3 %
Capital	1,268	3,821	2,500	2,500	0 %
Total City Attorney's Office	1,523,084	1,596,373	1,770,829	1,809,585	2 %
Total City Attorney's FTEs	11.5	11.5	11.5	11.5	0.0

Department Total Summary

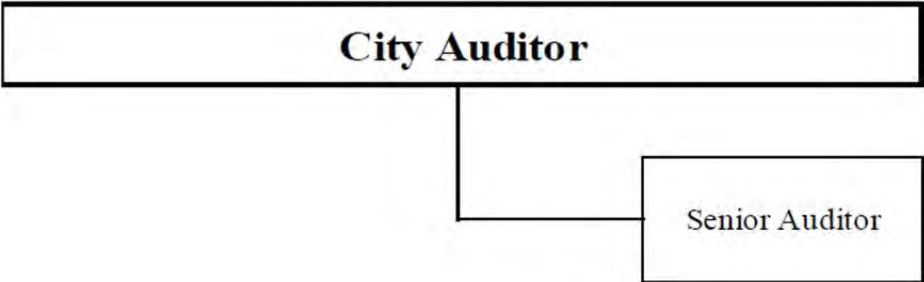


Fiscal Year 2020/21 Budget by Category



Budget Highlights

- ◆ The City Attorney's Office is supported by 11.5 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Personnel costs represent 80% of this program's budget.
- ◆ Other operating expenditures include \$218,000 for outside professional services, this is a 2% decrease in funding from the 2019/20 budget.
- ◆ Capital expenditures represent funding for books and publications for \$2,500; this is the same level of funding as the 2019/20 budget.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects a 2% increase from the 2019/20 budget.



Department Objective

The objective of the City Audit Department is to provide independent, objective assurance, and consulting services to assist the organization achieve its mission and to continuously improve operations. The City Audit Department accomplishes this by employing a systematic, disciplined, risk-based approach to measure the effectiveness of the risk management, control, and governance processes. This approach enables a top-down view of the control environment for City programs and ensures effective risk management practices are present. This is confirmed by conducting compliance, financial, operational, performance, and revenue audits of City operations and activities.

In addition to the risk-based audit approach, City Audit partners with management and provides advisory services and training to City departments, and personnel. This proactive partnership helps ensure:

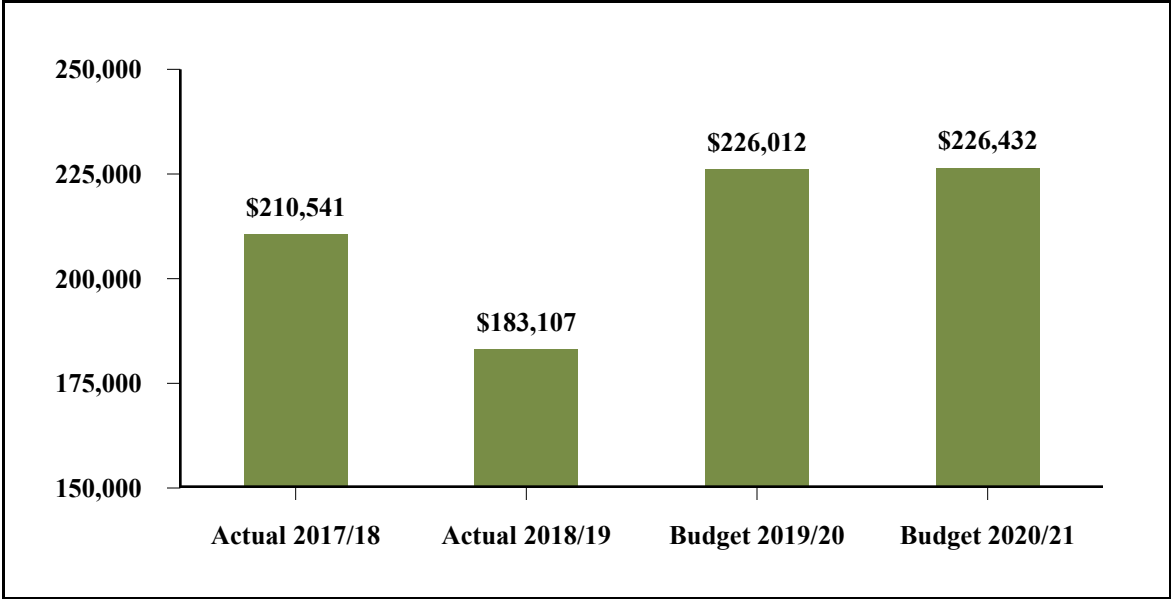
- Processes are properly designed, meet program objectives and consider risk;
- Effectiveness of internal controls for managing risks; and
- Management accountability over control activities and responses to risks.

The recommendations provided at the conclusion of our audits and advisory services support City Council's Strategic Direction of providing cost effective municipal services and infrastructure, and address the four objectives of efficiency, quality, financial responsibility, and safety.

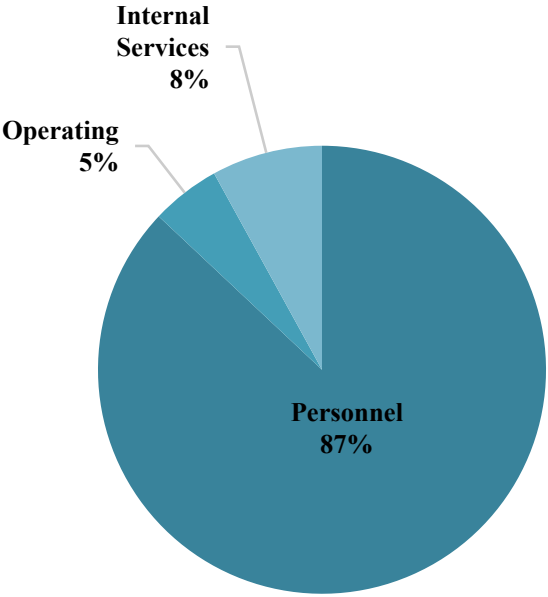
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	191,032	158,913	194,290	197,257	2 %
Operating	2,751	6,321	13,552	11,155	(18)%
Internal Services	16,758	17,873	18,170	18,020	(1)%
Total City Audit Office	210,541	183,107	226,012	226,432	0 %
Total City Audit Office FTEs	2.0	2.0	2.0	2.0	0.0

Department Total Summary

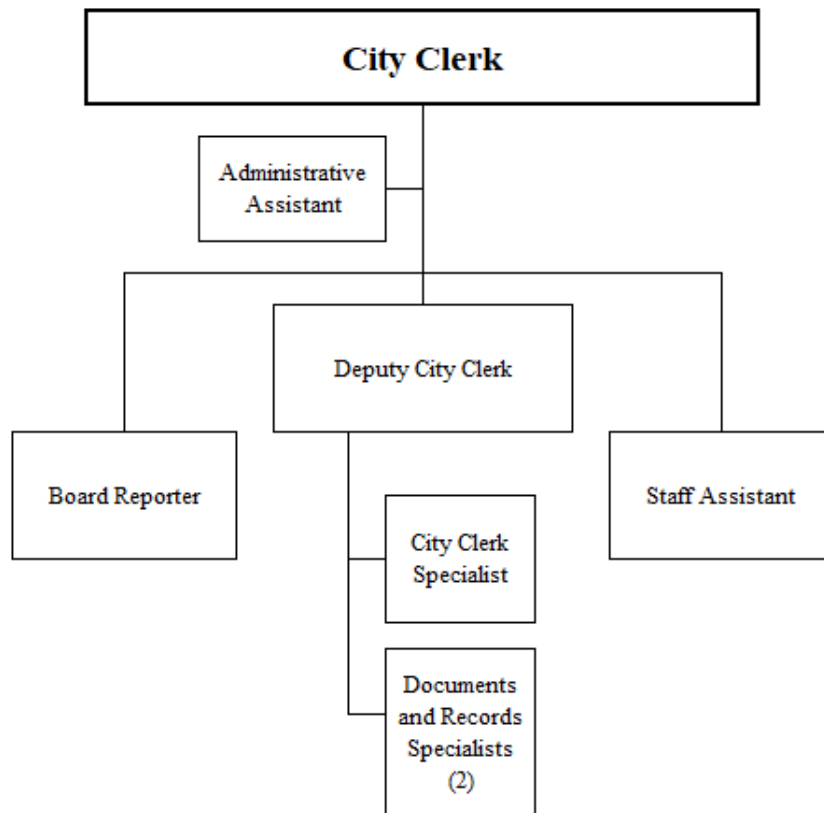


Fiscal Year 2020/21 Budget by Category



Budget Highlights

- ◆ The City Auditor's Office is supported by two full time equivalent positions, the same staffing as the 2019/20 budget.
- ◆ Personnel costs represent approximately 87% of this program's budget.
- ◆ There have been no significant changes in the City Auditor's Office. The budget for this department reflects a slight increase in comparison to the 2019/20 budget.



City Clerk – 8.0 FTEs

Department Objective

The City Clerk Department is the custodian of the City’s current and historical knowledge. It is our objective to receive, organize, maintain, preserve and disseminate this knowledge.

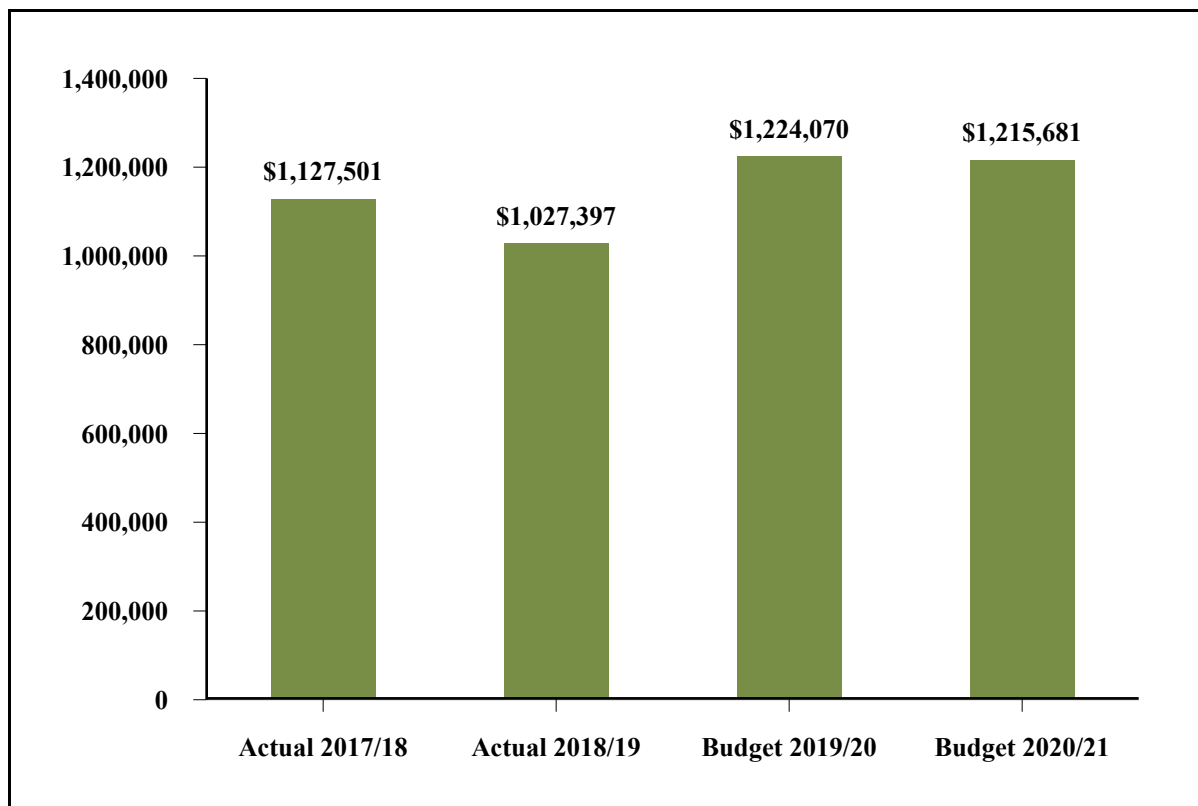
In furthering the City Council’s Strategic Direction to provide cost effective municipal services and infrastructure through efficiency, the Department coordinates the City’s legislative priorities, assists with grant programs to optimize funding opportunities, coordinates municipal and employee elections, and assesses property owners for improvements.

Summary of Services Provided
Official Proceedings Management
Processes items presented to the City Council for official action and follow-up. Prepares a written summary of official proceedings and actions taken by the City Council and board members. Provides staff and resources to prepare required ads for publication and notification to property owners of possible changes concerning their property. Ordinances and resolutions are distributed under this function.
Records Management
Coordinates retention and destruction of official records. This function includes maintenance of the City Code and distribution of supplements. Part of this program is to provide information to other departments, citizens, etc. by searching through city records. An integrated document management system captures official city documents, minutes and agendas in an electronic format for citywide access, establishes workflow for processing the agenda electronically, and facilitates research of information.
Property Assessments, Code Enforcements and Liens
Assesses property owners for improvements, tracks code enforcement fines, payments and files liens.
Elections
Establishes the election schedule for municipal elections, and coordinates election activities with the supervisor of elections. In addition, handles two employee elections, for the Pension Advisory Committee and Civil Service Board.
Legislative/Lobbyist
Coordinates the City’s legislative priorities and appropriation requests with federal and state lobbyists and tracks proposed legislation through both House and Senate. Also provides staff and resources to coordinate the city’s priorities and serve as liaison with lobbyists, Florida League of Cities, and legislators.
Grant Writing
This program is charged with researching funding opportunities and communicating possible funding sources to city staff.

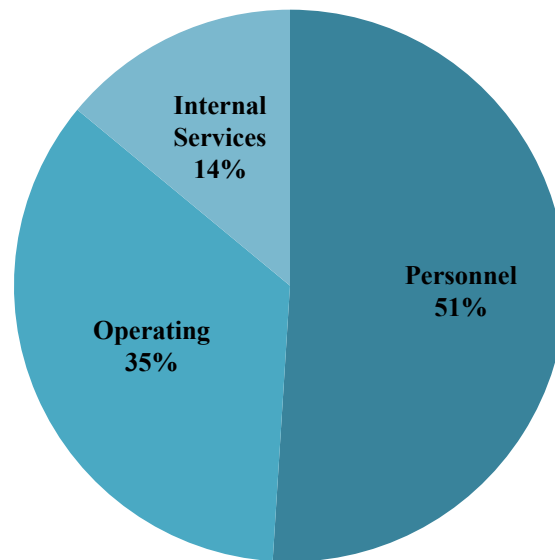
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	562,935	556,287	628,070	615,151	(2)%
Operating	370,093	259,835	424,840	424,840	0 %
Internal Services	194,473	211,275	171,160	175,690	3 %
Total City Clerk	1,127,501	1,027,397	1,224,070	1,215,681	(1)%
Total City Clerk FTEs	8.0	8.0	8.0	8.0	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category

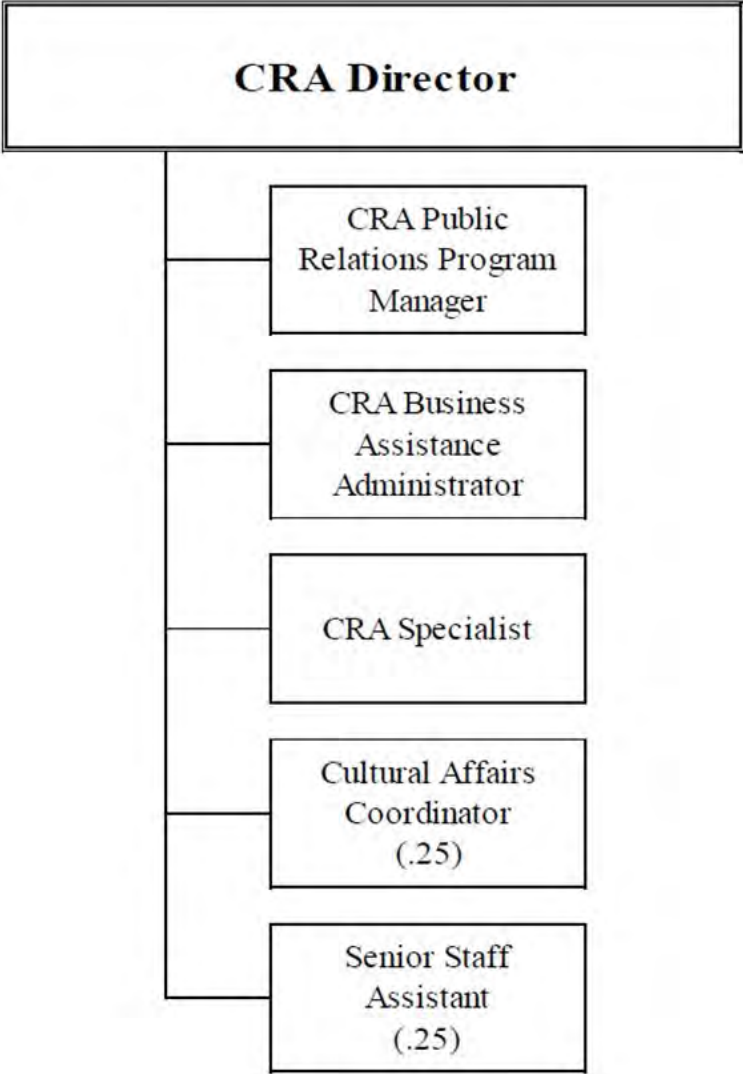


Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<u>Public Records Requests</u> *Annual total number of Public Records Requests received.	719	646	973
<u>Public Meetings</u> *Annual total number of public meetings held which required a record of minutes.	173	193	113
<u>Grants</u> *Annual total of grants received.	4 Grants \$156,937	6 Grants \$1,368,655	6 Grants \$661,789

Budget Highlights

- ◆ The City Clerk department is supported by eight full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Other operating costs include state and federal lobby contracts and funding for the supervisor of elections to administer the election process for scheduled referendums in fiscal year 2020/21.
- ◆ There have been no other significant changes. The total budget for City Clerk reflects a 1% decrease from fiscal year 2019/20.





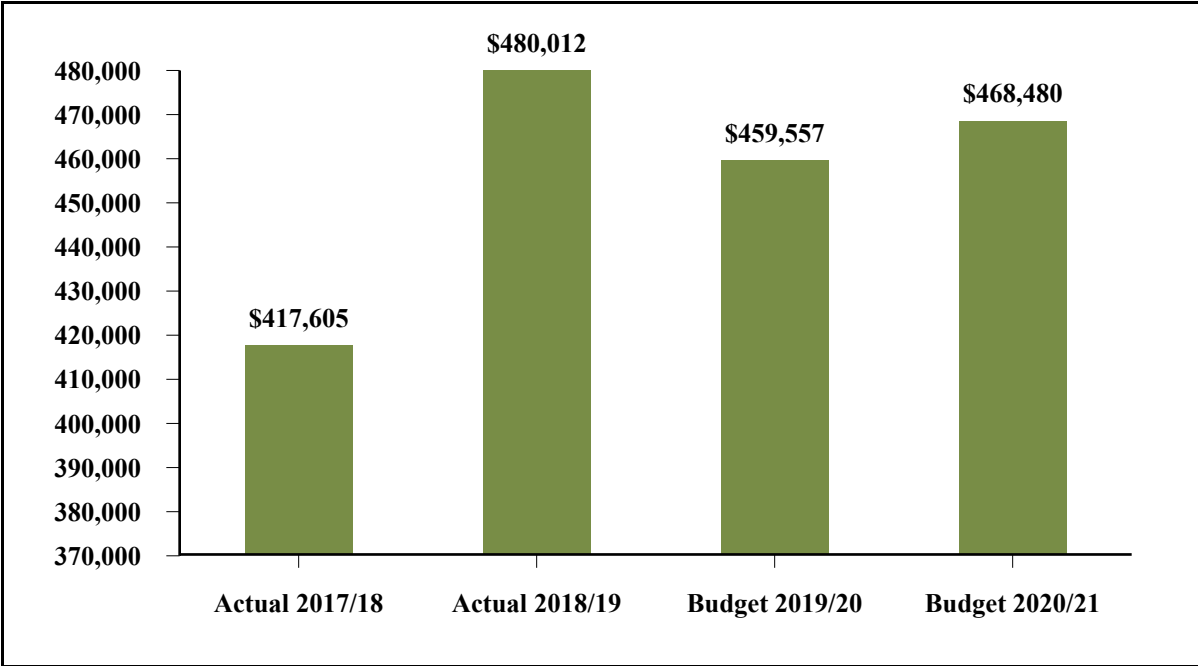
Department Objective

The Community Redevelopment Agency (CRA) is a dependent taxing district established by City government for the purpose of carrying out redevelopment activities that include reducing or eliminating blight, improving the tax base, creating and retaining employment opportunities, and encouraging public and private investments in the CRA. This departmental budget is for the City staff that administers the operations of the CRA.

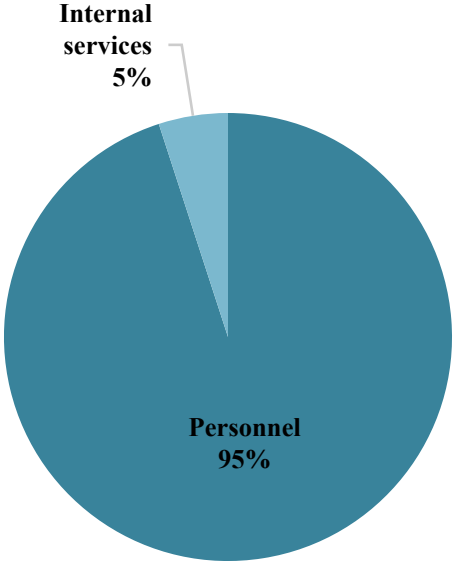
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	411,795	477,802	457,470	444,170	(3)%
Other Operating	3,500	—	27	—	(100)%
Internal Services	2,310	2,210	2,060	24,310	1080 %
Total CRA Administration	417,605	480,012	459,557	468,480	2 %
Total CRA FTEs	4.5	4.5	4.5	4.5	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category

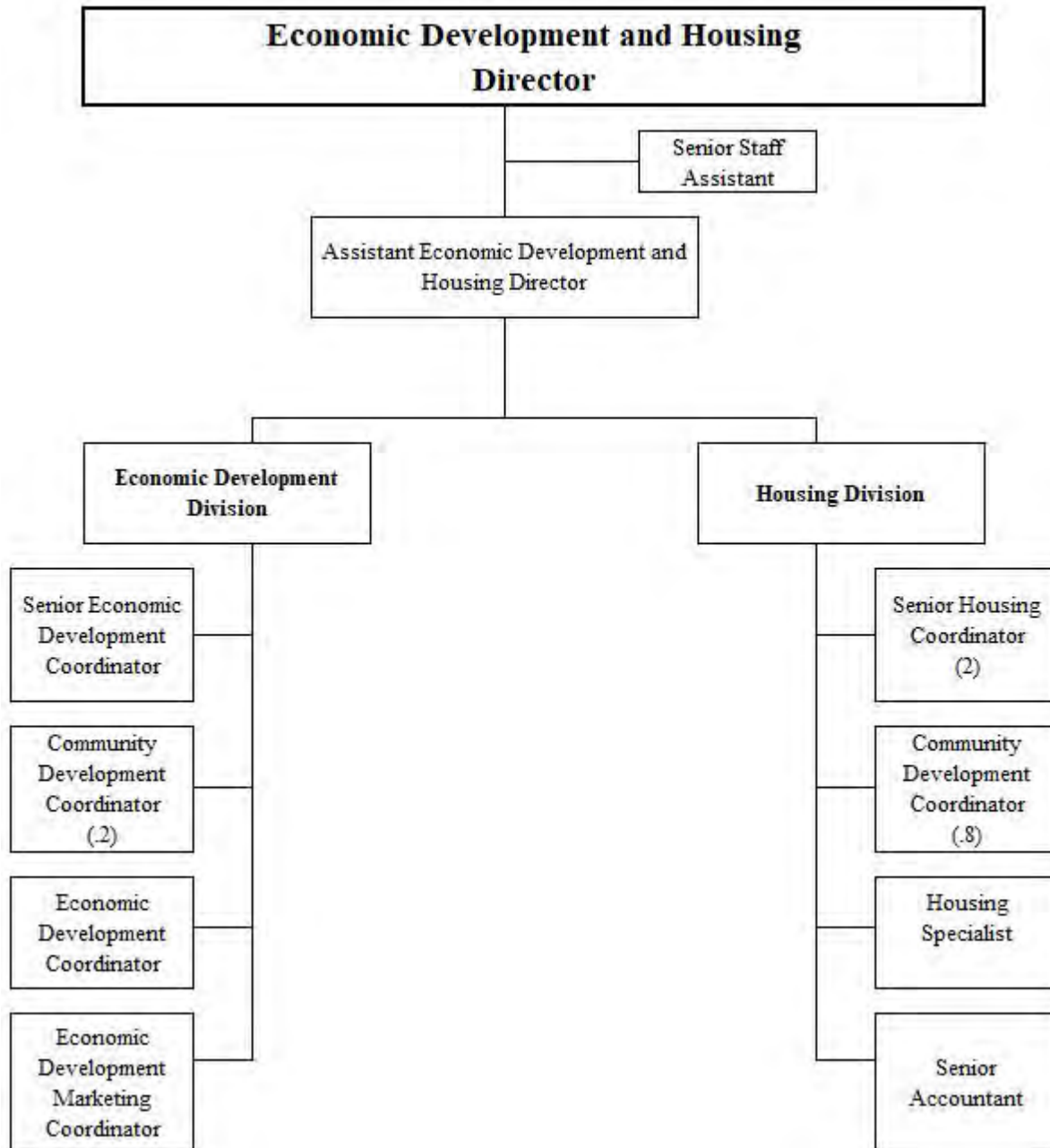


Budget Highlights

- ◆ In fiscal year 2015/16, City Management decided to create a Community Development Agency (CRA) Director position to fully administer the operations of the Community Redevelopment District. The CRA Administration program is supported by 4.5 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ The CRA Administration budget reflects only the personnel costs and internal service charges for the associated staff. The increase to internal services in fiscal year 2020/21 is due to budgeting the technology costs in this cost center vs. the CRA fund. This General Fund expenditure is fully reimbursed by CRA revenues.



Economic Development and Housing



Economic Development – 5.5 FTEs

Housing – 5.5 FTEs

Total Economic Development and Housing – 11.0 FTEs

Economic Development and Housing

Department Objective

In furthering the City's mission to facilitate development of the economy and to support a high quality of life and experience, the goals of the Economic Development and Housing Department are to improve and expand the economic base of the City through the retention and expansion of existing businesses and the attraction of new businesses and real estate investment; to implement value-added strategies and programs that enhance the community's overall high quality of life and local and national image; and to provide quality affordable housing and community services to the citizens of Clearwater.

Summary of Services Provided

Economic Development

Economic Development, in concert with Housing, interrelates its activities with all other City departments and a wide spectrum of public and private organizations to facilitate the development of the economy and foster partnerships for the achievement of community goals.

Operationally, the department administers programs that impact the economic development of the city, including the activities and incentives for the Brownfield Area, Hub Zone, and Economic Development Ad Valorem Tax Exempt programs and others. The department also manages the city's tourism public relations and marketing efforts and collaborates with Pinellas County Economic Development, Visit St. Pete/Clearwater, and numerous other partners.

The department will begin the ninth year implementation of the City's Economic Development Strategic Plan which is based upon the core principles of the pursuit of tax base diversification, higher paying jobs and business vitality. Toward that end the department develops and maintains contacts with the business community, works with existing businesses to retain and expand the current employment base, and takes the lead role in outreach targeted marketing for recruitment and development of office, industrial and mixed use developments. Additional support is provided to small businesses and entrepreneurs through Clearwater Business SPARK, a collaboration of local and regional partners providing direct services to these small business enterprises. These efforts serve to create jobs, increase and diversify the tax base and improve the economic and business climate of the city. Marketing efforts also include enhancing the livability and image of the community overall.

Housing

Housing provides opportunities for quality affordable housing and community development services to the citizens of Clearwater. These objectives are achieved through the administration of two federal grant programs funded through the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) programs. Additionally, the City also utilizes funds through the State of Florida's State Housing Initiatives Partnership (SHIP) Program, and Pinellas County Housing Trust Fund (PCHTF). Program Income is generated through repayment of loans which provides funding for additional affordable housing and community development activities. The department continues to spearhead the citywide Homeless Initiative and other community development efforts in targeted city neighborhoods and districts by applying an array of funding programs and resources to support stabilization and revitalization of areas with pressing socioeconomic needs

This year, CDBG entitlement funds total \$837,360 and are used to support a wide variety of eligible housing and social service programs. Approximately 85% of the CDBG funds are redistributed to organizations that directly provide services to the community. The department, during its annual funding cycle, advertises, solicits, reviews and recommends to the City Council for their final approval the selection and funding level of the grantee organizations. Contract management and grant supervision is provided by the department throughout the year to ensure effective and compliant use of the grant funds.

HOME entitlement for this year is \$431,436 and SHIP entitlement is estimated to be \$1,247,741. These funds are generally used to leverage private investment for affordable housing for very low- to moderate-income residents for down payment and closing costs assistance, rehabilitation loans for qualifying homeowners and construction of new infill housing units and rental communities.

The budget shown reflects the administrative portion of the entitlement revenues detailed above and the allowable portion of Program Income generated from all funding sources used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations.

Economic Development and Housing

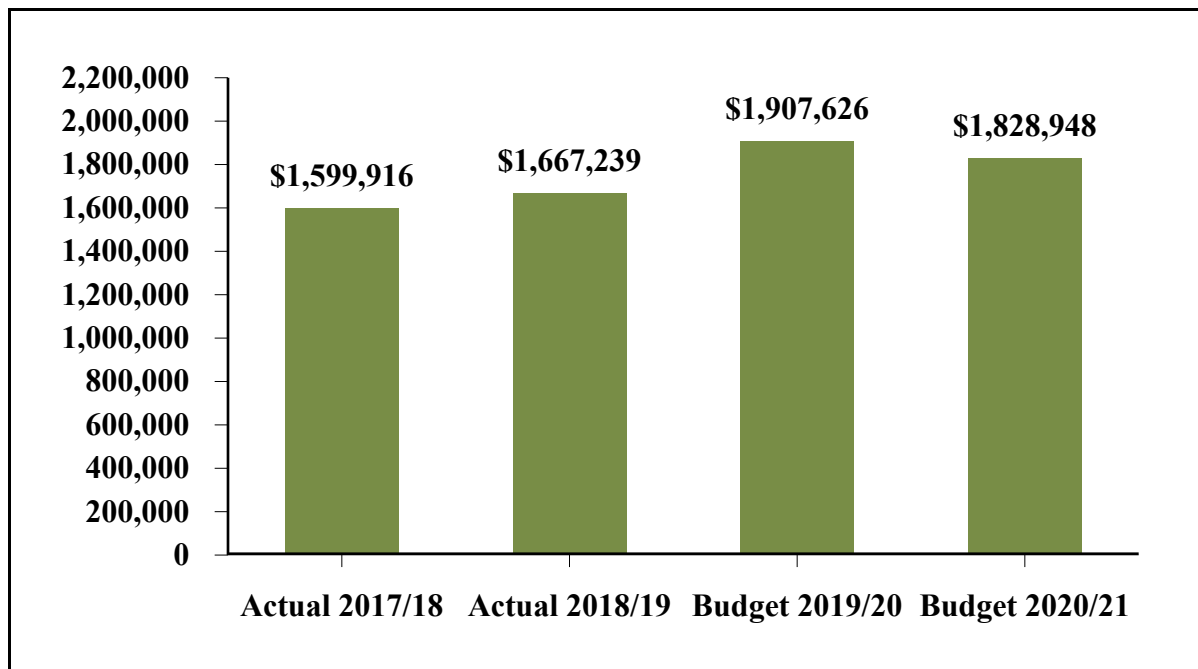
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Economic Development	1,157,741	1,167,541	1,321,343	1,241,565	(6)%
Housing	442,175	499,699	586,283	587,383	— %
Total Economic Development and Housing	1,599,916	1,667,239	1,907,626	1,828,948	(4)%

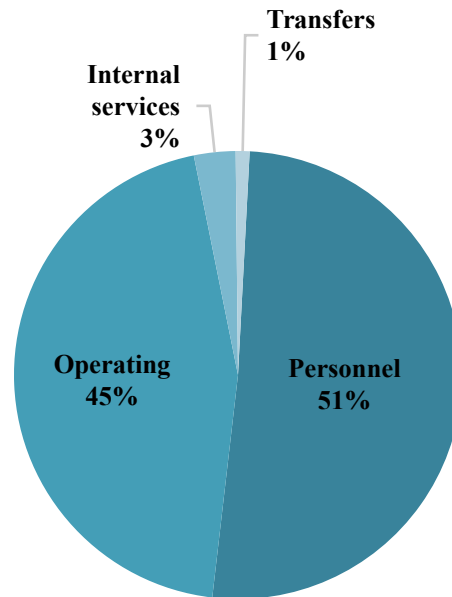
Full Time Equivalent Positions

Economic Development	6.0	5.5	5.5	5.5	0.0
Housing	5.0	5.5	5.5	5.5	0.0
Total Economic Development and Housing FTEs	11.0	11.0	11.0	11.0	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
Tourism:			
• Number of annual visitors	1,256,400	1,271,100	622,100
• Direct expenditures	\$1,209,148,200	\$906,064	\$628,906
• Total economic impact (in thousands)	\$2,408,139,600	\$2,405,146	\$1,252,655
Data supplied by Research Data Services, Inc.			
• FY 2017/18 reflects 9/1/17 - 8/31/18			
• FY 2018/19 reflects 9/1/18 - 8/31/19*			
• FY 2019/20 reflects 9/1/19 - 4/30/20**			
* impacted by red tide			
**impacted by the Coronavirus			
Tax Base Diversification:			
• Commercial and Industrial	\$2,826,806	\$3,117,735	\$3,334,914
• Government and Institutional	\$1,199,559	\$1,229,391	\$1,289,515
• Other	\$866,001	\$1,227,998	\$1,185,647
• Residential	\$10,027,947	\$10,929,070	\$11,645,166
Values in thousands of dollars based on data provided by Pinellas County Property Tax Appraiser			

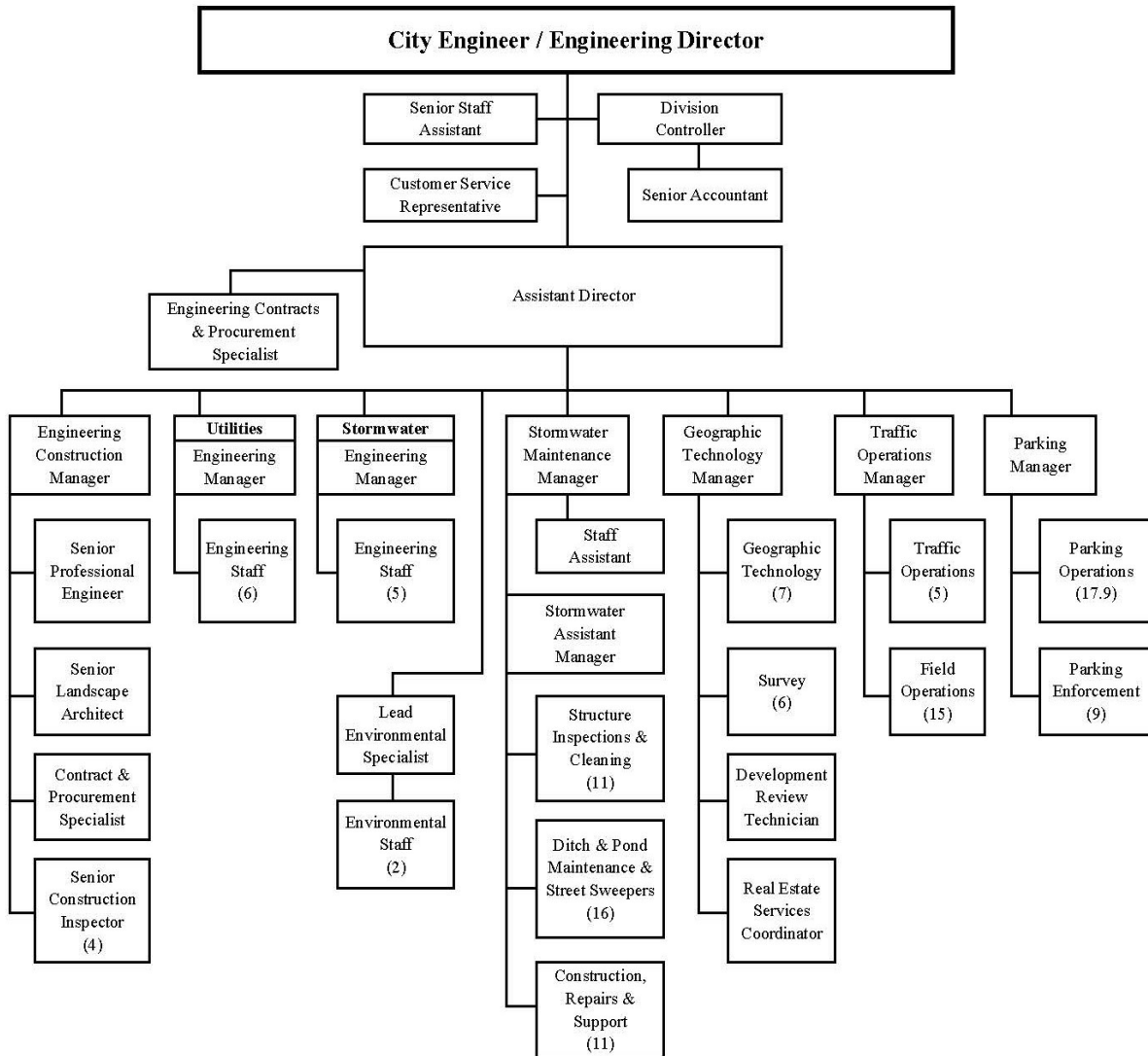
Economic Development and Housing

Key Performance Indicator (continued)	FY 2017/18	FY 2018/19	FY 2019/20
Affordable Housing - New Loans			
Down payment assistance			
• Number of loans	10	11	2
• Total amount loaned	\$253,065	\$223,100	\$42,280
• Amount leveraged	\$1,090,689	\$1,305,055	\$314,814
Rehabilitation			
• Number of loans	10	6	11
• Total amount loaned	\$366,187	\$228,868	\$426,873
Community Development Block Grant Outcomes			
• Public Facilities - amount to grantees	\$248,919	\$665,352	\$296,697*
• Public Services - number of clients served	2,454	2,129	4,622
*Encumbered			

Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 11.0 full time equivalent positions, same level of staffing as the 2019/20 budget.
- ◆ Outside professional services for auditing, appraisals, research, statistical analysis, market analysis, and assistance with the annual action plan are budgeted at \$115,125. This is slight decrease in funding from the 2019/20 budget.
- ◆ The tourism contracts in the amount of \$250,000 include a \$200,000 for tourism marketing services, and the contract for the Beach Visitor Information Center at \$50,000. All contracts are funded in the Economic Development program. This is the same level of funding as the current year.
- ◆ A contribution of \$250,000 is budgeted to support Citywide homeless initiatives. This is a 6% increase from current year funding.
- ◆ Funding for Clearwater Business SPARK and other marketing activities promoting economic development opportunities throughout the City is budgeted at \$123,000. This represents a 2% decrease in funding from the current budget.
- ◆ Interfund transfers are budgeted at \$13,230 to provide funding for local match of state incentive agreements.
- ◆ There have been no other significant changes in the Economic Development and Housing program. The Budget for this Department reflects a 4% decrease from fiscal year 2019/20.





Engineering (General Fund) – 57.0 FTEs

Engineering (Stormwater) – 52.0 FTEs

Engineering (Parking) – 27.9 FTEs

Total Engineering – 136.9 FTEs

Department Objective

In support of the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Engineering Department is responsible for project management of the design and construction phases of the City's Capital Improvement Program. The department is also responsible for traffic planning, design, and operations; the administration of the Parking System; protection of city's interests in public right-of-way (ROW); implementation of annual infrastructure maintenance contracts; Engineering review of residential and commercial land development; and the operation and maintenance of the City's stormwater infrastructure.

Summary of Services Provided

Engineering

Engineering manages the design and construction phases of capital projects for all City departments. Engineering Department oversees engineering, environmental, and architectural consultant contracts, landscape architecture, project bidding and construction contract award. The Geographic Technology Division provides citywide project surveying, CAD, GIS and mapping services utilizing latest technology, maintains the City's infrastructure database and Real Estate services, including easement and vacations. The Construction Management Division provides construction administration, project management and inspection services.

Traffic Operations

Traffic Operations is responsible for the planning, design and operation of the City's transportation network, including review of developments for impact on adjacent street systems, coordination of street lighting, and traffic studies. The division operates and maintains the Computerized Traffic Control System and fabricates, installs and maintains all traffic signal installations, pavement markings and traffic signs under the jurisdiction of the City of Clearwater.

Stormwater Management & Maintenance

Stormwater Management manages the planning, design, and development of stormwater studies for both capital and maintenance projects for flood protection and drainage, water quality, habitat restoration and erosion/sedimentation control. The Stormwater Maintenance division is responsible for the maintenance and repair of the City's stormwater pipes, ditches, storm manholes, catch basins, stormwater ponds, and all other drainage structures. This includes a proactive street sweeping program to intercept pollutants from entering the stormwater system.

Parking System & Enforcement

The Clearwater Parking System is responsible for the administration, operation, maintenance, and revenue collection for all City owned parking spaces located both on-street and in City parking garages. Services such as the resident, downtown and beach employee permit parking programs are offered to enhance customer satisfaction. The Parking System also offers the Parkmobile alternative electronic payment option. The Parking Enforcement team provides dedicated enforcement of parking both downtown and at the beach. Consistent parking enforcement encourages compliance with parking regulations which results in a higher level of parking space turnover. All parking fine revenue is directed first to the Parking Fund to cover the costs of the program and the excess revenue is transferred to the general fund.

Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Fund					
Engineering	3,135,800	3,069,257	3,528,522	3,646,290	3 %
Traffic Operations	4,293,747	4,536,870	4,802,682	4,584,657	(5)%
Subtotal - General Fund	7,429,547	7,606,127	8,331,204	8,230,947	(1)%
Stormwater Fund					
Stormwater Management	9,545,459	10,451,910	16,642,580	10,647,663	(36)%
Stormwater Maintenance	5,683,993	5,679,009	6,179,384	6,058,657	(2)%
Subtotal - Stormwater Fund	15,229,452	16,130,919	22,821,964	16,706,320	(27)%
Parking Fund					
Parking System	3,878,998	3,854,804	4,381,451	4,552,380	4 %
Parking Enforcement	582,154	868,636	796,908	800,000	— %
Subtotal - Parking Fund	4,461,152	4,723,440	5,178,359	5,352,380	3 %
Total Engineering	27,120,151	28,460,486	36,331,527	30,289,647	(17)%

Full Time Equivalent Positions

General Fund

Engineering	35.0	35.0	36.0	36.0	0.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	56.0	56.0	57.0	57.0	0.0

Stormwater Fund

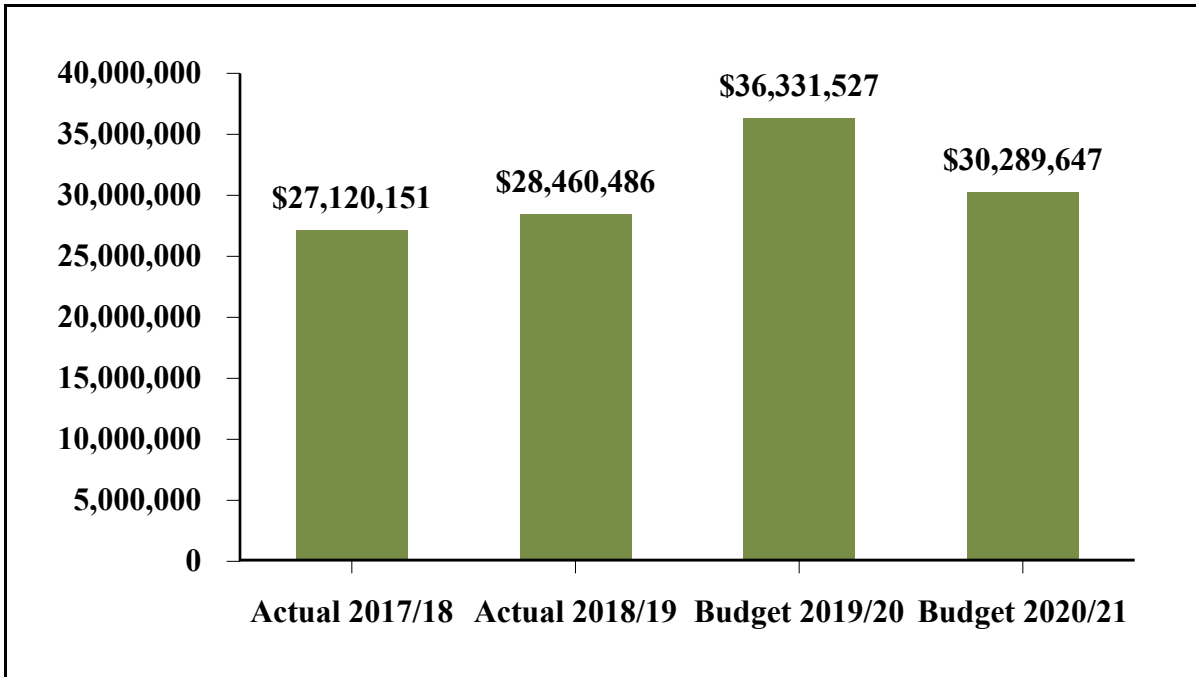
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Stormwater Maintenance	42.0	42.0	42.0	42.0	0.0
Subtotal - Stormwater Fund	52.0	52.0	52.0	52.0	0.0

Parking Fund

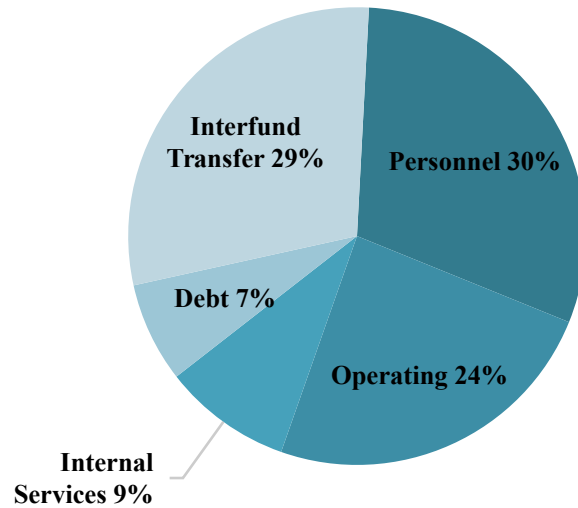
Parking System	20.2	18.9	18.9	18.9	0.0
Parking Enforcement	7.7	9.0	9.0	9.0	0.0
Subtotal - Parking Fund	27.9	27.9	27.9	27.9	0.0

Total Engineering FTEs	135.9	135.9	136.9	136.9	0.0
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Department Total Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
Miles of Main Street Arteries Swept <u>Objective:</u> to maintain City streets by sweeping each street 10 times per year, tourist district streets daily and downtown district streets weekly.	35,460	38,352	34,280
Storm Drain System Reliability Measured by the number of storm drain structures inspected, cleaned and maintained annually. <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit and to complete warranty inspections on all newly constructed systems within one year of completion.	5,769	5,723	4,248
Storm Drain Reliability Measured by miles of storm drains inspected, cleaned and maintained annually. <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit – 10% of the stormwater pipes (155 miles as of FY19/20)	15.75	18.75	16.1

General Fund
Civil Engineering and Traffic Operations
Budget Highlights

- ◆ The Engineering General Fund operations are supported by 57 FTEs for fiscal year 2020/21. This is the same level of staffing as the current year.
- ◆ Transfers to the Capital Improvement Fund total \$411,500 to support Engineering projects for fiscal year 2020/21. This is increased to fund a major sea wall project beginning in fiscal year 2020/21.
- ◆ A significant portion of the Traffic Operations program budget is electrical costs for the street lighting on City streets. Street lighting costs for fiscal year 2020/21 are budgeted at \$2.5 million, a 2% increase from the 2019/20 budget.
- ◆ There have been no other significant changes in the Engineering and Traffic Operation programs. The budget for these programs reflects a 1% decrease from the 2019/20 budget.

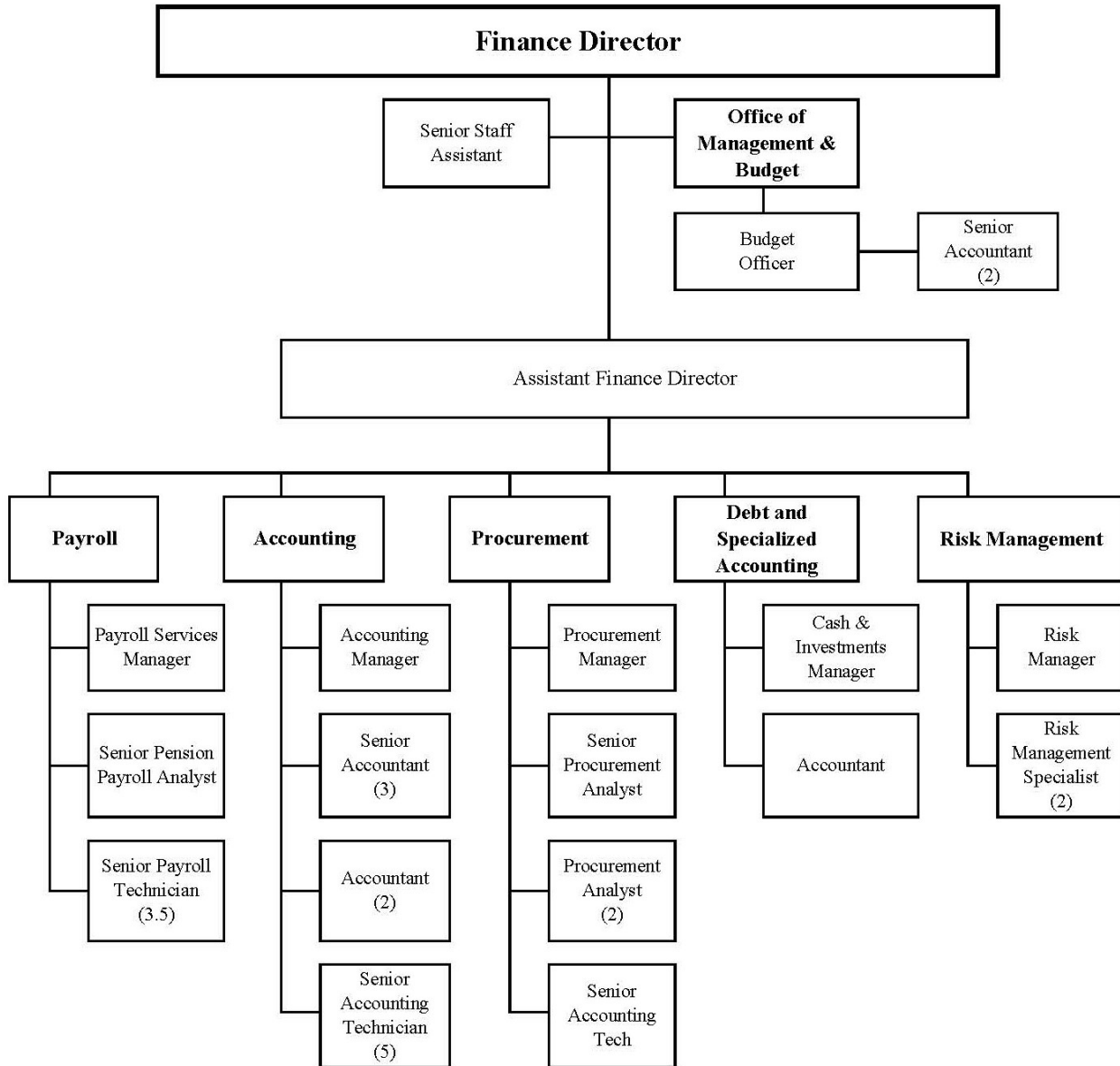
Stormwater Fund Budget Highlights

- ◆ The Stormwater Management and Stormwater Maintenance programs are funded by the Stormwater Utility Fund, which is a self-supporting enterprise operation, established to fund all Stormwater functions.
- ◆ Stormwater Fund operations are supported by fifty- two full-time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Contractual and professional services are budgeted at \$383,200 a 31% decrease from the 2019/20 budget. Budgeted expenses include; funding for the scheduled rate-study, Tampa Bay Estuary Program Fees, NPDES permit water quality testing, and lake and pond maintenance.
- ◆ The Stormwater Fund is charged for services provided by the Utility Customer Service for billing and administering stormwater customers. The Stormwater Fund anticipated portion of this cost is \$363,450, a 4% decrease from the 2019/20 budget.
- ◆ The Stormwater Fund is charged an administrative charge by the General Fund, reimbursing the General Fund for the Stormwater Fund portion of City administrative functions such as the City Manager, City Attorney’s Office, and City Clerk functions. The Stormwater Fund anticipated portion of this cost is \$813,480 in this fiscal year, a 34% increase from the 2019/20 budget.
- ◆ The Stormwater Fund also reimburses the General Fund for specific services provided by General Fund programs. This is primarily the support of the administrative, environmental and engineering services for time and materials devoted to these functions. The Stormwater Fund anticipated charge for these services is \$340,780 in this fiscal year, an increase of 28% from the 2019/20 budget.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$1,017,660 to support the General Fund. The computation is based on and reflects a rate of 5.5% of fiscal year 2018/19 gross revenues. The 2020/21 contribution is slight increase from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the 2019 rate study are \$6,063,090 for the 2020/21 budget year.
- ◆ Budgeted debt costs are approximately \$2.2 million. This is a 73% decrease from prior year funding due to the payoff of series 2014 bonds in fiscal year 2019/20.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects a decrease of 27% from the 2019/20 budget.

Parking Fund **Budget Highlights**

- ◆ The Parking Fund programs in the Engineering Department are supported by 27.9 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Parking System reimburses the General Fund for specific services provided by General Fund programs. This is for the support of traffic field operation services, Parks and Recreation facility maintenance, and beach cleaning. The Parking Fund anticipated charge for these services is \$818,720 in this fiscal year, a 7% decrease from the 2019/20 budget.
- ◆ Sunsets at Pier 60 is funded from the Parking Fund at a budgeted cost of \$12,000 for 2020/21. This is a decrease of 48% due to the new funding agreement approved in 2019.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$422,860 for fiscal year 2020/21. This is the same level of funding as the 2019/20 amended budget.
- ◆ Transfers of \$54,776 to the General Fund represent parking fine revenue net of the cost of the Parking Enforcement program. This transfer helps to fund the school crossing guard program.
- ◆ Per City Council policy, the Parking Fund makes a payment in lieu of taxes in the amount of \$392,050 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2018/19 gross revenues. The 2020/21 contribution represents a 12% increase from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund total \$834,000 to support Parking projects for the 2019/20 budget. This transfer reflects an 15% increase from prior year.
- ◆ There have been no other significant changes to the Parking Fund programs in Engineering. The budgets for these programs reflect an increase of 3% from prior year.





Finance (General Fund) – 29.5 FTEs
Finance (Insurance Fund) – 3.0 FTEs
Total Finance – 32.5 FTEs

Department Objective

The objective of the Finance Department is to serve the Citizens of Clearwater with effective coordination of the fiscal management of the City by efficiently providing timely, responsive, and comprehensive financial planning, support services and reporting to all City departments, the City Management Team, the City Council, and our citizens.

These Finance Department objectives further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure. They address the Council's Strategic Direction objectives of efficiency and financial responsibility via the Finance and Office of Management and Budget programs and the objectives of financial responsibility and safety via the Risk Management program.

Summary of Service Provided

Finance

Administration – Responsible for the effective coordination of all City financial and accounting functions in order to provide reliable, timely, and accurate financial information to the stakeholders of the organization including the City Council, City Management, and our citizens, as well as outside customers including bondholders. This program also assists in the accounting for the Downtown Development Board (DDB) and the Community Redevelopment Agency (CRA). The Administration function is responsible for the daily management of the City's cash flow and invests the funds to maximize investment earnings within safety and liquidity parameters. The Administration function is also responsible for oversight of the investments of the Employees' Pension Fund and the Firefighters' Relief and Pension Fund.

Debt & Specialized Accounting – The Debt & Specialized Accounting section is responsible to coordinate and monitor the debt issued by the City and assists in asset management via maintenance of the City's capital asset records. This program also provides City management with accounting and financial analysis for special projects as needed.

Accounting – Accounting is responsible for the maintenance and operation of the computerized financial records system, the maintenance of the official accounting records, and the filing of all non-payroll tax returns. The Accounting function is also responsible for the prompt and accurate payment of the City's financial obligations, the prompt and accurate recording of the monies the City receives, and coordination with departments in accounting for grants.

Payroll – Payroll is responsible for the administration of employee and pension payrolls; maintaining compliance with IRS, Social Security Administration, Workers' Compensation, and Unemployment rules and regulations; performing pension entitlement calculations; and the processing of all garnishments, tax levies, and child support orders for City employees and pensioners.

Procurement – Procurement is responsible for the centralized management of the procurement function in order to maximize the City's purchasing power. The program provides standard purchasing guidelines and ensures fair and equitable treatment of City vendors. This program also administers the procurement card process.

Summary of Service Provided

Office of Management and Budget

The objective of the Office of Management and Budget is to offer accurate financial planning information and quality service to the City's management team, the City Council, other City departments, and our citizens in order to increase confidence in City leadership and provide comprehensive budgeting data to all of our customers.

In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, and through financial responsibility, the Office of Management and Budget prepares and presents the City's Annual Operating and Capital Improvement Budget, as well as ensuring the City's compliance with the State of Florida's "Truth-in-Millage" (TRIM) act to inform citizens how proposed changes may affect their property taxes.

Risk Management

The objectives of the Risk Management program are to protect the City's assets from risks of accident or loss in a cost-effective manner, and to assist employees in performing their jobs safely.

In furthering the City Council's Strategic Direction objective of providing cost effective municipal services and infrastructure through financial responsibility, the Risk Management program administers the City's self-insurance program including general liability, auto liability, commercial property, and Workers' Compensation insurances, in addition to developing, implementing, and administering loss prevention/control programs. Risk Management also supports this Strategic Direction through the objective of safety by developing, implementing, and administering safety training and practices.

Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Fund					
Finance	1,939,876	2,104,190	2,434,497	2,332,701	(4)%
Office of Management & Budget	266,841	278,521	312,870	304,980	(3)%
Subtotal - General Fund	2,206,717	2,382,710	2,747,367	2,637,681	(4)%
Central Insurance Fund					
Risk Management	346,293	398,910	432,868	426,880	(1)%
Total Finance	2,553,009	2,781,621	3,180,235	3,064,561	(4)%

Full Time Equivalent Positions

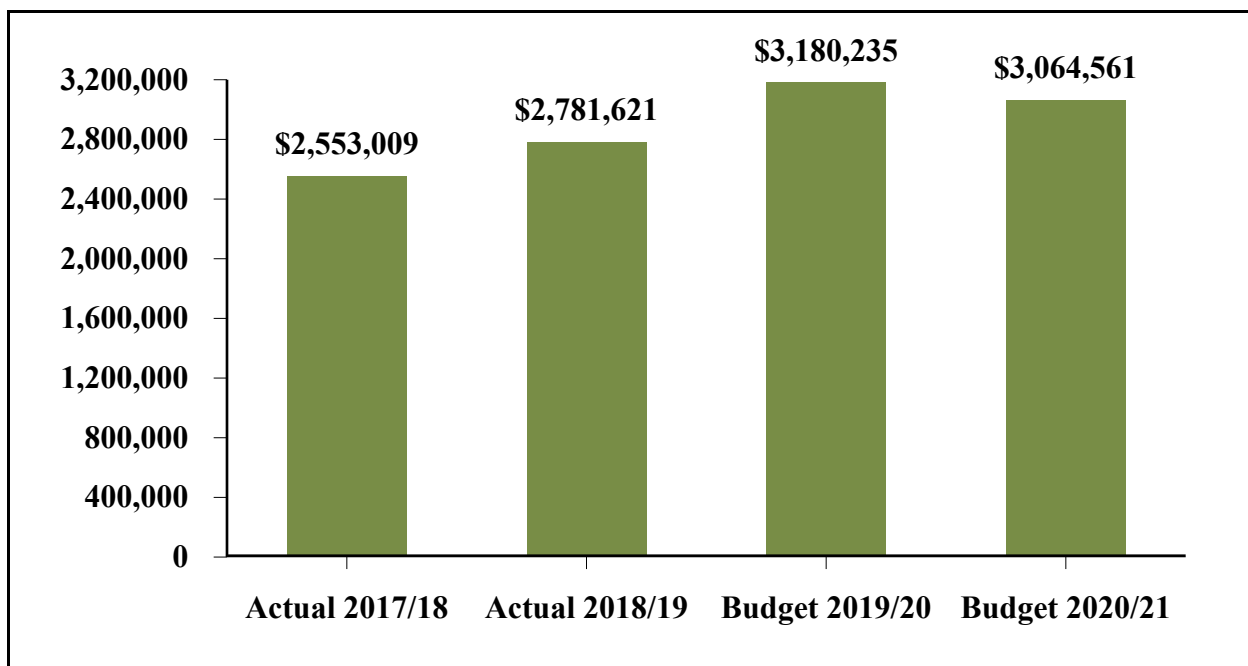
General Fund

Finance	26.5	26.5	26.5	26.5	0.0
Office of Management & Budget	3.0	3.0	3.0	3.0	0.0
Subtotal - General Fund	29.5	29.5	29.5	29.5	0.0

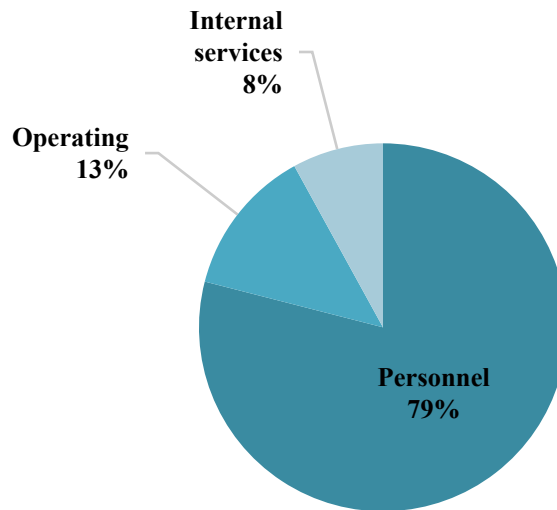
Central Insurance Fund

Risk Management	4.0	3.0	3.0	3.0	0.0
Total Finance FTEs	33.5	32.5	32.5	32.5	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



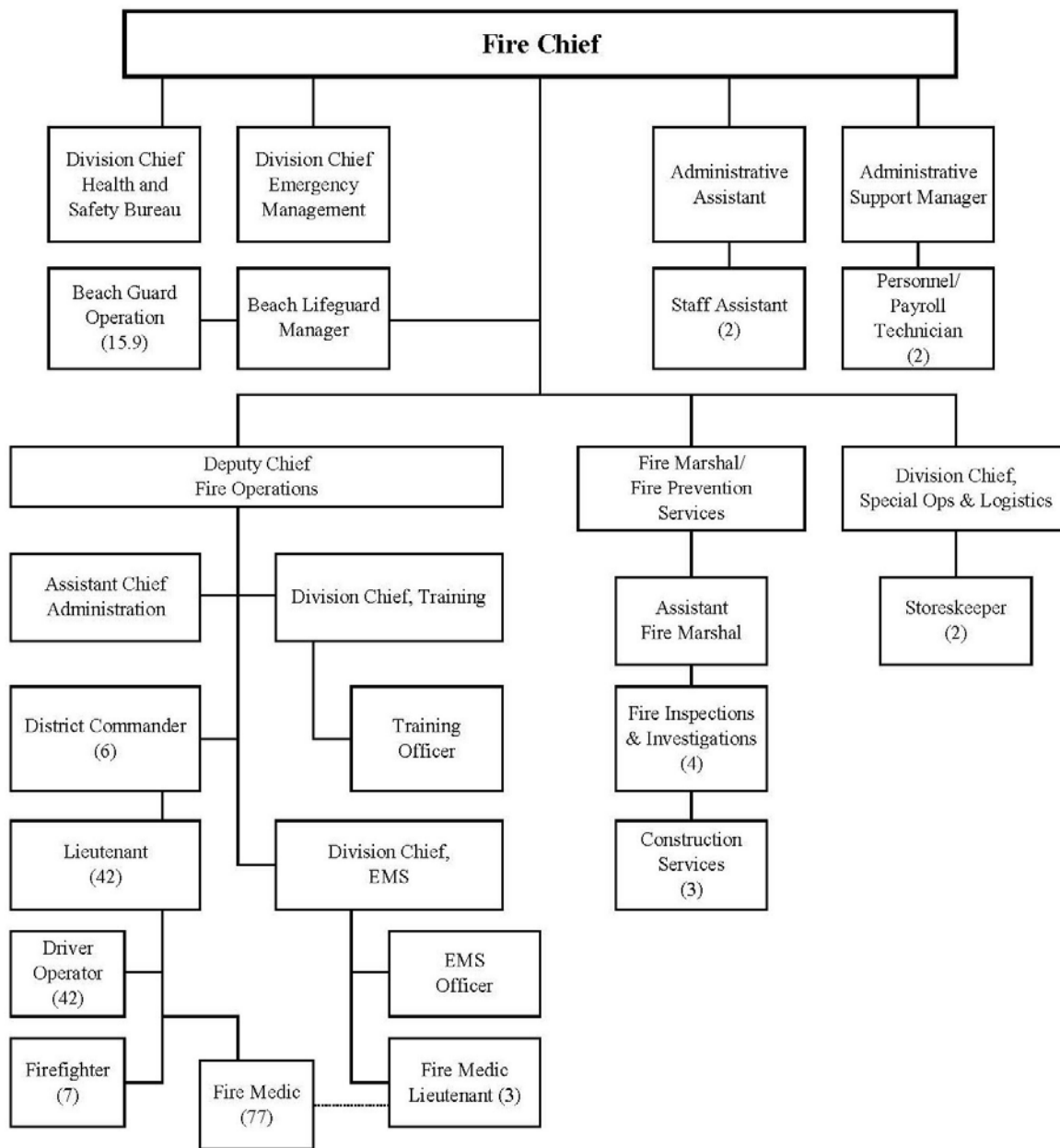
Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
Risk Management - Claims Paid			
<ul style="list-style-type: none"> • Workers Compensation • Property • City Autos • Public Liability • Auto Liability 	<p>\$972,241</p> <p>\$139,909</p> <p>\$331,007</p> <p>\$120,444</p> <p>\$135,261</p>	<p>\$774,534</p> <p>\$142,180</p> <p>\$227,520</p> <p>\$322,124</p> <p>\$92,107</p>	<p>\$1,411,650</p> <p>\$120,802</p> <p>\$223,886</p> <p>\$63,962</p> <p>\$100,225</p>
Total annual cost of claims paid City Wide.			
Accounts Payable			
<ul style="list-style-type: none"> • Total amount of invoices paid (in thousands) • Total invoice count <p>This represents the total number of invoices and total dollar value of invoices paid during each fiscal year, regardless of the payment's method. For each payment type (checks, p-card, e-pay, wire), there are costs and benefits to both the vendor and the City. The Finance Department strives to achieve a satisfactory balance in the most practical and efficient manner.</p>	<p>\$249,687</p> <p>50,909</p>	<p>\$270,136</p> <p>54,947</p>	<p>\$227,120</p> <p>45,255</p>
Procurement			
<ul style="list-style-type: none"> • Invitation to Bid • Request for Proposal (RFP) • Request for Qualifications (RFQ) <p>This represents the total number of bids, RFPs, and RFQs solicited by the Purchasing department.</p>	<p>14</p> <p>16</p> <p>3</p>	<p>24</p> <p>20</p> <p>9</p>	<p>21</p> <p>15</p> <p>9</p>

General Fund
Finance and Office of Management and Budget
Budget Highlights

- ◆ The Finance Department is supported by 29.5 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Personnel costs represent 79% of this program's budget.
- ◆ Operating expenditures include \$143,000 for external audit services, \$10,000 for financial advisory services, and \$16,000 for OPEB Actuary Report and consulting fees.
- ◆ There have been no significant changes in the Finance department budget. The budget for this department reflects a decrease of 4% from the fiscal year 2019/20 budget.

Central Insurance Fund
Risk Management
Budget Highlights

- ◆ This program is an internal service function. All costs of the operation are passed back to other City Departments based upon employee count and other insurance cost-related factors.
- ◆ The Risk Management program is supported by three full time equivalent positions, the same level of staffing as fiscal year 2019/20.
- ◆ Other operating costs include \$115,550 in professional and contractual services to fund increased support for risk management and safety functions, a 1% decrease from the 2019/20 budget.
- ◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 1% decrease from the 2019/20 budget.



Fire Department (General Fund) – 204.0 FTEs
Fire Department (Parking Fund) – 16.9 FTEs
FTEs Total Fire Department – 220.9 FTEs

Department Objective

The objective of Clearwater Fire & Rescue is to ensure the health, safety, and well-being of our community by providing a wide range of innovative services on a timely basis.

In furthering the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, Clearwater Fire & Rescue provides timely emergency and non-emergency response services and prevention and inspection services in the Clearwater Fire District.

Summary of Services Provided
Administration
<p>Fire Administration oversees a department with eight (8) fire stations strategically located throughout the district, a training division for continual development of personnel, policies, and techniques to enhance safety, and a prevention and inspection division that ensures the safety of structures within the district. The internationally accredited department maintains the Insurance Service Office’s (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department’s services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County.</p> <p>Under the umbrella of the Fire Department, the Division Chief of Emergency Management oversees citywide emergency management planning and communications. This includes execution of plans and communication during inclement weather, natural disasters, and large-scale incidents (emergency and non-emergency).</p>
Logistics Division
<p>Logistics supports the strategic directive of providing cost effective services by ensuring all fire equipment, apparatus, and facilities are extensively researched, planned and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance and acquisition. Support Services researches new products, equipment, apparatus and technologies to determine future purchases.</p>
Fire Prevention Services
<p>The Fire Prevention Services program provides building inspections, fire investigations, and construction review services to ensure the safety of structures within the fire district.</p>
Fire Operations
<p>Fire Operations is budgeted under two separate programs: Fire Operations and Emergency Medical Services (EMS). Pinellas County contracts with the City to provide emergency medical services on their behalf and costs are budgeted separately for reporting and accounting purposes.</p> <p>The Fire Operations program provides the vital fire suppression services required to protect the lives and property of the citizens of Clearwater and residents of the Fire District. Fire Operations’ personnel provide basic and advanced life support services as well as fire services. Additional responsibilities include response to hazardous materials conditions to stabilize the incident with help from the Pinellas County Hazardous Materials team. Fire Operations include specialized teams such as the Marine Response Team, Special Operations Response Team, Technical Rescue Team, and Dive Team for critical incidents.</p> <p>Fire Operations maintains a Training Division and provides classroom instruction, a fire tower, burning pits, computer access and a library that provides comprehensive firefighting and emergency medical services training programs necessary to continually update, certify, and refresh knowledge and performance in every discipline.</p> <p>This program oversees the Health & Safety Division which evaluates various equipment for safety, effectiveness, and compatibility to ensure a well-equipped, responsive, and prepared Fire and Rescue workforce. The Division Chief of Health and Safety facilitates the wellness program and promotes health and safety preparedness through the Department.</p>

Summary of Services Provided	
Emergency Medical Services	
The Emergency Medical Services (EMS) program is responsible for responding to medical calls and providing emergency medical services to injured parties of fires, traffic accidents, or other medical-related incidents. The EMS program utilizes paramedic-trained firefighters, advanced and basic life support vehicles, a Fire Medic Lieutenant supervisor on each shift, an EMS Officer and a Division Chief to fulfill its objectives. Emergency medical care is provided under the direction of a licensed Emergency Physician. The EMS Division plans and oversees a model Automated External Defibrillator (AED) program.	
Beach Guards	
The objective of the City of Clearwater beach lifeguards is to provide supervision and safety for the Gulf waters and adjacent public beach for approximately 1.2 miles of coastline on Clearwater Beach. To further the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure, the Beach Guards provides safety by ensuring timely emergency preparation, response and recovery.	

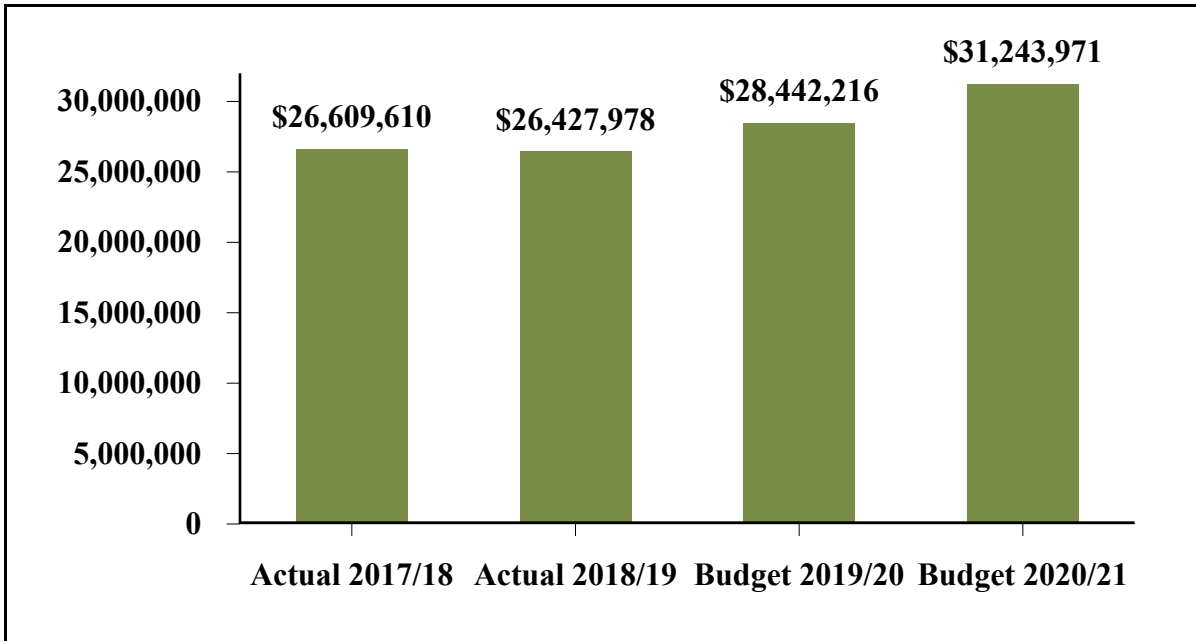
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Administration	603,181	626,173	681,740	711,025	4 %
Logistics Division	3,532,581	3,583,653	4,149,953	3,887,069	(6)%
Fire Prevention Services	1,146,775	987,133	1,025,090	1,238,344	21 %
Fire Operations	13,632,742	12,273,275	12,926,750	13,952,880	8 %
Emergency Medical	7,694,330	8,957,744	9,658,683	10,503,733	9 %
Subtotal - General Fund	26,609,609	26,427,978	28,442,216	30,293,051	7 %
Parking Fund					
Beach Guards	—	—	—	950,920	N/A
Total Fire	26,609,610	26,427,978	28,442,216	31,243,971	10 %

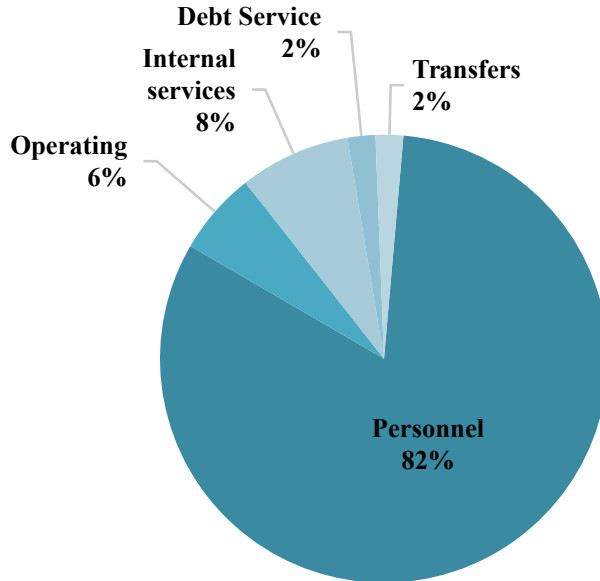
Full Time Equivalent Positions

Administration	8.0	8.0	7.3	7.3	0.0
Logistics Division	3.0	2.0	2.7	2.7	0.0
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	124.0	113.0	105.0	105.0	0.0
Emergency Medical	60.0	73.0	80.0	80.0	0.0
Subtotal - General Fund	204.0	205.0	204.0	204.0	0.0
Parking Fund					
Beach Guards	—	—	—	16.9	16.9
Total Fire FTEs	204.0	205.0	204.0	220.9	16.9

Department Total Summary



Fiscal Year 2020/21 Budget by Category



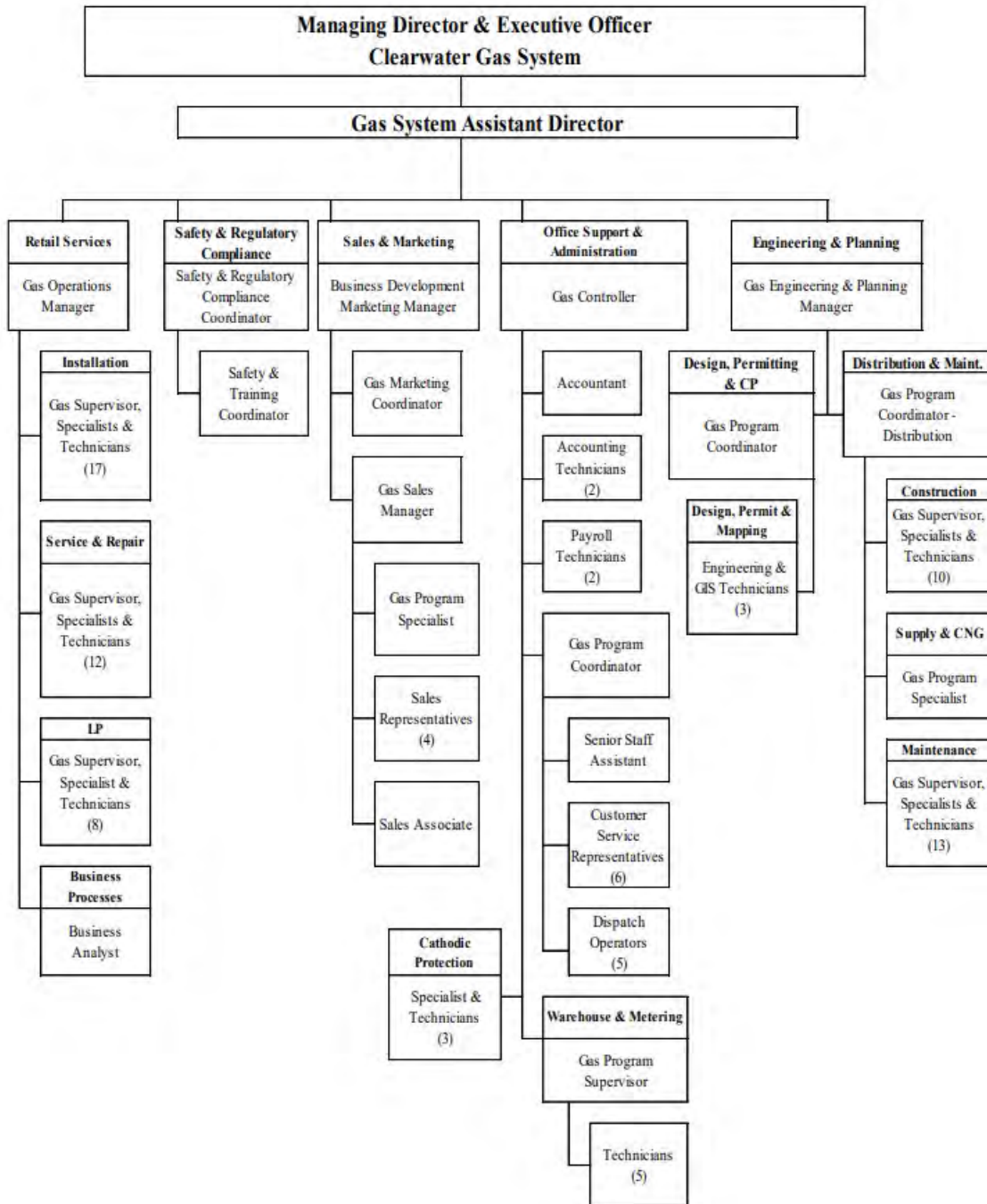
Key Performance Indicator	FY 2018 (Oct. 1 - Sept.30)	FY 2019 (Oct. 1 - Sept.30)	FY 2020 (Oct. 1 - Sept.30)
<p>EMS Call Response Time Average time elapsed between first responder notification and arrival on scene.</p> <p><u>Objective:</u> Average response time should be <7:30 min.</p>	4:57	4:49	4:53
<p>Fire Call Response Time Average time between first responder notification and arrival on scene.</p> <p><u>Objective:</u> Average response time should be <7:30 min.</p>	4:28	5:12	4:45
<p>Number of Emergency Calls</p> <ul style="list-style-type: none"> • Fire Emergency Calls • EMS Emergency Calls • Total All Calls <p>*Call data includes eleven months actual and one month projected</p>	3,807 25,856 29,663	3,917 25,476 29,393	3,490* 24,832* 28,322*
<p>Fire Prevention - High Hazard Inspections: Measured by the percentage of completion of annual inspections.</p> <p><u>Objective:</u> To complete all high hazard license inspections on an annual basis. High hazard facilities include hospitals, nursing homes, adult living facilities, daycare centers, private schools, and similar facilities.</p>	95%	100%	100%
<p>Fire Prevention - Non-Hazardous Inspections Measured by the percentage of inspections completed within targeted goal. *Limited inspections due to COVID.</p> <p><u>Objective:</u> To complete all non-hazardous facility inspections city-wide within a 2.5 years inspection cycle. There are approximately 9,600 facilities in this category.</p>	65%	70%	50%*

General Fund
Fire Department Highlights

- ◆ The Fire Department is supported by 204 full-time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$1,783,700, a slight increase from the 2019/20 amended budget.
- ◆ Funding for the Fire Supplemental Pension plan for \$1,000,000 is included in the budget for fiscal year 2020/21. This is based upon the Government Finance Officers Association recommendation that our state funding for Police and Fire supplemental plans should be recorded as both revenues and expenditures for City employer contributions in the General Fund.
- ◆ Personnel costs represent approximately 83% of the Fire Department total operating budget.
- ◆ The Fire Department personnel budget reflects 3% general wage increases and step advancement for IAFF union employees in fiscal year 2020/21. This is based upon the current contract which expires September 30, 2021.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$494,730; this is a decrease of 5% from fiscal year 2019/20.
- ◆ Transfers to the Capital Improvement Fund total \$581,420 to support Fire projects for fiscal year 2020/21.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2020/21. The budget reflects a 7% increase from the fiscal year 2019/20 amended budget.

Parking Fund
Beach Guard Budget Highlights

- ◆ Effective with the fiscal year 2020/21 budget, the Beach Guard Operations are now being supervised by the Fire Department. They were previously managed by the Parks and Recreation Department.
- ◆ The Beach Guard program is supported by 16.9 full time equivalent positions, same level of staffing as the 2020-21 budget.
- ◆ Personnel costs represent 75% of the Beach Guard Operations program budget.
- ◆ Transfers to the Capital Improvement Fund of \$50,000 provide funding for replacement and maintenance of beach guard facilities and lifeguard towers.
- ◆ There are no other significant changes to the Beach Guard program.



Gas Systems – 110.0 FTEs

Department Objective

To be the energy provider of choice by fulfilling the natural and propane gas needs for residents and businesses in the Tampa Bay area. Furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, with an emphasis on quality, Clearwater Gas System (CGS) is committed to provide safe, reliable and economical gas energy and related products at a level that exceeds customer expectations, while delivering a financial return to the City of Clearwater.

Clearwater Gas System has provided energy-efficient gas service to local residents and businesses since 1923. CGS is owned and operated as an enterprise utility by the City of Clearwater and operates approximately 1,000 miles of underground gas main; including supply and distribution of both natural and propane (LP) gas throughout northern and central Pinellas County and western and central Pasco County. CGS serves as a one-stop shop gas utility offering residential and commercial gas appliances, installation of customer gas piping, service and repair, construction and maintenance of underground gas mains/service lines, and 24-hour emergency response. CGS is also regulated for safety by the Florida Public Service Commission, the Federal Department of Transportation and the Florida Department of Agriculture.

Clearwater Gas System serves about 28,000 customers in a 330 square mile service territory, which includes 20 municipalities, as well as, unincorporated areas of Pinellas, Pasco and Hillsborough counties.

Clearwater Gas System prides itself in being a competitive, public service-minded utility providing safe, economical and environmentally friendly gas energy, which is made in America and available to local homes and businesses in our service area.

Clearwater Gas System's budget consists of four gas programs: Gas Administration & Supply, Pinellas Gas Operations, Pasco Gas Operations, and Gas Marketing & Sales.

Summary of Services Provided
Administration and Supply
Gas Administration & Supply provides overall general management and clerical support for the Clearwater Gas System (CGS); long range planning of gas supplies and securing and transporting these supplies of both natural and LP gas to our bulk transfer points; financial planning/budgeting and tracking; and storeroom/warehouse operations to insure the availability of adequate materials. Functions of this program include environmental, safety training, regulatory contact, legal/risk issues management and contracting and licensing control.
Pinellas Gas Operations
Pinellas Gas Operations is responsible for the delivery of natural and LP gas to Pinellas County residents and businesses. The construction, installation; service; maintenance; and cathodic protection of all gas mains and service lines and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations.
Pasco Gas Operations
Pasco Gas Operations is responsible for the delivery of natural and LP gas to Pasco County residents and businesses. The construction, installation; service; maintenance; and cathodic protection of all gas mains and service lines and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations.
Gas Marketing and Sales
Gas Marketing & Sales is responsible for planning, development and implementation of various marketing programs to build load and improve system profitability. This program is responsible for sales of natural and LP gas, appliances and piping installation to commercial and residential customers.

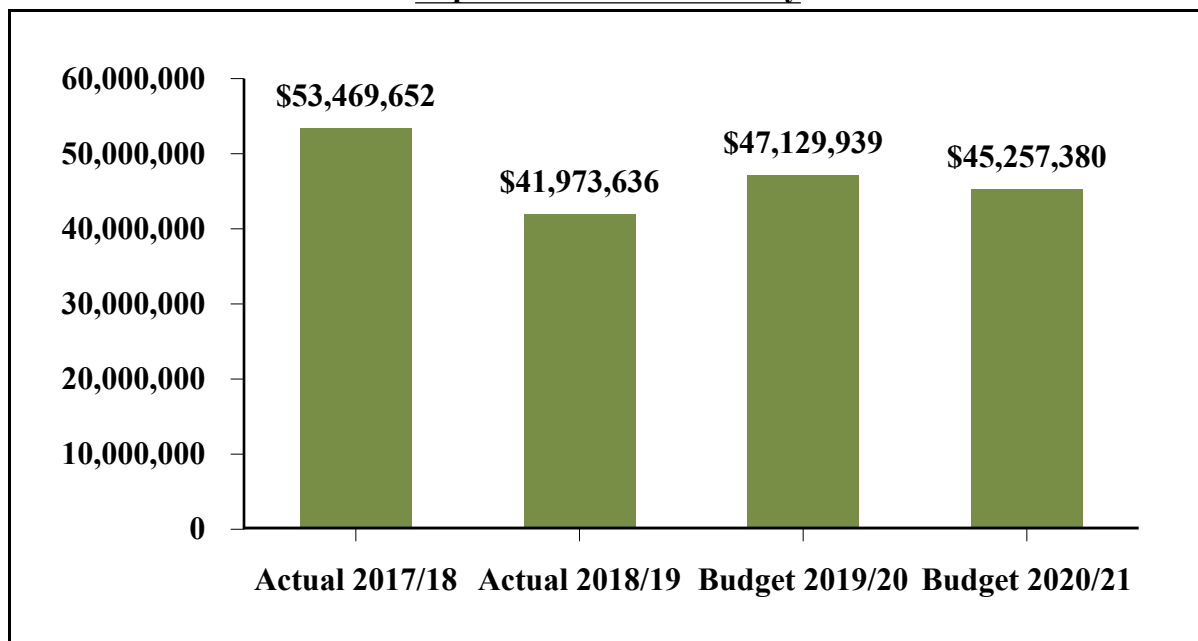
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Administration & Supply	20,949,454	22,057,581	22,978,237	21,830,658	(9)%
Pinellas Gas Operations	7,176,718	8,306,724	9,658,327	9,775,059	8 %
Pasco Gas Operations	4,286,633	5,007,773	6,943,620	6,709,495	(1)%
Marketing & Sales	21,056,847	6,601,557	7,549,755	6,942,168	(4)%
Total Gas	53,469,652	41,973,636	47,129,939	45,257,380	(4)%

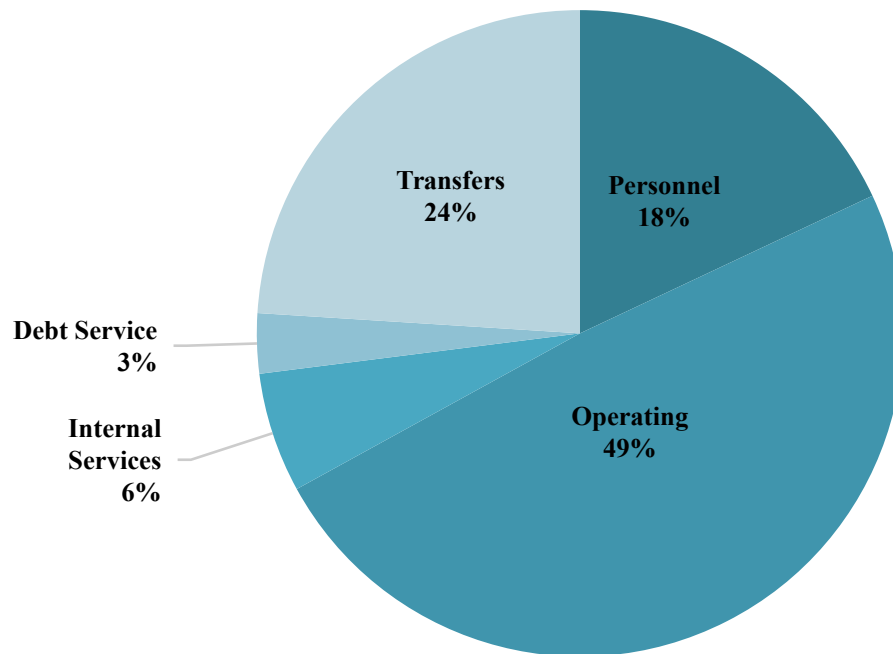
Full Time Equivalent Positions

Administration & Supply	11.6	10.6	11.8	11.8	0.0
Pinellas Gas Operations	54.0	54.0	54.9	54.9	0.0
Pasco Gas Operations	34.0	35.0	32.0	32.0	0.0
Marketing & Sales	10.4	10.4	11.3	11.3	0.0
Total Gas FTEs	110.0	110.0	110.0	110.0	0.0

Department Total Summary



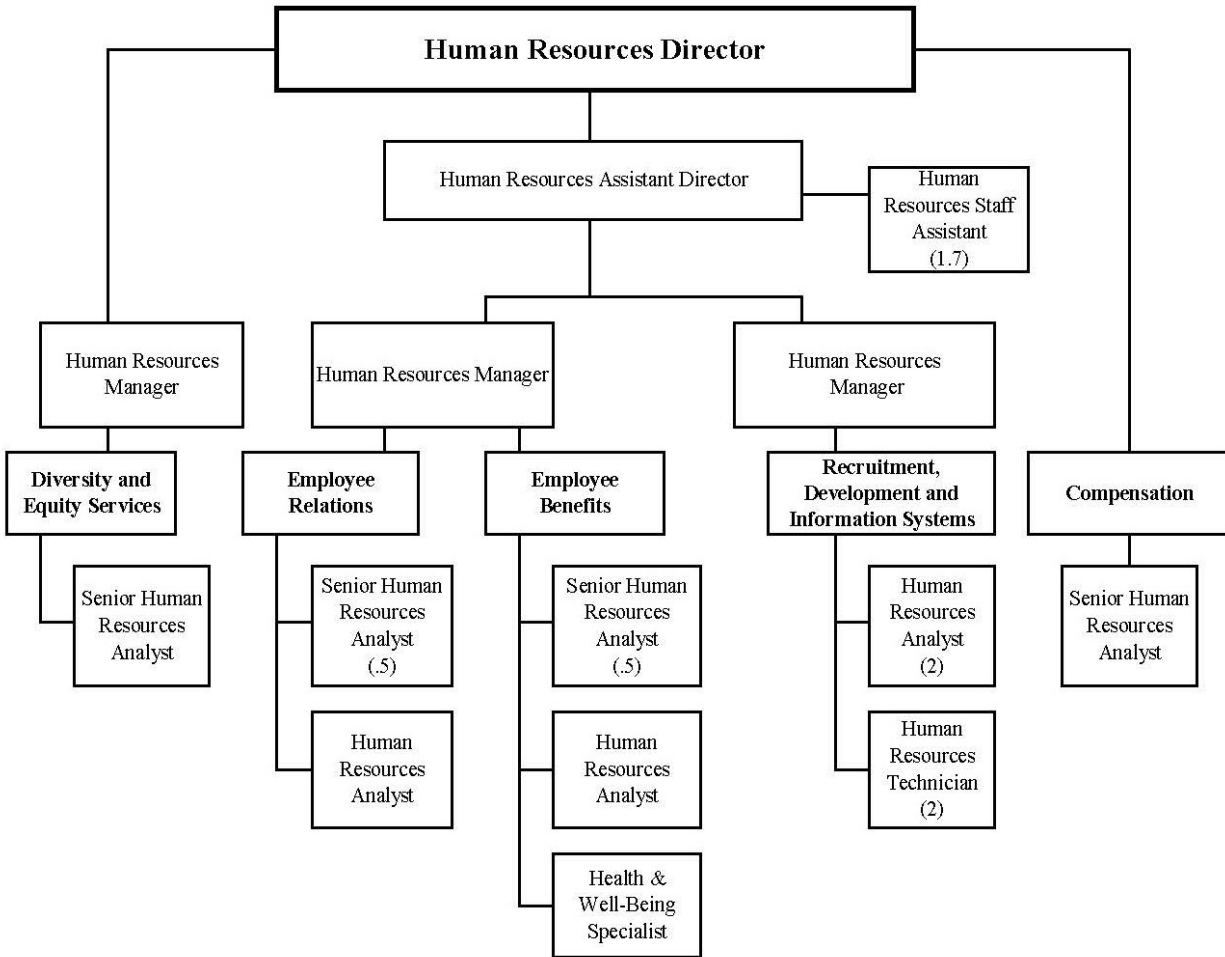
Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20 (Oct – Aug)
<u>Miles of Gas Mains</u> <ul style="list-style-type: none"> • Pinellas County Mains • Pasco County Mains Total number of Gas Main miles, as of each fiscal year end.	751.80	766.92	778.32
<ul style="list-style-type: none"> • Pinellas County Mains • Pasco County Mains 	213.44	227.45	238.85
<u>Gas Sales</u> <ul style="list-style-type: none"> • Natural Gas (therm) • Liquid Propane (gallons) Total equivalent therms sold (LP converted to therms)	25,316,695	25,712,068	23,287,156
<ul style="list-style-type: none"> • Natural Gas (therm) • Liquid Propane (gallons) 	376,965	391,349	341,919
<u>Natural Gas Vehicle (NGV) Station</u> <ul style="list-style-type: none"> • Total NGV Customers • Compressed Natural Gas Total annual count of NGV customers, and Gas Gallon Equivalent (GGE) sold.	131	122	131
<ul style="list-style-type: none"> • Total NGV Customers • Compressed Natural Gas 	538,088	509,847	462,683
<u>Clearwater Gas Customers</u> <ul style="list-style-type: none"> • Natural Gas Customers • Liquid Propane Customers Annual average number of customers connected.	21,989	23,624	25,392
<ul style="list-style-type: none"> • Natural Gas Customers • Liquid Propane Customers 	1,904	1,928	1,949
<u>Retail Sales</u> <ul style="list-style-type: none"> • Appliance Sales • Installation Sales • Service & Repair Sales Total annual retail sales.	\$1,265,588	\$1,555,644	\$1,080,301
<ul style="list-style-type: none"> • Appliance Sales • Installation Sales • Service & Repair Sales 	\$1,635,907	\$2,290,812	\$1,060,417
<ul style="list-style-type: none"> • Appliance Sales • Installation Sales • Service & Repair Sales 	\$488,347	\$504,305	\$431,329

Budget Highlights

- ◆ The Gas Fund supports the Gas Administration and Supply program. The Gas Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to maintain the Clearwater Gas System.
- ◆ The Gas Department is supported by 110 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$13.1 million, representing 29% of the total department's operating budget. This is an 11% decrease from the 2019/20 revised budget
- ◆ Operating expenditures reflect an administrative charge reimbursing the General Fund for the Gas Fund's portion of City administrative functions. The Gas Fund anticipated portion of this cost is \$1,907,900 in fiscal year 2020/21, an increase of 1% from the 2019/20 budget.
- ◆ Internal Service costs include the reimbursement to Clearwater Customer Service operations for billing and customer service support services. This is budgeted at \$944,970 in fiscal year 2020/21, a 4% decrease from the 2019/20 budget.
- ◆ Debt service cost, which include debt on outstanding bonds and new vehicle purchases, total \$1,231,010 for the fiscal year 2020/21 budget which is a 1% increase from 2019/20.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$2 million, a 20% decrease from the 2019/20 budget. Transfers to the Capital Improvement Fund are budgeted at \$8.8 million to support the capital projects of the Gas Fund; this is a 20% increase in funding from the 2019/20 budget.
- ◆ Gas Department operates a natural gas vehicle (CNG) station located at 1020 N. Hercules Avenue in Clearwater. The filling station is currently being used internally for CNG vehicles in the Solid Waste/General Services Department and the Gas Department. This station is also used by several outside customers.
- ◆ There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects a decrease of 4% from the 2019/20 amended budget.



Human Resources (General Fund) – 12.7 FTEs
Human Resources (Insurance Fund) – 4.0 FTEs
Total Human Resources – 16.7 FTEs

Department Objective

The objective of the Human Resources Department is to optimize the City's human resources capability by acquiring, maintaining, developing, and retaining a diverse, highly qualified, motivated, and productive workforce.

The Department is responsible for furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through efficiency and quality; this includes optimizing the use of employees, assets and resources, encouraging teamwork, accessing public/private resources, and continuously measuring and improving our performance. These tasks are performed within the five major divisions of the department: Administration, Recruitment Development and Information Systems, Employee Relations, Employee Benefits, and Diversity and Equity Services.

Summary of Services Provided

Administration

The Administrative responsibilities of the department include: coordinating the Civil Service Board, Pension Advisory Committee and Pension Trustees; overseeing labor/management relations, collective bargaining, dispute resolution; managing compensation and classification functions (pay and job analysis, labor market surveys, job descriptions, job audits, unemployment compensation); and ensuring compliance with federal, state, local laws, regulations and ordinances that are applicable to all divisions (ADA, COBRA, EEO, FMLA, HIPPA, USERRA, etc.). For the current fiscal year, this division will continue to work to secure collective bargaining agreement with the Police and Firefighter unions and will be continuing labor-management relationships through scheduled CALM (collaborative agreements between labor and management) meetings.

Recruitment, Development and Information Systems

The Recruitment, Development and Information Systems (IS) division is responsible for: advertising, screening, testing, interviewing and selecting; performance evaluation and management; training and development; employee awards and recognition programs; tuition assistance; Human Resources Information Systems (Munis-NeoGov); and personnel and public records management. For the current fiscal year, this division will be implementing strategies for improvement found from our Employee Engagement Survey project, planning for a new performance management system, and implementing the remainder of the HRIS portion of Tyler Munis.

Employee Relations

The Employee Relations division is responsible for: internal investigations into employee performance/behavior, employee orientation, school mentoring and tutoring partnerships, Employee Assistance Program (EAP), City mandated referrals, Performance and Behavior Management Program (PBMP); City Drug and Alcohol compliance, administration and oversight of the Family and Medical Leave Act (FMLA), Work Place Violence, and Fitness for Duty programs.

Diversity and Equity Services

The Diversity and Equity division is responsible for: managing Equal Employment Opportunity (EEO), Americans with Disabilities Act (ADA) programs; diversity training; diversity awareness, appreciation and inclusiveness; Diversity Leadership Council (DLC); discrimination and harassment investigations; training and orientation on discrimination, harassment prevention and EEO principles; liaison to state and county EEO offices. In the current fiscal year, this division will continue providing diversity awareness lunch and learn sessions, other diversity related training for city employees, continue to develop and implement a strategic diversity/equity plan, and review the ADA transition plan.

Summary of Services Provided

Employee Benefits

The Employee Benefits division is responsible for: Employee Pension Plan, Money Purchase Pension Plan (401A), Deferred Compensation Plan (457K), financial/retirement planning, and health, life, and disability insurance programs; analyzing, evaluating, negotiating benefit services and coverage with providers, vendors, and consultants; wellness initiatives aimed at improving the health of City employees; meet the regulatory reporting requirements of the Affordable Care Act and oversee/maintain benefits HRIS database and records systems.

Employee Health Center

The Human Resources Department also manages the Employee Health Center which provides clinic services to City employees, retirees, and their dependents enrolled in the City's medical insurance plan. Their responsibilities include primary care office visits, case management, acute and urgent care, drug screening, physicals, immunizations, dispensing of a pre-determined formulary of prescription drugs, health risk assessments, and wellness initiatives.

Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Fund					
Administration	367,862	565,093	484,640	498,888	3 %
Recruitment, Development and IS	460,753	545,176	693,490	676,531	(2)%
Employee Relations	134,082	150,283	166,480	160,426	(4)%
Diversity and Equity Services	172,211	194,067	231,250	226,233	(2)%
Subtotal - General Fund	1,134,908	1,454,619	1,575,860	1,562,078	(1)%
Central Insurance Fund					
Employee Benefits	352,286	313,541	401,490	426,370	6 %
Employee Health Center	1,443,308	1,644,024	1,703,020	1,702,340	— %
Subtotal - Central Insurance Fund	1,795,595	1,957,565	2,104,510	2,128,710	1 %
Total Human Resources	2,930,502	3,412,184	3,680,370	3,690,788	0 %

Full Time Equivalent Positions

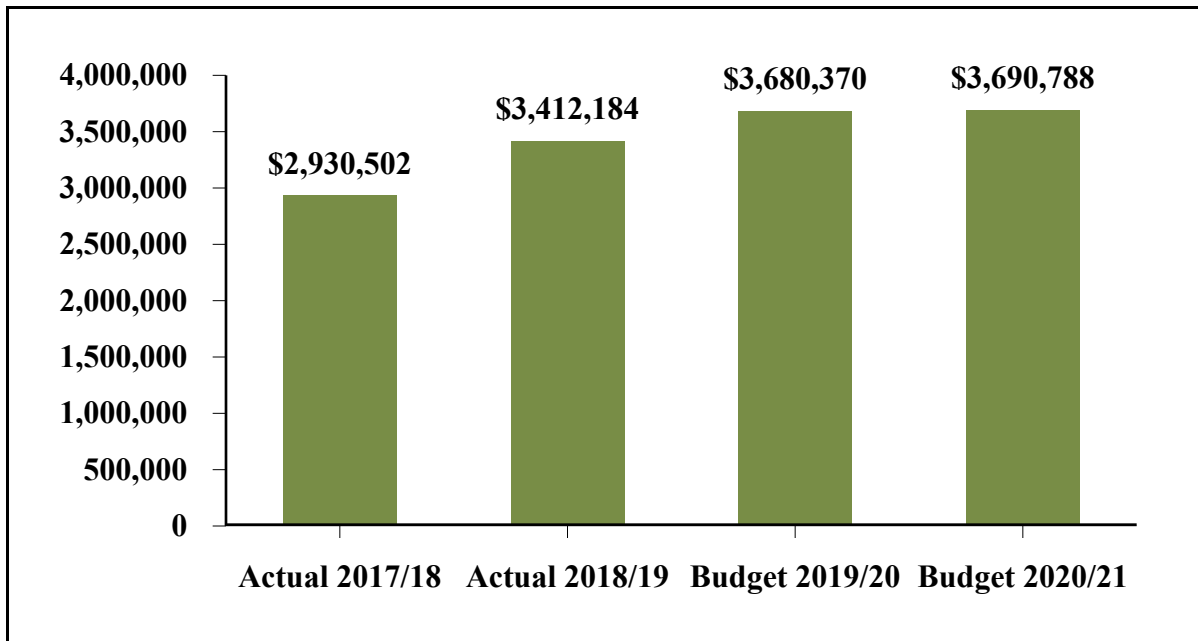
General Fund

Administration	3.0	3.0	3.0	3.0	0.0
Recruitment, Development and IS	5.7	5.7	5.7	5.7	0.0
Employee Relations	2.0	2.0	2.0	2.0	0.0
Diversity and Equity Services	2.0	2.0	2.0	2.0	0.0
Subtotal - General Fund	12.7	12.7	12.7	12.7	0.0

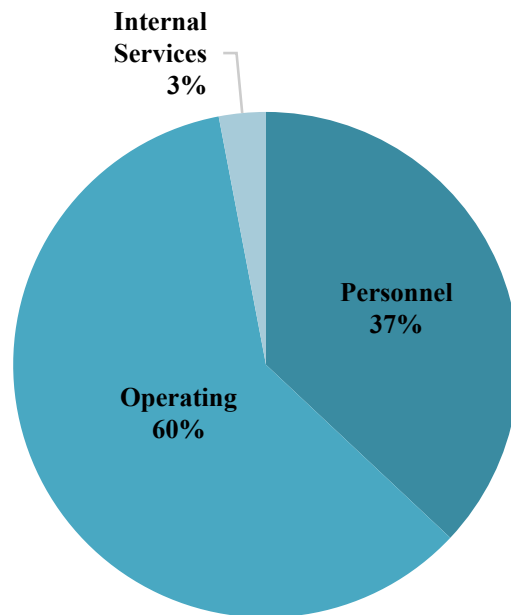
Central Insurance Fund

Employee Benefits	3.5	3.5	3.5	4.0	0.5
Total Human Resources FTEs	16.2	16.2	16.2	16.7	0.5

Department Total Summary



Fiscal Year 2020/21 Budget by Category



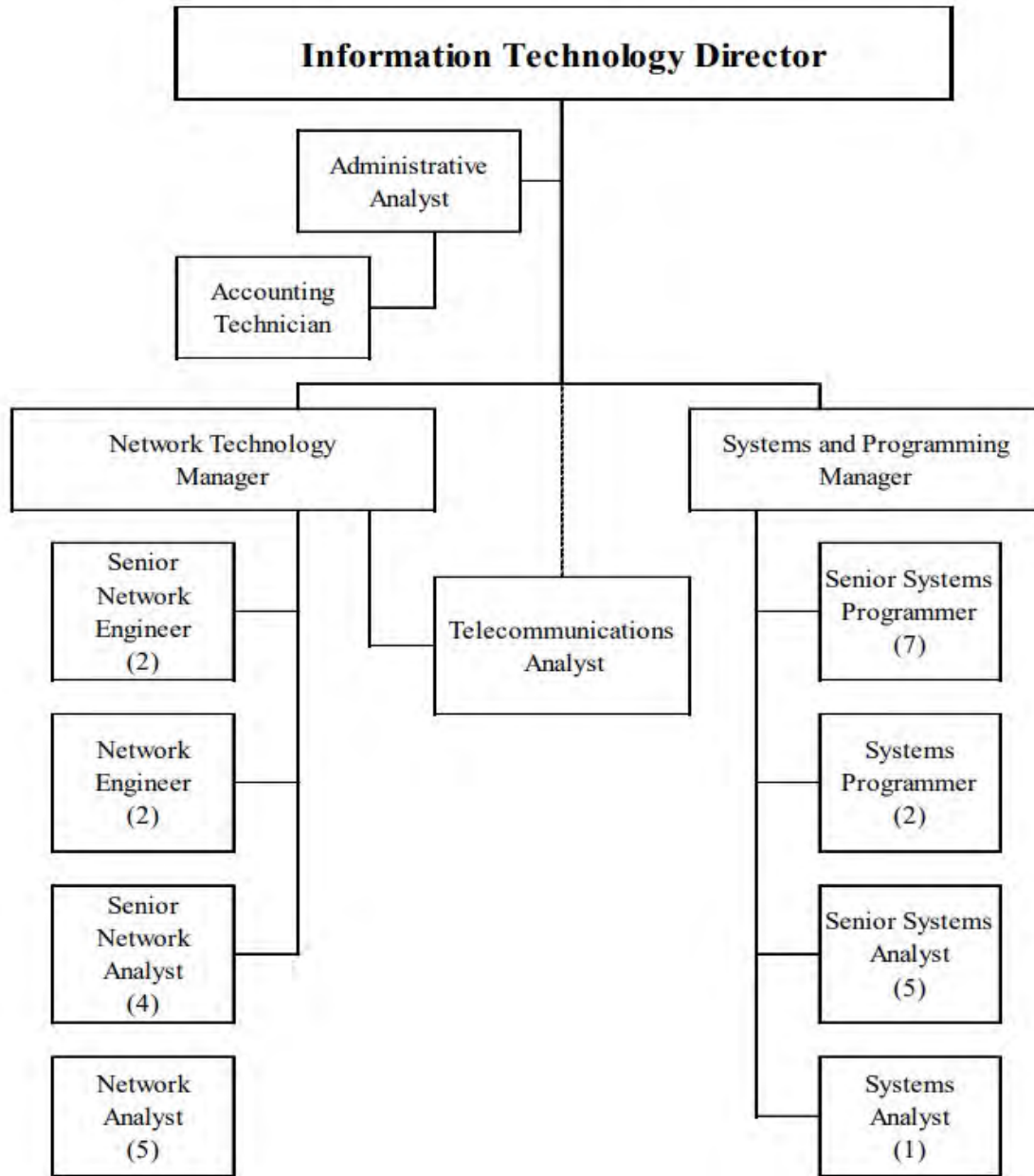
Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20 (10/1/19 - 9/11/20)
<u>Years of Service</u> Average years of service full time employees City wide.	10.47	9.97	10.88
<u>Successful Applicants</u> Percentage of new hires employed six months from hire.	84.2%	77.78%	81.91%
<u>Turnover</u> Percentage of full-time, permanent employees who left to pursue other opportunities (excluding retirees and terminations).	7.89%	7.5%	5.7%

General Fund
Administration; Recruitment, Development and Information Systems;
Employee Relations; and Diversity and Equity Services
Budget Highlights

- ◆ The Human Resources General Fund programs are supported by 12.7 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects a 1% decrease from fiscal year 2019/20.
- ◆ Operating expenditures include the budget for outside labor council, tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect a slight increase from the fiscal year 2019/20 budget.

Central Insurance Fund Employee Benefits and Employee Health Center Budget Highlights

- ◆ The Employee Benefits program is an Internal Service function responsible for administering the employee benefits programs for health and life insurance, and retirement plans. The cost of this program is charged to all operating funds and departments based upon the number of personnel in each program.
- ◆ The Employee Benefits program is supported by four full time equivalent positions, an increase of 0.5 FTE from the 2019/20 budget. For fiscal year 2020/21, the Health and Well-Being Specialist will be fully funded as part of the Employee Benefits program. The personnel budget includes the salary for an intern to assist with open enrollment and wellness initiatives.
- ◆ The Employee Health Center (EHC) provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. In June 2019, the EHC relocated to a larger space to accommodate the expansion of services offered to employees. The 2020/21 budget for the Employee Health Center reflects a slight decrease from fiscal year 2019/20.
- ◆ There have been no other significant changes in the Employee Benefits program or the Employee Health Center. This budget reflects a 1% increase from 2019/20.



Information Technology – 34 FTEs

Department Objective

The objective of the Information Technology Department is to facilitate the current and future business technology needs of the City of Clearwater by providing reliable and progressive technology solutions. It is dedicated to the principle of high- quality customer service through strategic planning, project management and customer support to ensure the efficient utilization of technology resources and investments.

In furthering the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the Information Technology Department manages the delivery of quality services in the areas of technology administration, systems support, hardware and software maintenance, helpdesk support, network operations, purchasing, telecommunications, business system analysis and capital budget planning.

Summary of Service Provided

Administration

Administration of the City’s information technology systems includes development/maintenance of governance and architecture plans used to guide operations and development of technology throughout the City. The administrative arm of IT is committed to maintaining vital relationships with internal customers in their pursuit of excellence. Also included within IT Administration is the development and oversight of contracts and vendor relationships, as well as, the project management for citywide application implementation.

Network Services

Currently, there are approximately 1,400 desktop/laptop computers, 150 servers, and over 1,500 individual user accounts located at 50 locations throughout the City. This program manages helpdesk support to the City’s computer users and is also responsible for technology assessment and testing, network administration, network and system security and hardware procurement.

Software Application

There are currently 78 business systems / software applications including 10 business critical systems that are administered and supported by the City’s programming operations. Support of these systems includes assisting in daily operations and maintaining effective relationships with both end users and product vendors. This program is also responsible for development and maintenance of the City’s Internet website, implementation of new systems, performing business process analysis of departmental operations, and database administration for all business applications.

Telecommunications

Telecommunications provides desktop phone, cellular and smart phone services throughout the City. The City’s voice network includes 11 major Nortel PBX switches, 27 Nortel KSU systems, and over 1,500 voicemail boxes and automated attendants (menu services) and connectivity within and between approximately 30 locations. Telecommunications also maintains cellular contractual services and all vendor contracts for telecommunications infrastructure and support services.

Information Technology

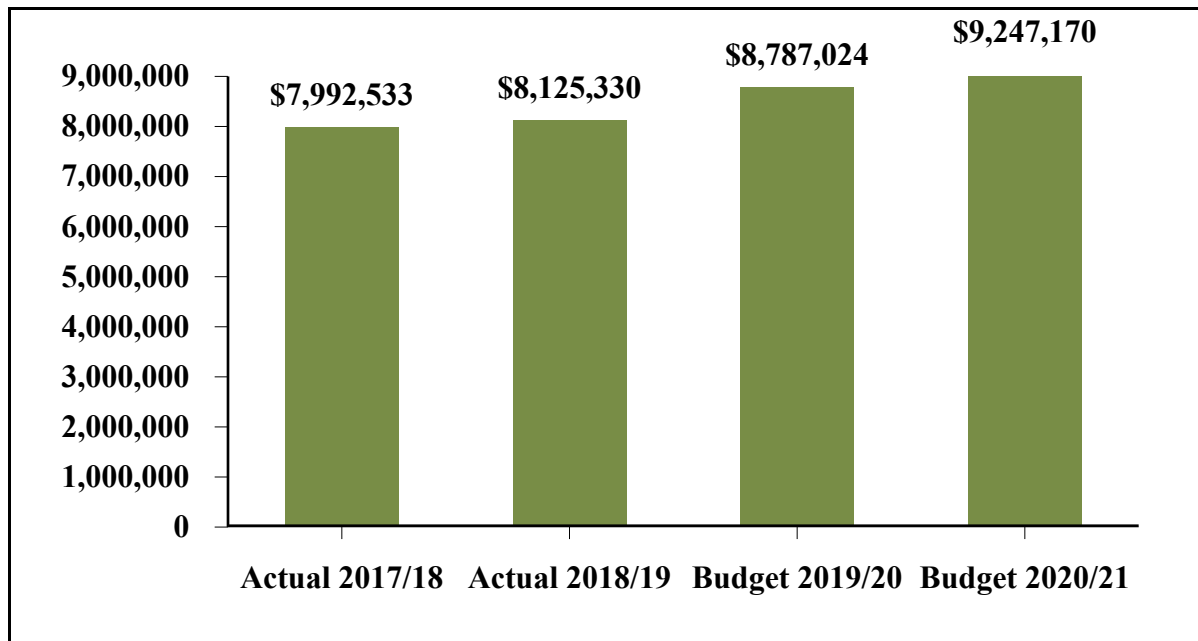
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Administration	386,250	394,074	413,294	408,735	(1)%
Network Services	3,608,546	3,748,170	4,184,050	4,703,533	12 %
Software Application	3,239,100	3,192,102	3,274,240	3,272,530	— %
Telecommunications	758,636	790,984	915,440	862,372	(6)%
Total Information Technology	7,992,533	8,125,330	8,787,024	9,247,170	5 %

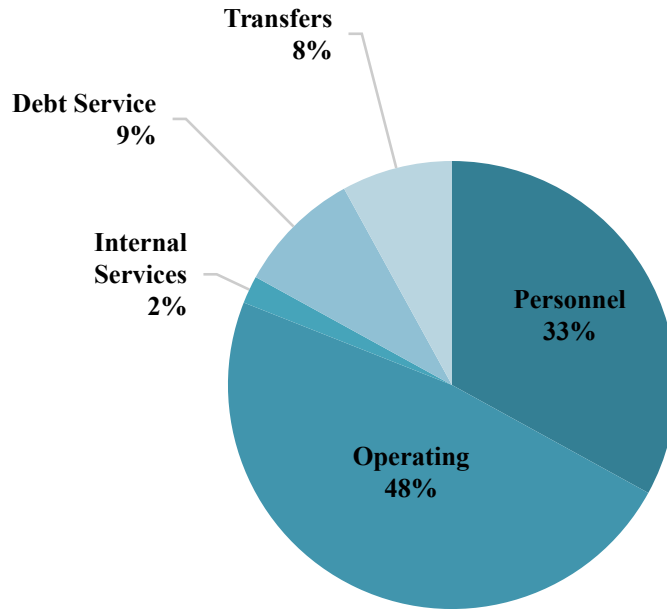
Full Time Equivalent Positions

Administration	3.0	3.0	3.0	3.0	0.0
Network Services	14.0	14.0	14.0	14.0	0.0
Software Application	16.0	16.0	16.0	16.0	0.0
Telecommunications	1.0	1.0	1.0	1.0	0.0
Total Information Technology FTEs	34.0	34.0	34.0	34.0	0.0

Total Department Summary



Fiscal Year 2020/21 Budget by Category

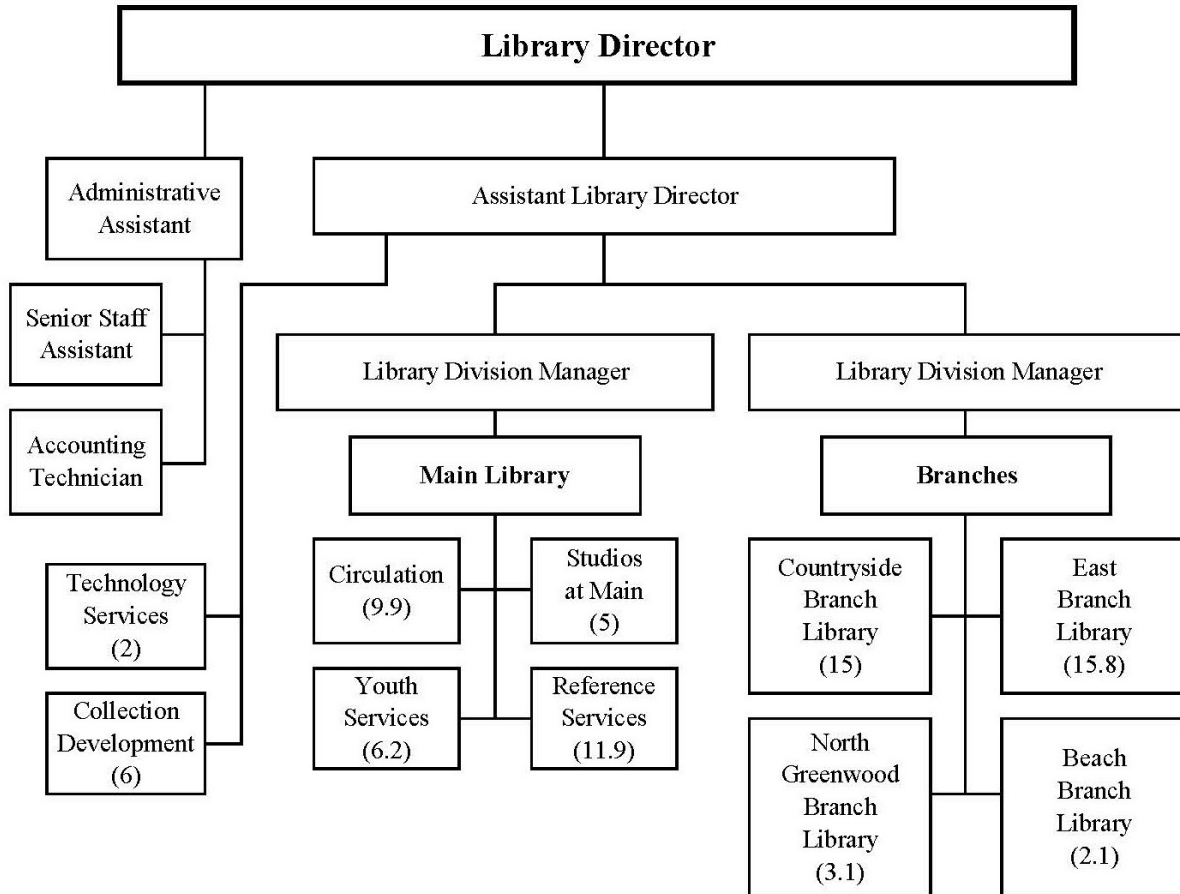


Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<p><u>Bandwidth</u></p> <ul style="list-style-type: none"> Total available Daily average used Daily average peak usage <p>Annual average of bandwidth usage vs. purchased. (i.e. available)</p>	<p>500MB</p> <p>~250GB</p> <p>~375MB</p>	<p>1000MB</p> <p>~835GB</p> <p>~730MB</p>	<p>1000MB</p> <p>~15.4TB</p> <p>~760MB</p>
<p><u>Helpdesk Tickets</u></p> <ul style="list-style-type: none"> Number of tickets closed Average time to completion (hours) <p>Information Technology provides helpdesk support for City Employees using the City's network and systems.</p>	<p>13,882</p> <p>~6.2</p>	<p>14,312</p> <p>~6.0</p>	<p>17,186</p> <p>~6.3</p>
<p><u>Email Statistics</u></p> <ul style="list-style-type: none"> Total emails scanned Total emails blocked Total emails found to have viruses 	<p>13.1M</p> <p>5M</p> <p>1.3K</p>	<p>13.3M</p> <p>5.1M</p> <p>1.5K</p>	<p>18.7M</p> <p>6.5M</p> <p>5.2K</p>

Budget Highlights

- ◆ All programs of the Information Technology department are internal service functions. All costs of operation are passed back to user departments based upon services provided.
- ◆ The Information Technology Department is supported by 34 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ In the Network Services program operating expenditures include the budget for city wide computer lease costs, maintenance contract renewals, and subscription-based charges for software infrastructure needs. These costs reflect a 5% increase from prior year due to increased contract and maintenance agreements.
- ◆ In the Network Services program, \$460,000 is budgeted for transfers to support capital projects for network connectivity, network infrastructure, disaster recovery, monitor purchases, citywide camera systems, Microsoft licensing upgrades, and the City's Emergency Operations Center/Disaster Recovery for fiscal year 2020/21.
- ◆ The Network Services program reflects a net increase of 12% from the 2019/20 budget primarily due to increased operating cost for contracts and subscription-based services, increased debt costs, and increased capital funding.
- ◆ In the Software Application program, other operating expenditures reflect a 7% increase primarily due to increased costs for software service agreements.
- ◆ In the Software Application program, \$325,000 is budgeted in transfers to support capital projects for upgrades to the permitting system, enterprise timekeeping system, geographic information systems, legislative agenda system, and the financial management system.
- ◆ The Software Application program reflects a slight decrease from the 2019/20 budget .
- ◆ The Telecommunications program reflects a net decrease of 6% from the 2019/20 budget, primarily due to decreased telephone charges.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2020/21. The Department budget reflects a 5% increase from 2019/20.





Library – 84.0 FTEs

Department Objective

The goal of the Clearwater Public Library System is to meet the informational, educational, recreational, and cultural needs and expectations of the citizens of the community using a wide array of library formats and materials and a trained and dedicated staff. The library provides a collection of more than a million physical and electronic items across five locations and circulates more than 860,000 items a year to more than 90,000 active borrowers.

In furthering the City Council's Strategic Direction of Fostering Community Engagement, the Library works to preserve community history and provide programming and events that reached more than 40,000 patrons last year. It also works to promote the City Brand through economic development partnerships in the downtown area and maker space activities that reach a new segment of the community.

The following is a brief list and description of special services, collections and programs provided by the Library:

- Maintain, curate, and provide access to the Christine Wigfall Morris African-American Collection and the Wickman Nautical Collection.
- Maintain, preserve and provide access to the *Clearwater Sun* photograph, and microfilm archives. Digitize materials of historic significance for online access.
- Offer a variety of volunteer opportunities including an active teen and adult volunteer program.
- Provide a venue for local artists and artisans to display their work.
- Organize and host book discussion groups.
- Organize, promote and host quality programs for all ages.
- Present weekly story times and other special events for youth and families.
- Promote literacy programs and provide space for literacy tutoring.
- Provide meeting room space to more than 130 community groups.
- Provide temporary library service to tourists and other visitors to the area.
- Serve as a "Safe Place" and apply Code Adam for youth.
- Sponsor a variety of teen service groups such as Homework Help groups and summer reading volunteers.
- As a member library of the Pinellas Public Library Cooperative, supply library materials and services to Pinellas County residents.
- Support city management and other community stakeholders with reference services, meeting rooms, technology, training and databases as an active member of Clearwater Business Spark.
- Provide access to a novel collection of useful and engaging objects, including tools, scientific equipment, games and electronics, to patrons.
- Provide access to a variety of electronic, streaming, and downloadable content in order to expand access to patrons.
- Provide children, teens, adults easy access to hands-on learning opportunities via the Studios @ Main interactive maker spaces and these services systemwide.

Summary of Services Provided

Centralized Library

The Centralized Services program consists of Library Administration, and programs and services encompassing the entire library system. Following City Council's Strategic Direction for Efficiency, services have been centralized to promote efficiency and cost savings, including the centralized scheduling of meeting rooms, centralized collection development and processing, increased outsourcing for efficient processing of library materials, automated materials handling, increased outsourcing of custodial services, systemwide staffing, and the central oversight of all social media and web initiatives.

Main Library

The Main Library offers a mixture of traditional and innovative library services and programs provided from its downtown location and features Pinellas County's premier collection of books and other materials. The one-of-a-kind Studios @ Main provide interactive spaces for STEAM (Science, Technology, Engineering, Art and Math) learning, as well as small business services and local history resources. The Main Library is part of the city's Economic Development partnership, Clearwater Business SPARK, and is working to make the library a destination space in the downtown area, as recommended by the Second Century Clearwater initiative and Imagine Clearwater. The Main Library offers state-of-the-art technology that allows broadcasting capabilities in its large meeting room, video and sound recording, photography, graphic and web design and 3D design and printing in its Innovation and Multimedia Studios. Private study rooms have been incorporated to allow for quiet study spaces and meeting rooms are available for group use.

Countryside Branch Library

The Countryside Branch Library opened a new building in 2016, creating a synergistic partnership that includes the Countryside Recreation Center and the Clearwater Community Park. In addition to providing a mix of traditional and innovative library services, including a diverse collection of materials, group and individual study rooms, meeting spaces, a drive-up service window and a Maker Studio, the library continues to expand partnerships with the adjacent recreation center and various community organizations.

East Community Library at St. Petersburg College

The new Clearwater East Community Library opened on the campus of St. Petersburg College in 2018 as the county's third joint-use facility. Its services continue to reflect needs of a diverse population with a particular emphasis on offering unique programs that benefit the Hispanic community. Programs such as Homework Help, the Language Exchange Café, English for Speakers of Other Languages programs and bilingual story times support literacy and learning for all ages. The Clearwater East Community Library collaborates with SPC to identify partnership opportunities for new programs and services that benefit both the community and its students.

North Greenwood Branch Library

The North Greenwood Branch Library is a vital part of its community with more people walking to this library than any other Clearwater library location. Working with local partner organizations and those within the North Greenwood Recreation Center, the library provides a computer lab, meeting room space, and a youth area called the "Discovery Zone," which offers educational and entertaining activities for all ages. It is also home to the notable Christine Wigfall Morris African American Collection, a significant collection of African American literature and history, which features more than 4,300 items, including biographies, magazines, literature, music, and films.

Beach Branch Library

The Beach Branch Library serves both residents and tourists in the Clearwater Beach community, with its busiest time during the winter season. The mix of popular library materials, internet computers, wi-fi and increased programming serves a variety of needs relevant to the beach community. With its location inside the Beach Recreation Center, the strong interdepartmental partnership has been a successful model for years.

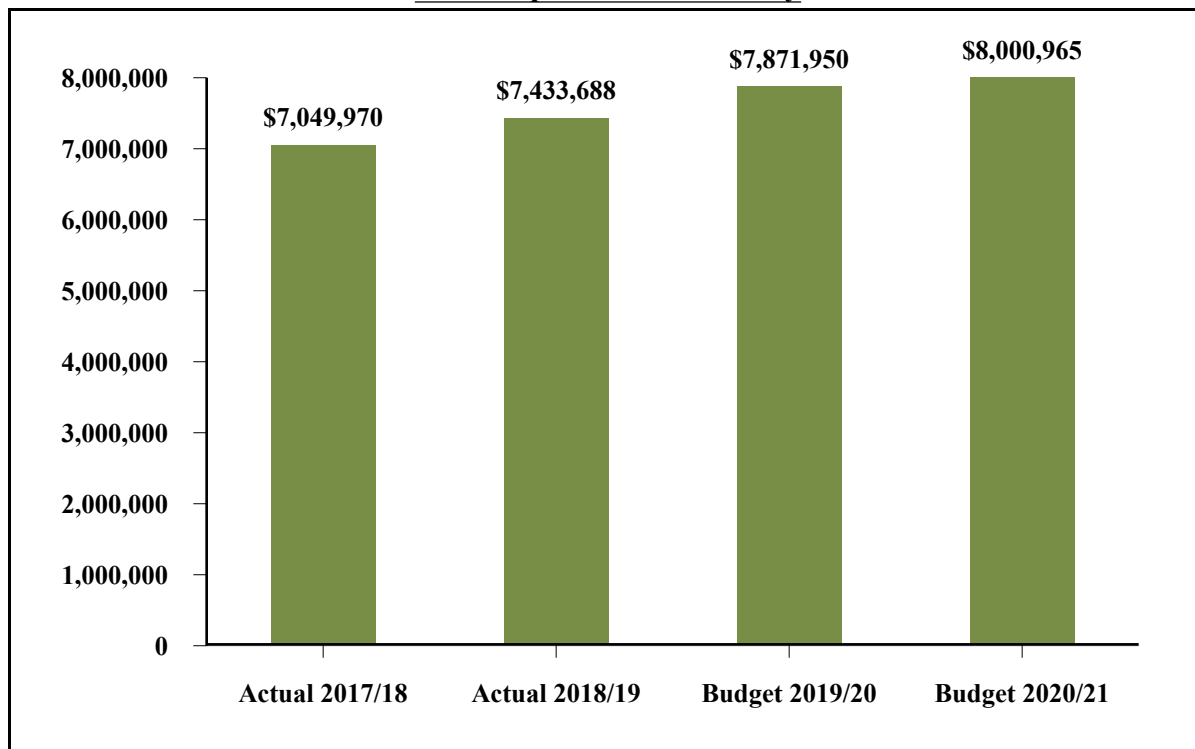
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Centralized Services	2,845,859	2,895,979	2,943,620	2,943,005	— %
Main Library	2,105,699	2,408,094	2,617,860	2,726,938	4 %
Countryside Branch Library	910,556	911,189	1,020,800	1,031,561	1 %
East Branch Library	819,965	825,768	881,780	893,379	1 %
North Greenwood Library	254,479	274,575	296,740	293,049	(1)%
Beach Branch Library	113,413	118,083	111,150	113,033	2 %
Total Library	7,049,970	7,433,688	7,871,950	8,000,965	2 %

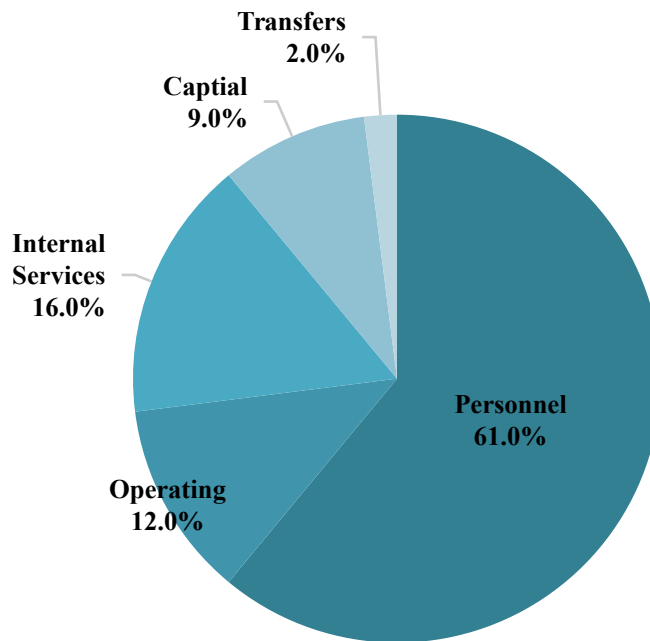
Full Time Equivalent Positions

Centralized Services	18.1	14.0	14.0	14.0	0.0
Main Library	30.9	33.9	33.9	33.9	0.0
Countryside Branch Library	15.0	15.0	15.0	15.0	0.0
East Branch Library	15.9	15.9	15.9	15.9	0.0
North Greenwood Library	3.1	3.1	3.1	3.1	0.0
Beach Branch Library	2.1	2.1	2.1	2.1	0.0
Total Library FTEs	85.1	84.0	84.0	84.0	0.0

Total Department Summary



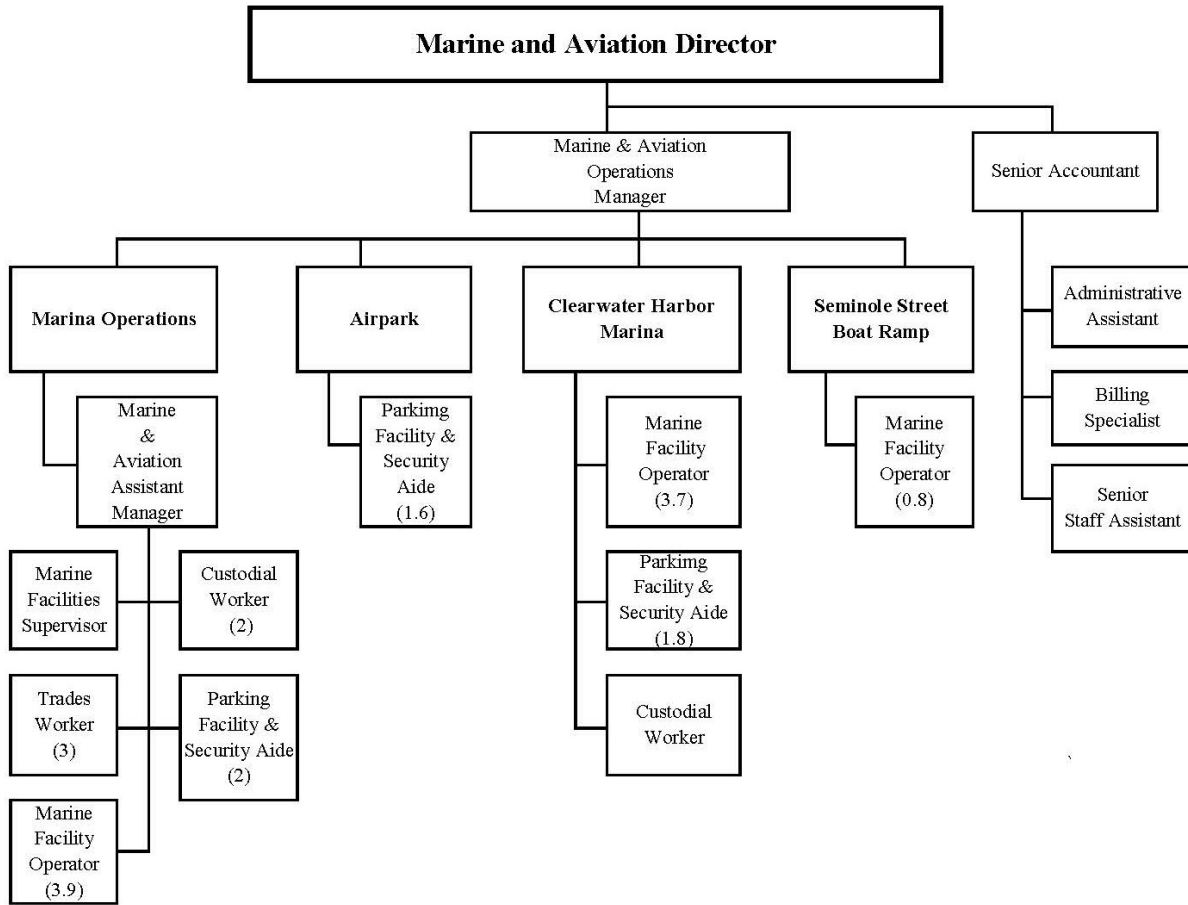
Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<u>Community Engagement</u> Number of hours worked by volunteers on an annual basis.	13,847	15,414	3,701
<u>Registered Borrowers</u> Number of registered Clearwater and Pinellas Public Library Cooperative users to the Clearwater Library System.	80,060	92,800	94,901
<u>Circulation of Materials</u> Number of hard copy library materials circulated on an annual basis.	875,932	720,318	545,124
<u>Use of Public Computers</u> Number of patron computer usage.	126,664	119,151	69,096

Budget Highlights

- ◆ The Library Department is supported by 84 full-time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Capital items include the budget of \$693,680 to fund the purchase of books and materials. This is the same amount of funding as the current budget.
- ◆ Transfers to the Capital Fund are budgeted at \$135,000 to fund Library projects for fiscal year 2020/21; this is a 30% decrease from the 2019/20 budget.
- ◆ There have been no other significant changes in the Library department. The 2020/21 budget for this department reflects a 2% increase from 2019/20.



Marine Fund – 15.6 FTEs

Airpark Fund – 2.6 FTEs

Clearwater Harbor Marina Fund – 8.8 FTEs

FTEs Seminole Street Boat Ramp - 0.8 FTEs

Total Marine and Aviation – 27.8 FTEs

Department Objective

The objective of the Marine & Aviation Department is to operate as a revenue-producing department with a well-trained and dedicated staff that provides high quality marine and aviation related services with excellent customer satisfaction to our citizens and customers.

In furthering the City Council's Strategic Direction to support a high quality of life and experience, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants both permanent and transient.

Summary of Service Provided

Clearwater Airpark Operations

Clearwater Airpark is a single paved runway facility on a 47-acre site and is currently operating as a general aviation airport. A Fixed Base Operator (FBO), provides daytime management and customer service with flight service, aircraft rental, hangar and tie down rental, maintenance, and flight training. The department converted the Airpark to an enterprise fund starting in fiscal year 2001 and it is currently economically self-sufficient. The Master Plan is continuously updated with the airpark close to being fully utilized. A new terminal (FBO) building is planned for some time in the future. In 2014 the runway and taxiway were extended to a total of 4108 feet and an Automated Weather Observation Station was installed.

Beach Marina Operations

This program is responsible for the administration, operation and maintenance of the City owned Marina facility, with 189 commercial and recreational slips, including dock and piling replacement, waterway management of over 470 marine informational and regulatory signs and routine repairs for all equipment within the department. The Harbormaster's Office is responsible for the administration of all operations which includes serving as property manager for boat slips, land and building leases assigned to the department, and the fuel dock, which generates over \$4.5 million in revenues each year.

Clearwater Harbor Marina

The Clearwater Harbor Marina is an ancillary facility to the main municipal marina on Clearwater Beach. This facility adds an additional 126 recreational boat slips within two floating concrete dock basins in the downtown Clearwater area located at the foot of Coachman Park between Drew and Cleveland Streets. This facility is operated as a stand-alone facility separate from the municipal marina with its own revenue and expense codes. The Harbormaster's Office is responsible for the management, maintenance, and administration support of the facility.

Seminole Street Boat Ramp

The Seminole Street Boat Ramp provides public waterway access to Clearwater Harbor via 8 launch ramps. Re-paving and public green spaces were also created. Construction is ongoing to also add new restrooms and side-tie day dockage. The Harbormaster's Office is responsible for the management, maintenance, and administration support of the facility.

Marine and Aviation

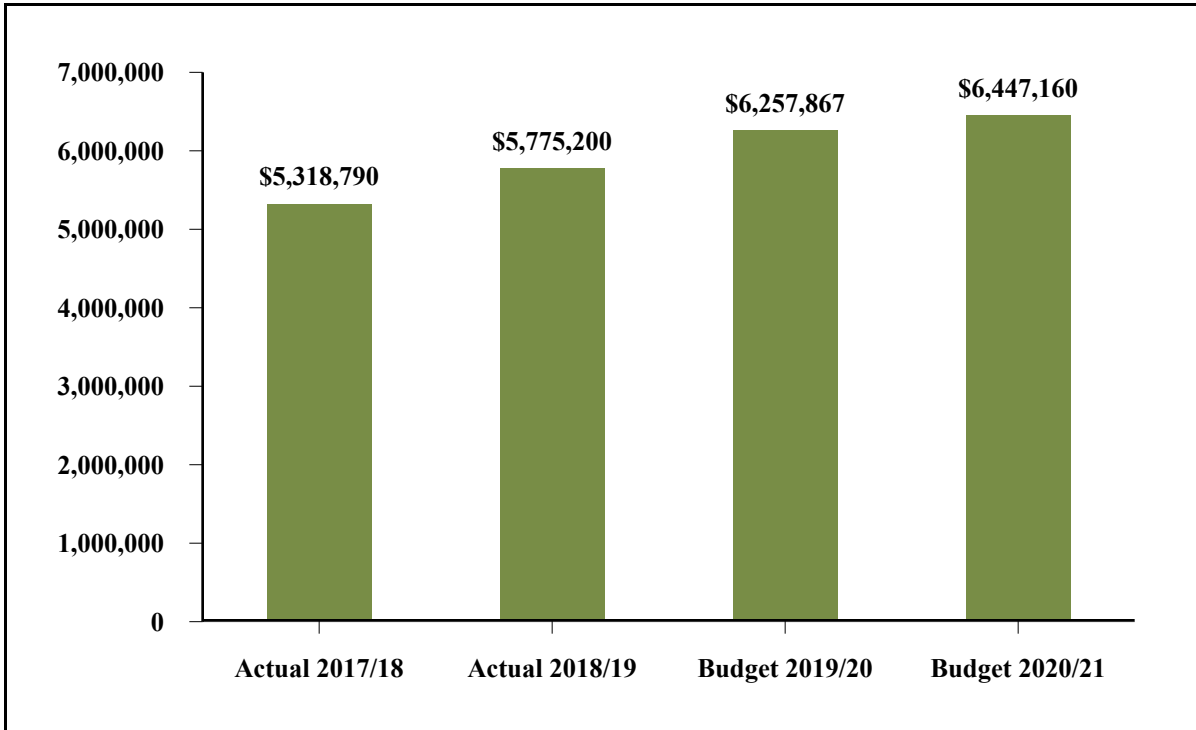
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Marine Fund					
Beach Marina Operations	4,444,835	4,757,421	5,058,860	5,119,120	1 %
Airpark Fund					
Airpark Operations	270,721	295,971	300,987	340,770	13 %
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina Operations	603,235	721,808	821,500	854,430	4 %
Parking Fund					
Seminole Street Boat Ramp	—	—	76,520	132,840	74 %
Total Marine & Aviation	5,318,790	5,775,200	6,257,867	6,447,160	3%

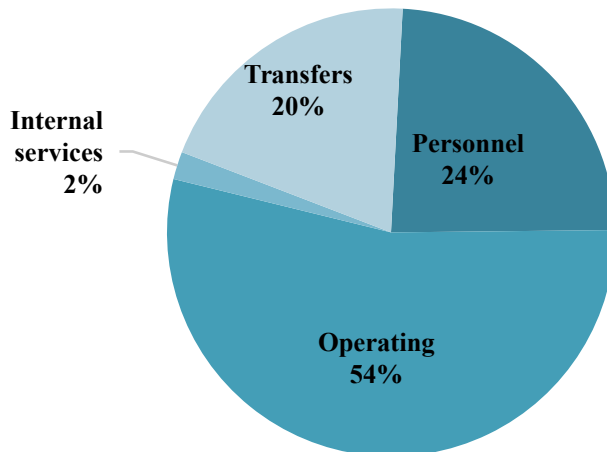
Full Time Equivalent Positions

Marina Operations	18.6	18.9	18.9	15.6	(3.3)
Airpark Operations	1.4	1.6	1.6	2.6	1.0
Clearwater Harbor Marina Fund	6.7	6.3	6.5	8.8	2.3
Seminole Street Boat Ramp	0.0	0.0	0.8	0.8	0.0
Total Marine & Aviation FTEs	26.7	26.8	27.8	27.8	0.0

Total Department Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20 (October 1st - August 31st)
Slip Rentals			
• Clearwater Beach Marina	87%	88%	89%
• Clearwater Harbor Marina	92%	92%	92%
*Percentage of slips occupied at the City's marinas.			
Fuel Sales			
• Gasoline	344,918	357,090	388,980
• Diesel	486,429	439,520	353,608
*Total gallons of fuel sold at the City's Fuel Dock.			

Marine Fund Budget Highlights

- ◆ The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina operations.

◆ The Marine Operations program is supported by 15.6 full time equivalent positions, a decrease of 3.3 FTEs from fiscal year 2019/20. Effective with the 2020/21 budget, administrative staff is allocated by FTE across all Marine and Aviation programs.

◆ Operating expenses include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2020/21, this expenditure is \$179,360, a 25% increase from the 2019/20 budget.

◆ Inventory costs for fuel purchases are budgeted at \$2.2 million in 2020/21, the same level of funding as the current year.
- ◆ Budgeted transfers for 2020/21 include a payment in lieu of taxes in the amount of \$290,640 to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2018/19 gross revenues, a 4% increase from the 2019/20 budget. Transfers to the Capital Improvement Fund of \$690,000 represent funding necessary to maintain the infrastructure of the Marina; this is a 94% increase in funding from the 2019/20 budget.

◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 1% increase from the 2019/20 budget.

Airpark Fund Budget Highlights

- ◆ The Airpark Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain Clearwater Airpark operations.
- ◆ The Airpark Operations program is supported by 2.6 full time equivalent positions, an increase of one FTE from fiscal year 2019/20. Effective with the 2020/21 budget, administrative staff is allocated by FTE across all Marine and Aviation programs.
- ◆ Other operating expenditures reflect a net reduction of 30% for fiscal year 2020/21. This is primarily due to the allocation of administrative staff FTEs, which in prior years this was included as an administrative service charge back to the Marine Fund. Operating expenses also include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2020/21, this expenditure is \$9,750, a 1% decrease from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund of \$55,000 provide funding for Airpark projects for fiscal year 2020/21. Transfers also include \$17,740 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2018/19 gross revenues., which is a 2% increase from the 2019/20 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects an increase of 13% from the 2019/20 amended budget primarily due to the reallocation of FTEs and increased transfers to capital.

Clearwater Harbor Marina Fund Budget Highlights

- ◆ The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.
- ◆ This program is supported by 8.8 full time equivalent positions, an increase of 2.3 FTEs from fiscal year 2019/20. Effective with the 2020/21 budget, administrative staff is allocated by FTE across all Marine and Aviation programs.
- ◆ Other operating expenditures reflect a net reduction of 43% for fiscal year 2020/21. This is primarily due to the allocation of administrative staff FTEs, which in prior years this was included as an administrative service charge back to the Marine Fund. Operating expenses also include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2020/21, this expenditure is \$29,160, a 9% increase from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund include funding for routine maintenance and a capital replacement fund. This is budgeted at \$150,000 in fiscal year 2020/21, which is a 7% increase from the 2019/20 budget. Transfers also include \$46,770 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2018/19 gross revenues. The 2020/21 contribution represents an increase of 6% over the 2019/20 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 4% over the 2019/20 budget.

Seminole Street Boat Ramp - Parking Fund Budget Highlights

- ◆ The Seminole Street Boat Ramp re-open in the winter of 2019 with enhanced facilities requiring additional operating expenditures. Revenues from parking fees are estimated to offset expenditures.
- ◆ This program is supported by 0.8 full time equivalent positions, the same level of staffing as the current year.
- ◆ For fiscal year 2020/21, operating expenditures are estimated at for a full year of operations, this is a 108% increase from fiscal year 2019/20. This includes for utilities costs, grounds maintenance, operating/custodial supplies, and contractual fees for parking meters.
- ◆ Transfers to the Capital Improvement Fund, to establish a project for routine maintenance, is budgeted at \$10,000 for fiscal year 2020/21.
- ◆ There have been no other significant changes in this program, the budget for fiscal year 2020/21 reflects a 74% increase from the current year.



Non-Departmental General Fund

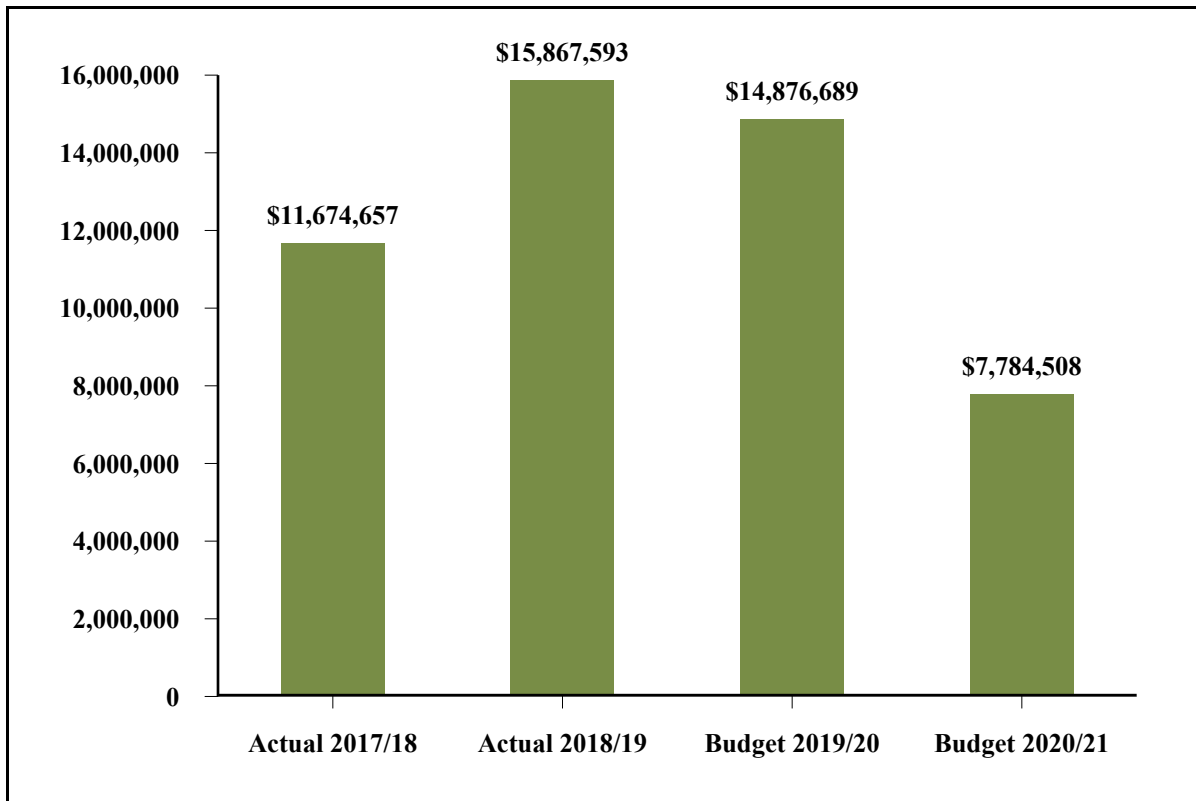
Program Description

The Non-Departmental expenditures category provides budgetary funding and control for General Fund expenditures not attributable to any other specific department, but to the City as whole.

Budget Summary

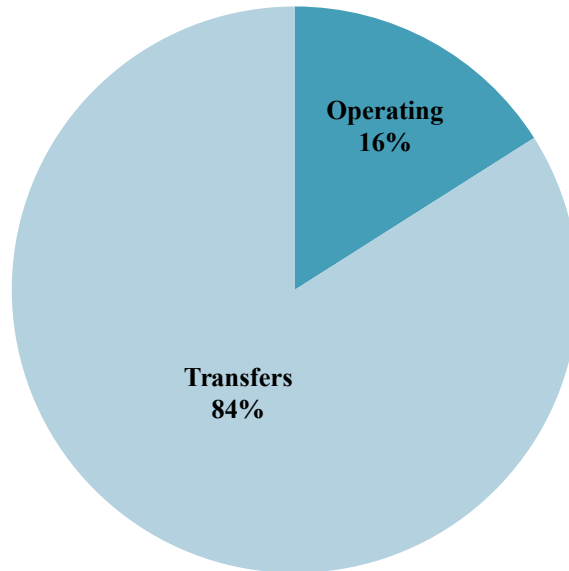
	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Operating	3,742,590	2,255,317	1,856,745	1,235,018	(33)%
Capital	—	1,826,945	—	—	n/a
Transfers	7,932,067	11,785,331	13,019,944	6,549,490	(50)%
Total General Fund	11,674,657	15,867,593	14,876,689	7,784,508	(48)%

Total Department Summary



Non-Departmental General Fund

Fiscal Year 2020/21 Budget by Category



Budget Highlights

- ◆ The Non-Departmental program is used to budget for those items that are not directly associated with any one department or operating budget.
- ◆ Operating costs include \$778,070 for general property and liability insurance for all General Fund programs, which represents a 37% decrease from the 2019/20 budget. The method to distribute charges for insurance has been changed reflecting decreased insurance charges across all operating funds.
- ◆ Interfund transfers for fiscal year 2020/21 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of \$2,309,490. This is a 14% increase in funding from fiscal year 2019/20 due to tax valuation increases projected.
- ◆ Interfund transfers also include transfers to the Capital Improvement Fund which are budgeted at \$4,240,000 in fiscal year 2019/20 to fund ongoing maintenance projects at current general government facilities. This reflects a 43% decrease from the fiscal year 2019/20 amended budget.

Non-Departmental Central Insurance Fund

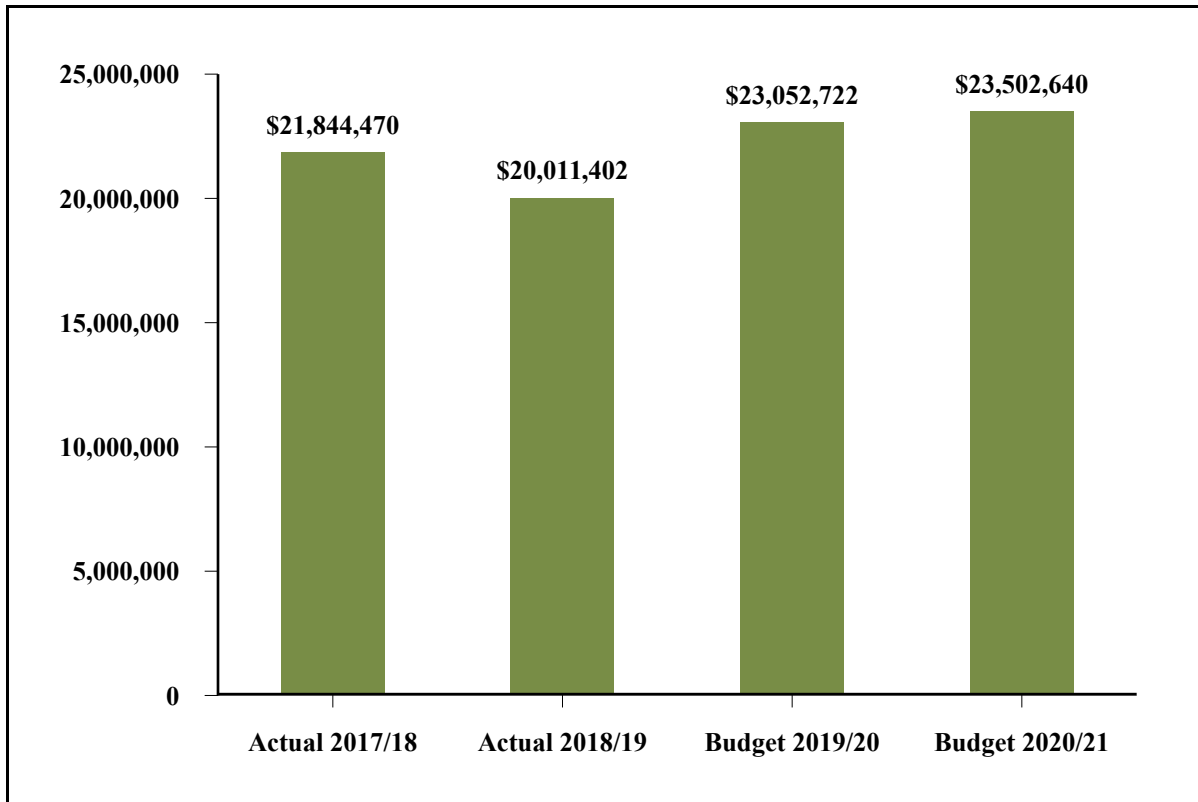
Program Description

This program accounts for health, liability, life insurance and workers' compensation expenditures for all City employees.

Budget Summary

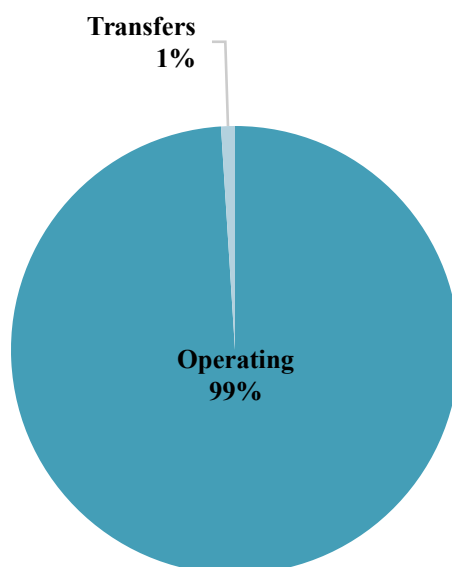
	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Operating	21,841,093	20,006,163	22,922,575	23,350,180	2%
Transfers	3,377	5,239	130,147	152,460	17%
Total Central Insurance Fund	21,844,470	20,011,402	23,052,722	23,502,640	2%

Total Department Summary



Non-Departmental Central Insurance Fund

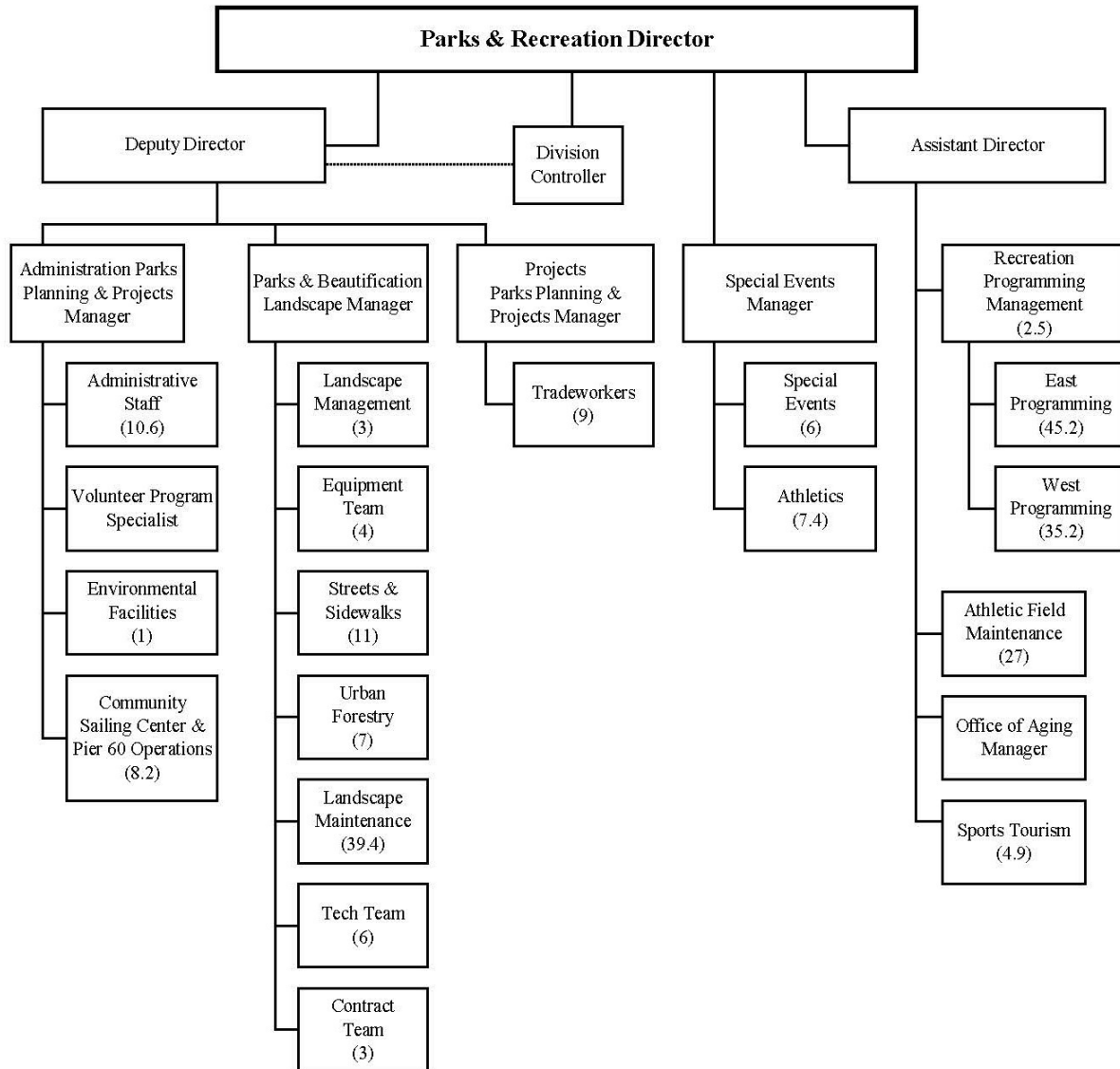
Fiscal Year 2020/21 Budget by Category



Budget Highlights

- ◆ The Central Insurance Fund Non-Departmental program is an internal service operation primarily managed by the Finance and Human Resources Departments. All anticipated costs are charged to City Departments through interfund charges to the department operating budgets based upon personnel and performance indicators.
- ◆ Worker's compensation costs for administration and claims are estimated at \$2.2 million city wide for fiscal year 2020/21. These costs are distributed across all operating funds based upon employee count and claims experience, less an offset for investment earnings.
- ◆ Property and liability insurance costs for administration and claims estimated at \$2.9 million city wide for fiscal year 2020/21. These costs are distributed across all operating funds based upon employee count, vehicles, and claims experience, less an offset for investment earnings.
- ◆ The budget for employee medical insurance is based upon the employee selection of employee only, employee plus one dependent, family coverage, etc. during the most recent annual benefit enrollment period.
- ◆ The total estimated cost for medical insurance paid by the City in fiscal year 2020/21 is budgeted at \$17.8 million in the Central Insurance Fund. Although the cost for medical insurance is budgeted across operating departments at no contract increase for Fiscal 2020/21, the medical insurance budget in the Central Insurance Fund is estimated at a 2.5% increase. Approximately \$1.7 million is also budgeted separately for the cost of the Employee Health Clinic.
- ◆ Transfers to the Capital fund are budgeted at \$125,000 to fund a portion of the Right of Way/ Tree Management program.

Parks and Recreation



Parks and Recreation (General Fund) – 232.4 FTEs
Parks and Recreation (Special Program Fund) – 8.0 FTEs
FTEs Total Parks and Recreation – 240.4 FTEs

Department Objective

The objective of the Parks and Recreation Department is to foster a healthy, vibrant and livable community in which we achieve economic, social and environmental sustainability through parks and recreation activities to the residents and visitors of the City of Clearwater. To achieve this objective, the department is divided into Administration, Recreation Programming, Parks and Beautification and Streets and Sidewalks.

The Parks and Recreation Department supports the City Council’s Strategic Direction of facilitating development of the economy and providing cost effective municipal services and infrastructure by providing support of the following specific categories: Diversify the Economic Base, Develop and Promote Our brand, Foster Community Engagement, Efficiency and Quality.

Summary of Services Provided

Administration

The objective of the Administration Division is to provide support to all programs within the Parks & Recreation department. This division is responsible for all administrative duties for the entire department, including management, accounting, budget, payroll, personnel, community engagement, contract management and grant management, as well as various special programs including Older Adult Programs, Environmental Lands Division, Volunteers and Special Events.

To further the City Council’s Strategic Direction of facilitating development of the economy, the Administration Division promotes the City’s brand by promoting the offerings of community amenities, fosters community engagement, and coordinating city community events. To further the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure, the Administration Division ensures efficiency through optimizing use of employees, assets and resources in Parks and Recreation and coordinating over 60 public-private partnerships to ensure effective delivery of services; ensures quality through continuously measuring and improving performance; promotes financial responsibility by setting department priorities that align with the Strategic Direction, evaluating additional funding options and ensuring responsible financial management.

Recreation Programming

The objective of the Recreation Programming division is to provide a diverse collection of recreational activities to the residents and visitors to Clearwater. Recreation Programming activities include the coordination of sports tourism activities, athletic leagues and tournaments, individual sports, aquatics, general recreation, social recreation, older adult activities, special events, environmental education, youth development, citywide wellness at City facilities and recreation centers. A strong volunteer program, grants, sponsorship recruitment, donations and the collection of user fees to defray operating costs and help to enhance operations.

To further the City Council’s Strategic Direction of facilitating development of the economy, the Recreation Programming Division diversifies the economic base of the City by implementing the City’s sports tourism initiative; promotes the City’s brand by promoting the offerings of community amenities; fosters community engagement by implementing the City’s efforts to support the Pinellas County Healthy Communities initiative and producing community events. To further the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure, the Recreation Programming Division promotes efficiency by ensuring the optimal use of employees, assets and resources in the Recreation Programming Division and coordinates public-private partnerships to ensure effective delivery of services.

Summary of Services Provided Continued

Parks and Beautification

The objective of the Parks and Beautification division is to provide general maintenance, enhancement and development of City owned properties. This includes functions such as routine grounds and tree maintenance of properties, including certain rights of ways and medians, design and installation of landscape projects; installation, inspection and maintenance of irrigation systems; inspection and maintenance of all outdoor amenities such as playground equipment, fitness courses, basketball courts, tennis courts, signage, bleachers and other site amenities; maintenance of athletic, sports complexes and Spectrum Field, spring training home for the Philadelphia Phillies. In addition, this division coordinates the implementation of the capital improvement program.

To further the City Council's Strategic Direction of facilitating development of the economy, the Parks and Beautification Division assists in diversifying the economic base by fulfilling Beach by Design by maintaining and enhancing beach infrastructure and supporting the City's sports tourism initiative through maintenance. To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Parks and Beautification Division ensures efficiency through optimizing the use of employees, assets and resources in the Parks and Beautification Division, and coordinating public-private partnerships to ensure effective delivery of services; ensures quality by proactively maintaining and reinvesting in the City's infrastructure.

Streets and Sidewalks

The objective of the Streets and Sidewalks division is to provide for the maintenance and repair of the City's 305 miles of paved streets, and for the replacement and construction of sidewalks, curbs, and gutters, to ensure safe and well-maintained right-of-ways for the citizens and visitors of Clearwater.

To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Streets and Sidewalks Division ensures efficiency through the optimal use of employees, assets and resources in the Division and ensure quality by proactively maintaining and reinvesting in the City's infrastructure.

Sailing Center Operations

The Clearwater Community Sailing Association Center on Sand Key takes advantage of the waterfront property owned by the City and fills a void in the area for an upscale sailing facility. The center opened in November of 1991 and serves the sailing community of Clearwater and the surrounding areas. The center provides beginning and intermediate sailing classes, as well as, the sailability program that provides sailing classes and regattas for those with physical challenges. The center also has watercolor classes, yoga classes and has a multipurpose room for events, meetings, receptions and weddings. The Sailing Center received an upgrade in 2009 to include two open air decks and an additional office for a total of 3,088 sf. The facility is now managed by a 501(c) (3) organization..

Pier 60 Operations

Pier 60 is a City owned fishing pier and fills a void in the community by providing a fishing facility in the area. The pier was rebuilt in 1994 at a cost of over \$2.2 million with a bait house and six covered pavilions. It has a bait and gift shop, restrooms, and up to date tide and weather information. All wood railings on the Pier were replaced with plastic recycled lumber as part of a Pier renovation project in 2013. Renovations to the gift shop and covered shelters occurred in 2018.

Parks and Recreation

Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Fund					
Administration	3,693,318	3,961,250	3,926,030	3,906,572	— %
Recreation Programming	7,505,134	8,492,967	8,933,280	9,078,132	2 %
Parks and Beautification	15,545,538	14,546,646	15,428,750	15,852,571	3 %
Streets and Sidewalks	906,240	919,735	960,110	1,018,612	6 %
Harborview Center	9,766	7,817	—	—	n/a
Pier 60	1,101,921	1,255,460	1,068,990	1,239,511	16 %
Sailing Center	32,172	34,798	45,830	41,590	(9)%
Subtotal - General Fund	<u>28,794,089</u>	<u>29,218,674</u>	<u>30,362,990</u>	<u>31,136,988</u>	<u>3 %</u>
Parking Fund					
Beach Guards	848,849	960,385	980,200	—	(100)%
Total Parks and Recreation	<u>29,642,938</u>	<u>30,179,059</u>	<u>31,343,190</u>	<u>31,136,988</u>	<u>(1)%</u>

Full Time Equivalent Positions

General Fund

Administration	26.4	26.5	28.5	28.5	0.0
Recreation Programming	85.8	85.8	84.8	84.3	(0.5)
Parks and Beautification	100.4	101.4	100.4	100.4	0.0
Streets and Sidewalks	11.0	11.0	11.0	11.0	0.0
Pier 60	9.8	8.2	8.2	8.2	0.0
Subtotal - General Fund	<u>233.4</u>	<u>232.9</u>	<u>232.9</u>	<u>232.4</u>	<u>(0.5)</u>

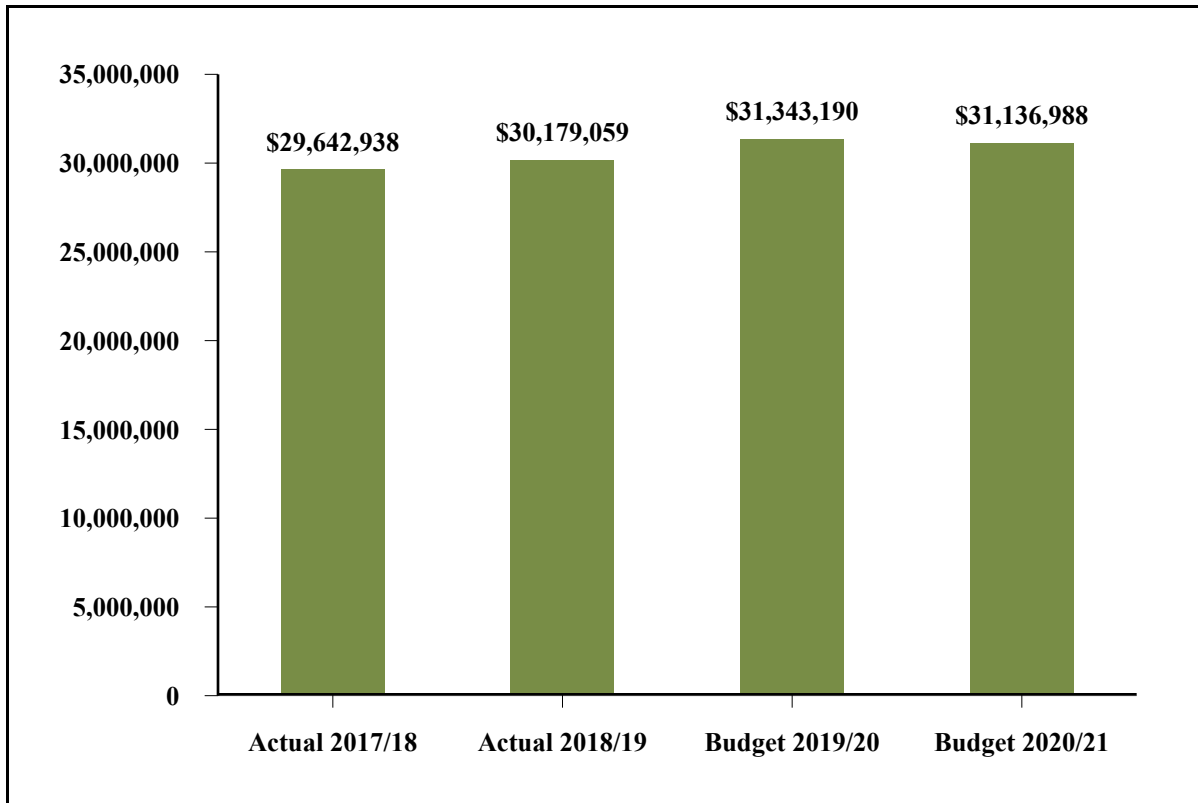
Parking Fund

Beach Guards	16.9	16.9	16.9	—	(100)%
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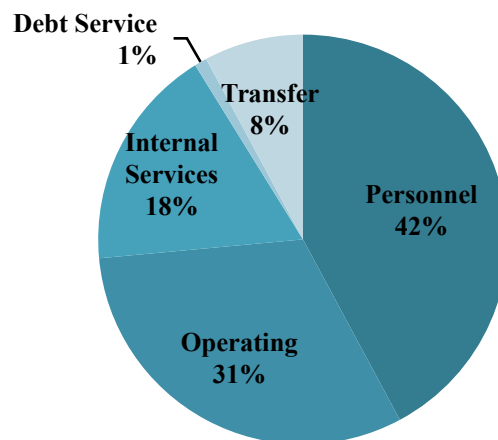
Special Program Fund

	8.0	8.0	8.0	8.0	0.0
Total Parks and Recreation FTEs	<u>258.3</u>	<u>257.8</u>	<u>257.8</u>	<u>240.4</u>	<u>(1.5)</u>

Department Total Summary



Fiscal Year 2020/21 Budget by Category



General Fund

Parks & Recreation Budget Highlights

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 232.4 full time equivalent positions, a decrease of 0.5 FTE from the 2019/20 budget. In fiscal year 2020/21, the Health and Well Being Specialist is being transferred to the Human Resources Employee Benefits program.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. The following contributions are budgeted in fiscal year 2020/21: \$400,000 to Ruth Eckerd Hall, Inc. (REH); \$19,400 for the Clearwater Community Chorus at REH, and \$12,000 for Clearwater for Youth scholarships. The budget for event related cash contributions includes the following: \$75,000 for Jazz Holiday, \$2,500 for Veterans Day; \$2,500 for Memorial Day, and \$4,750 for the MLK March and Rally.
- ◆ Operating expenditures include landscape and tree trimming contracts for all City properties, including medians and right-of-ways, estimated at \$857,880. This category also includes the budget of \$525,000 for inventory for resale items at Pier 60.
- ◆ Debt service expenditures are estimated at \$165,180 for fiscal year 2020/21. This is for the short-term debt payments on additional vehicles and equipment.
- ◆ Transfers of \$70,000 to the special events program include \$40,000 for Clearwater Celebrates America and \$30,000 for the Sea Blues Festival.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$2,325,000 in fiscal year 2020/21. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities.
- ◆ The Clearwater Community Sailing Association, a 501C3 corporation, manages the Sailing Center. The budget represents the portion of the facility utility charges and maintenance services that the City continues to pay under the agreement.
- ◆ There are no other significant changes to Parks and Recreation General Fund programs; the budget for this department reflects an increase of 3% from the amended 2019/20 budget.

Parking Fund

Beach Guard Budget Highlights

- ◆ Effective with the fiscal year 2020/21 budget, the operations of the Beach Guard Program are being managed by the Fire Department.

Administration Cost Center Descriptions

Administration

This program provides for overall administration support for the entire parks and recreation department. Responsibilities include: payroll processing; purchasing; capital and operating budget preparation and monitoring; personnel processing; cash handling; impact fee administration; agreement and records management; grant submission and monitoring; and development and implementation of strategic plans, master plans, and business plans. This program includes some major costs for the entire department such as the \$419,400 contribution to Ruth Eckerd Hall.

Program Expenditures: \$2,168,398

Program FTEs: 15.6

Special Events

This program provides staff and resources to facilitate, support, plan, manage, equip, and conduct special events and activities that appeal to both citizens and visitors to the city. Events and activities are typically of a large scale and require expertise in event management, venue preparation, logistics, sound and lighting, food and beverage operations, equipment inventory, equipment storage and maintenance, and entertainment contracts. This section also provides limited services to other City Departments and Community Groups for their special event needs. Staff manages the Special Events Application process which monitored and processed over 300 events during the past year.

Program Expenditures: \$1,109,268

Program FTEs: 6.0(General Fund)

Program FTEs: 1.0 (Special Program Fund)

Volunteer Program

This program is responsible for recruiting volunteer groups and individuals to support the various functions of the Parks and Recreation Department. Some of the work performed by volunteers include park clean up, special event assistance, custodial work, recreation center monitoring, program assistance, and etc. There were over 50,000 hours donated by volunteers in FY 2018/19, representing a savings to the City of over \$1,207,000.

Program Expenditures: \$71,536

Program FTEs: 1.0

Office of Aging

This program focuses on the needs of the older adult population and those who are approaching older adult status. It provides a city wide focus on senior services and programs and works to develop partnerships with agencies both public and private to meet the needs of the seniors. This office is located at the Long Center and offers oversight to the Aging Well Center which is also located there.

Program Expenditures: \$135,822

Program FTEs: 1.0

Sports Tourism

This program provides staff and resources to facilitate, support, plan, manage, equip, and conduct Sports Tourism events and activities that appeal to both citizens and visitors to the city. These include events in softball, lacrosse, swimming, baseball and soccer.

Program Expenditures: \$421,548

Program FTEs: 4.9

Recreation Programming Cost Center Descriptions

Recreational Programming Administration

This program provides the supervision and administration to oversee the recreation programming section which encompasses all of the recreation centers, pools, day camps, athletic leagues, and wellness initiatives aimed at improving the health of City employees and the public. They make certain that all city rules and regulations are followed as they meet the various recreational needs of the citizens and employees of the City of Clearwater. Some of the responsibilities include support in the way of recruitment; employment; evaluation; training; management; revenue generation; reporting systems design, monitoring and data evaluation; report and presentation development; public relations and marketing; liaison with co-sponsor groups; and customer service.

Program Expenditures: \$1,749,177

Program FTEs: 2.5

Moccasin Lake Environmental Education Center

This program provides for supervision and programming of Moccasin Lake Park as well as general oversight and master planning for other environmental parks and environmentally sensitive properties within the city. At Moccasin Lake Park, visitors get to experience a small piece of Florida's natural history in this 51 acre natural retreat. This park includes over one mile of nature trails, visitor center, a classroom, a large outdoor education center and restrooms. This park is truly one of the City's treasures, which provides a variety of programs and activities throughout the year.

Program Expenditures: \$154,027

Program FTEs: 1.0

Henry L. McMullen Tennis Complex

This program provides staff and resources necessary to offer a wide range of services and programs at this national award winning facility. The complex features 23 lighted tennis courts which include seven hard courts, sixteen clay courts, a lighted practice wall, a locker room, vending machine, and picnic area. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

Program Expenditures: \$377,623

Program FTEs: 4.4

Morningside Recreation & Aquatics Center

This program provides staff and resources to supervise and program the Morningside pool and recreation center. They provide recreation activities such as sports, games, crafts, rentals, special activities and supervision for the fitness room. The recreation center consists of a fitness center, gymnasium, meeting rooms and a classroom space. There are also outdoor lighted basketball courts, a playground, picnic shelter, tennis courts and an aquatics center consisting of three pools (jr. Olympic-size pool, training pool, and children's pool). The pool is opened traditionally during the summer hours however with the recent installation of a gas heater it can now be used year round for open swim, swim lessons, special activities, rentals and fitness swimming. The aquatics center comes with added amenities including umbrellas, lounge chairs and cabana changing rooms.

Program Expenditures: \$788,856

Program FTEs: 12.1

Ross Norton Recreation and Aquatics Complex

This program provides staff and resources to supervise and program the Ross Norton Recreation Center, Aquatics Complex and Summer Day Camp programs. They provide recreational activities such as sports, games, crafts, rentals, special activities, teen programming in the teen room, and supervision of the Fitness room and City Skate Park. Space is available for community meetings and rentals. The aquatics portion of the facility is open only during the summer season and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. The pool includes an interactive water playground, large water slide in addition to the eight lane 50-yard pool with diving well. Summer is the busiest time of the year for the complex as a summer day camp is provided at the center as well as teen day camp, and skate park day camp.

Program Expenditures: \$855,480

Program FTEs: 10.1 (General Fund)

Program FTEs: 4.0 (Special Program Fund)

Leased Facilities – Kings Highway Center, Wood Valley Center, Lawnbowls Complex, Shuffleboard Complex, and Horseshoe Club

This program provides minimal support to the various organizations that have leases with the city to provide recreational and educational programs housed in city owned facilities. This primarily includes building and maintenance support for Life Force at Kings Highway; and Boys and Girls Club at Wood Valley. The Shuffleboard Club at Shuffleboard Complex, Lawnbowls Club at Lawnbowls Complex, and Horseshoe Club at Ed Wright Park receive no financial support from the City. These programs are managed by the Recreation Administrative Section.

Program Expenditures: \$79,560

Program FTEs: 0.0

North Greenwood Recreation and Aquatic Center

This program provides staff and resources to supervise and program the North Greenwood complex which houses the Ray E. Green Aquatics Center and the Dr. Joseph L. Carwise Recreation Center. The 2020/21 budget reflects community partnerships with Clearwater Neighborhood Family Center, Youth Development Initiatives and Neighborhood Care Network to provide services and programs. The recreation center offers a spacious double gymnasium with bleacher seating, an extensive fitness center, a teen lounge and two multi-purpose rooms. The Center provides recreational activities such as sports, games,

crafts, rentals, special activities, teen programming in the teen room, and supervision of the Fitness room. The aquatics portion of the facility is open only during the summer season and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. The pool includes a five lane, 25-yard lap pool with a one meter diving board; a 20-foot high 140-foot long Tube Slide; and Activity Pool. The Activity pool, for small children ages eight and under, features water sprays and a water slide. Summer is the busiest time of the year for the complex as a summer day camp at the center as well as the teen day camp is provided by our partners. Many of the campers have scholarships to attend as no child is turned away from a safe summer alternative.

Program Expenditures: \$902,156

Program FTEs: 12.2 (General Fund)

Program FTEs: 3.0 (Special Program Fund)

The Long Center

This program provides staff and resources to supervise and program the Long Center which houses the Roz & Dan Doyle Center for Aquatics, Carlisle Courts and Gymnasium and the Aging Well Center. The Long Center offers a 2,750 sq. ft. fitness center designed for users of all abilities; three full size indoor basketball courts; three multi-purpose rooms; an indoor Olympic sized pool; and therapeutic pool. Outside there is parking, open playfields and the Sunshine Limitless Playground. Also, the Long Center is the terminus of the Ream Wilson Recreation Trail. The Long Center provides recreational activities such as sports, games, crafts, rentals, special activities, and supervision of the Fitness room. The aquatics portion of the facility is open year round and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. Summer is the busiest time of the year for the complex as a summer day camp is provided at the center for elementary age children and middle school teens. Many of the campers have scholarships to attend as no child is turned away from a safe summer alternative. The Long Center is the flagship of all the city recreation centers and provides the most comprehensive programming and longest open hours of any of the recreation centers. There is a strong partnership with ARC, Clearwater for Youth, Florida Sports Foundation, and the Long Center Foundation which are also housed at the Center. The vibrant Aging Well Center is also a part of the Long Center family of services.

Program Expenditures: \$2,455,566

Program FTEs: 23.9

Countryside Recreation Center

This program provides staff and resources to supervise and program the Countryside Recreation Center and Summer Day Camp programs. They provide recreational activities such as sports, games, crafts, rentals, special activities, and supervision of the fitness room. Facilities include a fitness center, gymnasium, three meeting rooms, and two large classrooms. Outdoors there are lighted basketball courts, a playground, a picnic area, and a fitness court. Summer is the busiest time of the year for the complex as a summer day camp is provided at the center. Countryside Recreation Center is one of the most heavily used and programmed recreation facilities in the City.

Program Expenditures: \$700,725

Program FTEs: 9.2

Clearwater Beach Recreation and Aquatic Center

This program provides staff and resources to supervise and program the Clearwater Beach Recreation and Aquatics Center. The beach center features a fitness center, meeting room, and social hall with 3,165 square feet of rental space, serving kitchen, waterfront views and outdoor deck. The Clearwater Beach Library is also located at this facility as well as three lighted tennis courts, lighted basketball court, a boat launch, and a beautifully landscaped passive waterfront park perfect for fishing and picnics. The center and pool is in close proximity to McKay Park which has a playground bocce ball courts and open field area. This center is a popular place for wedding receptions. The aquatics portion of the facility is open only during the summer season and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. There are shade umbrellas, lounge chairs, slide and tables for patron comfort. Lockers and shower areas are also provided.

Program Expenditures: \$493,751

Program FTEs: 5.9

Athletics

This program provides staff and resources necessary to offer a wide range of sports leagues, tournaments, sports camps, and instructional programs for adults and youth. The athletics program also provides for management of Umpires and Officials for various sports. The city is a leader in providing education to volunteers and co-sponsor coaches through the National Alliance for Youth Sports (NAYS) so that the youth can have a positive sporting experience. This program is responsible for field scheduling and working closely with the maintenance side of the organization. They manage relationships and agreements with over 11 volunteer co-sponsor groups from Little League Baseball to competitive swimming and soccer. This program is one of the largest participation and revenue generating operations within the recreation system.

Program Expenditures: \$521,211

Program FTEs: 3.0

Parks & Beautification Cost Center Descriptions

Landscape Administration

This program provides the onsite supervision and administration to oversee the Landscape Services section of the Parks and Beautification Division which is divided into three geographical districts including the beach, north and south. A major portion of this cost center's budget includes support costs for the entire Parks and Beautification Division including funding for CIP maintenance projects which are vital in keeping the City's infrastructure in safe operating condition. Some of the staff's responsibilities include support in the way of recruitment, employment, evaluation, training, scheduling, management, monitoring and data evaluation, report and presentation development, public relations and marketing, a liaison with adopt a park groups, and customer service.

Program Expenditures: \$3,299,521

Program FTEs: 4.0

Beach Teams

This program provides staff and resources to maintain Clearwater Beach. Included in this maintenance effort is Beach by Design. Maintenance activities include daily beach raking, cleaning of Pier 60 Park and cleaning of Beach Walk. Also included are normal landscape maintenance activities on all public grounds and parks owned by the city in these particular areas including mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by City code.

Program Expenditures: \$1,506,665

Program FTEs: 18.4

North Team

This program provides staff and resources to maintain all parks and public grounds north of Cleveland Street to Curlew Road. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by city code.

Program Expenditures: \$1,033,854

Program FTEs: 12.0

South Team

This program provides staff and resources to maintain all parks and public grounds south of Cleveland Street to Belleair Road including the Downtown district and Crest Lake Park. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by City code.

Program Expenditures: \$692,025

Program FTEs: 9.0

Irrigation and Spray Team

This program provides staff and resources to manage the pesticide, fertilization, herbicide and irrigation programs for all parks and public grounds in the city. These crews apply pesticides, herbicides and fertilizers as needed to the various parks and public facilities to keep healthy turf and landscape areas. In addition they provide specialized irrigation maintenance to the thousands of irrigation heads and systems throughout the city.

Program Expenditures: \$562,063

Program FTEs: 6.0

Contract Team

This program provides staff and resources to manage properties that are maintained through various landscape maintenance contracts. Staff manages the contracts with private companies through constant inspections. Most of the current contracts are for all public properties that are not parks (i.e. right-of-way's, medians, public buildings, etc). This budget includes the cost of these contracts as well as personnel to manage and maintain the contracts.

Program Expenditures: \$1,058,829

Program FTEs: 3.0

Turf Team

This program provides staffing and resources to mow large areas of turf with turf mowers assisting the smaller mowers at each ball field site. Turf grass must be maintained at a consistent but short height in order to promote health and provide a safe playing surface for participants. This team provides maintenance at sites where there is no onsite personnel.

Program Expenditures: \$435,260

Program FTEs: 6.0

Athletic Field Maintenance Administration

This program provides the onsite supervision and administration to oversee the Athletic Fields and Equipment Maintenance Services. Athletic Fields are divided into five maintenance teams including the following: Turf Team; Carpenter, Joe DiMaggio and Spectrum Team; EC Moore Team; Countryside Team; and the Sid Lickton and Nortack Team, which includes Jack Russell Stadium. Some of the responsibilities include support in the way of recruitment, employment, evaluation, training, scheduling, management, monitoring and data evaluation, report and presentation development, public relations, and liaison with Recreation Programming staff regarding scheduling of ball fields, and customer service. The Philadelphia Phillies helps coordinate maintenance issues at Carpenter and Spectrum Field.

Program Expenditures: \$689,320

Program FTEs: 3.0

Carpenter/Joe DiMaggio/Spectrum Team

This program provides staff and resources to maintain the ball fields and turf grass at Carpenter, Joe DiMaggio and Spectrum Field. While the Phillies do the majority of maintenance at Carpenter and Spectrum Field this team does provide assistance to them according to the agreement between the Phillies and City. The City provides all capital maintenance at Spectrum Field; however the Phillies share in the cost of electricity. Joe DiMaggio currently has two baseball fields, three soccer fields and two football fields that are maintained by this team. Ball field maintenance includes all the disciplines of landscape maintenance such as mowing, edging, weeding, etc, as well as the need to make sure the clay infield, base paths and warning tracks are in safe playing conditions. To properly maintain the clay it needs to be watered, dragged, aerated, raked and lined. This team also maintains the Art Capogna field at Joe DiMaggio, spring home of the Philadelphia Union Soccer Team.

Program Expenditures: \$1,961,512

Program FTEs: 2.0

EC Moore Team

This program provides staff and resources to maintain the nine softball fields and three soccer fields at the Eddie C. Moore Complex. Ball field maintenance includes all the disciplines of landscape maintenance such as mowing, edging, weeding, etc, as well as the need to make sure the clay infield, base paths and warning tracks are in safe playing conditions. To properly maintain the clay it needs to be watered, dragged, aerated, raked and lined. Due to the popularity of softball and soccer, this complex is used seven days a week. This program includes staffing to assist with almost weekly tournaments and 4 nights of league play per week.

Program Expenditures: \$709,563

Program FTEs: 6.0

Countryside Team

This program provides staff and resources to maintain five Little League fields at the Countryside Recreation Complex, four soccer/football fields at the Countryside Sports Complex and two multipurpose practice fields at Countryside High School. Ball field maintenance includes all the disciplines of landscape maintenance such as mowing, edging, weeding, etc, as well as the need to make sure the clay infield, base paths and warning tracks are in safe playing conditions. To properly maintain the clay it needs to be watered, dragged, aerated, raked and lined. Due to the popularity of baseball, soccer and football; these facilities are used year round. The only time the fields are closed is for major maintenance or to give the grass time to grow back in after too much use. These facilities are used primarily by our youth co- sponsor groups.

Program Expenditures: \$265,557

Program FTEs: 2.0

Heavy Equipment Team

This program provides staff and resources to assist the entire Parks and Recreation Department when there is a need for heavy equipment or for moving heavy items associated with special events. This team also assists with clearing the sand on Clearwater Beach and helps with projects involving grading and site work. The Equipment team has slope mowers that are used to mow areas around park lakes and areas not maintained by the Stormwater Division. This team also supports both landscape services and ball fields when needed as well as providing demolition services for small projects.

Program Expenditures: \$762,990

Program FTEs: 4.0

Parks and Recreation

Sid Lickton and Nortack Team

This program provides staff and resources to maintain seven Little League fields at Sid Lickton Complex; two Senior Little League fields at Ross Norton Park, and two regulation baseball fields at Frank Tack Park as well as the Jack Russell Stadium complex. Ball field maintenance includes all the disciplines of landscape maintenance such as mowing, edging, weeding, etc, as well as the need to make sure the clay infield, base paths and warning tracks are in safe playing conditions. To properly maintain the clay, it needs to be watered, dragged, aerated, raked and lined. Due to the popularity of baseball, these facilities are used year round. The only time the fields are closed is for major maintenance or to give the grass time to grow back after too much use. These facilities are used primarily by our youth co-sponsor groups, Clearwater High School, and St. Petersburg College.

Program Expenditures: \$677,966

Program FTEs: 7.0

Custodial Team

This program provides staffing and resources to clean restrooms at un-manned recreation sites primarily at outdoor athletic facilities.

Program Expenditures: \$117,797

Program FTEs: 1.0

Tradesworker Team

This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 26 playgrounds in the city. This team inspects playgrounds weekly and makes repairs and replacements when necessary. This team is responsible for the repair and installation of all park decks, boardwalks and piers, as well as park amenities such as; park benches, bike racks, bleachers, and water fountains. Most of the Tradesworkers in this team have a variety of certifications to assist them in their jobs. This team also maintains the trails throughout the City and life guard stands on Clearwater Beach.

Program Expenditures: \$938,415

Program FTEs: 10.0

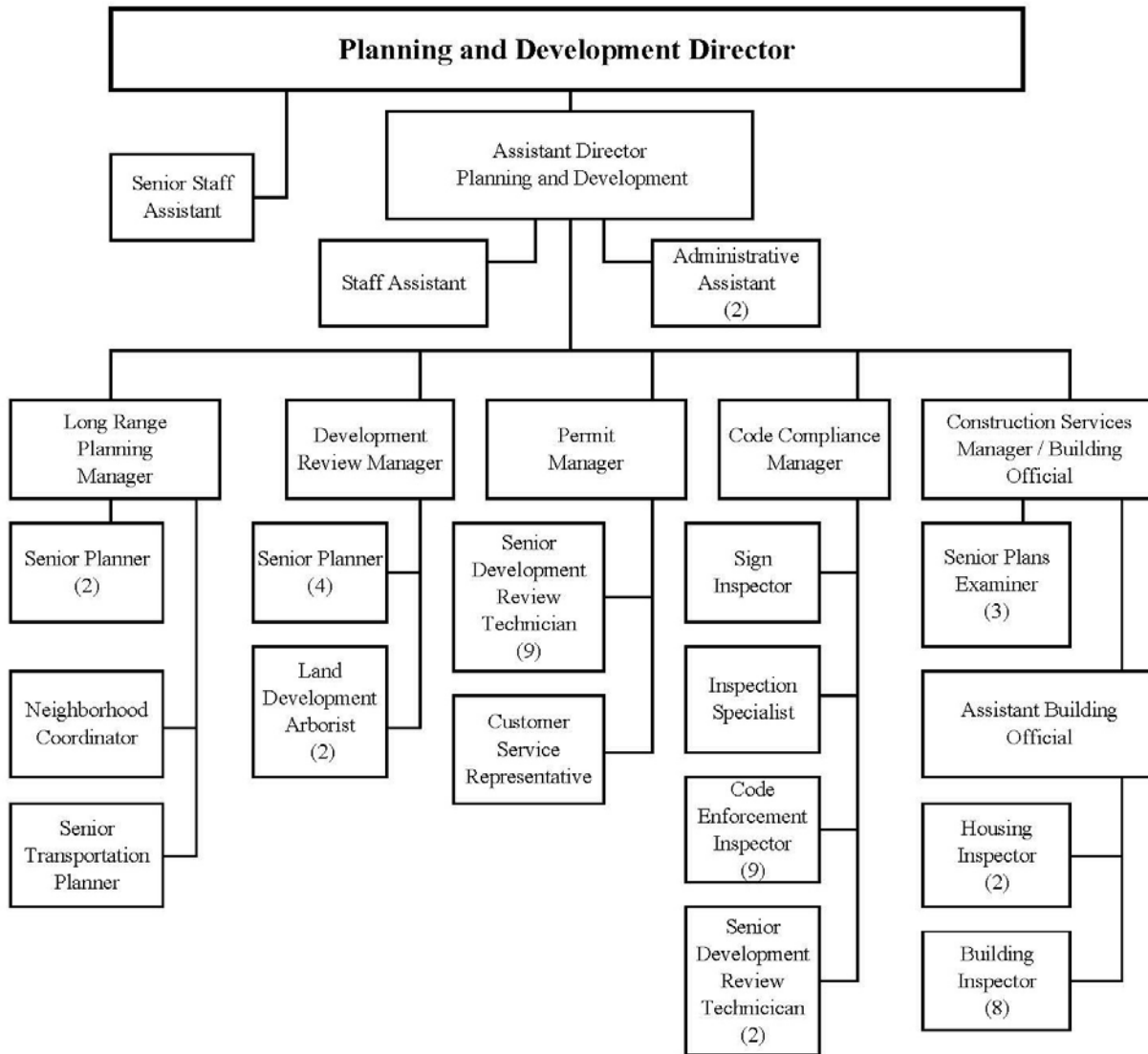
Urban Forestry

This program provides maintenance of trees that create hazards to the public by pruning tree limbs that block street signs, traffic signals, sidewalks, and roadways. It also removes damaged and diseased trees on rights-of-way and City property.

Program Expenditures: \$1,141,234

Program FTEs: 7.0

Planning and Development



Planning & Development – 58.0 FTEs

Department Objective

Planning and Development aligns with the City Council's Strategic Direction of facilitating development of the economy through diversifying the economic base, increasing economic opportunity, and fostering community engagement. These goals are achieved by working with our citizens and business community to plan, build and maintain a vibrant, competitive, and livable Clearwater with an emphasis on professional customer service, education and safety.

Summary of Services Provided

Planning

The Planning program is organized into two operational divisions, Long Range Planning and Development Review.

Long Range Planning Division

The Long Range Planning Division creates and administers the City's long-range planning programs that establish the City's goals for the future and ensures consistency between these long-range goals and City policy and financial decisions. This program focuses on comprehensive planning, redevelopment planning, transportation planning, special area plans/projects and general research. The Division is also responsible for processing amendments to the Community Development Code, as well as requests for annexation, future land use plan amendments, rezonings, and development agreements.

The implementation of these services involves significant community engagement and coordination with other city departments and agencies such as Forward Pinellas, Tampa Bay Regional Planning Council and the Department of Economic Opportunity. Long Range Planning also provides support to the city's many neighborhoods and is responsible for placemaking initiatives.

Current Work Projects

- ◆ Ft. Harrison Complete Streets Plan
- ◆ Placemaking Playbook
- ◆ Development of Community Dashboard
- ◆ Code amendments for the US 19 Zoning District

Development Review Division

The Development Review Division is responsible for assisting residents, businesses owners, and design and construction professionals to comply with the Community Development Code. This is done through customer service at the zoning counter and through the review of development plans at three levels: building permit issuance, Development Review Committee (City staff), and Community Development Board (public hearing board). The Division reviews all applications for development approval, plats, subdivisions, lot divisions, building permits, fences, signs, temporary uses, etc. The Division is also responsible for the review and issuance of tree removal permits, tree protection during construction, landscaping, and site plan compliance after development plan approval which involves on-site inspections.

Current Work Projects

- ◆ Processing applications for Flexible Standard Development, Flexible Development, Sign Permit and Comprehensive Sign Program.
- ◆ Inspecting sites for landscape compliance prior to issuance of a Certificate of Occupancy Permit, and re-inspecting sites for continued compliance.
- ◆ Conducting Site Plan Consultations for US 19 and Downtown projects.
- ◆ Creating one-stop place on website for development review information.

Summary of Services Provided

Construction Services

The Construction Services program is organized into two operational divisions, the Development Service Center and Construction Services. The program is responsible for customer service, permitting, building plan review and inspection services.

Development Service Center

The Development Service Center Division is responsible for all aspects of customer service related to the intake of paper and electronic permit applications and is the first point of contact with the Department. Staff supports the main departmental lobby and phone line and assists customers with application requirements, routes plans for review, performs limited zoning reviews, calculates fees and processes payments. The Development Service Center also assists with the maintenance and retention of permitting records.

Construction Services

The Construction Services Division is responsible for building plan review and building inspection functions including the administration of the locally adopted provisions of the International Property Maintenance Code.

The building plan review function involves the technical review of architectural and engineering plans for the construction of buildings and structures in accordance with the Florida Building Code. The building inspections function ensures that construction is in accordance with the Florida Building Code which includes the building, electrical, plumbing and mechanical trades.

Enforcement of the International Property Maintenance Code focuses on unsafe building and housing conditions with the goals to protect citizens and business owners by ensuring compliance with minimum safety and housing requirements. This function is important to enhance neighborhoods by ensuring the quality of housing and commercial structures, eliminating blighting influences and sustaining property values.

Current Work Projects

- ◆ Implementation of mandatory online permits (previously walk-through permits).
- ◆ Implementation of virtual building inspections.
- ◆ Development of financial analysis to determine appropriate fee reductions for private providers consistent with Florida Statutes.
- ◆ Development of Posting for Website Detailing Construction Services Income vs. Expenditures Consistent with Florida Statutes 553.80.

Code Compliance

The Code Compliance program is tasked with the two functions of attaining compliance with various city codes and administering the City's Business Tax Receipt program

Code Compliance

The Division works to ensure that property owners maintain properties in compliance with community standards established in the Community Development Code and Code of Ordinances. The program is both complaint driven and proactive and focuses on various aspects of property maintenance such as overgrowth, peeling paint, mildew, debris, yard parking, graffiti, etc. and water use restrictions. Eliminating sign blight is also a priority with the goal of enforcing against illegal, non-permitted signage as well as snipe/roadside signage. Neighborhood code sweeps are also incorporated into the program in neighborhoods that could benefit from more focused attention.

The Division strives to achieve voluntary compliance in all program areas through education. Absent voluntary compliance, code inspectors initiate enforcement either through abatement, presentation of cases to the Municipal Code Enforcement Board or to Pinellas County's local ordinance violations (LOV) court.

Current Work Projects

- ◆ Development and Implementation of Lien Amnesty Program
- ◆ Implementation of Civil Citation Process
- ◆ Focused enforcement of short-term rentals

Planning and Development

Summary of Services Provided Continued

Code Compliance (continued)

Business Tax Receipts

The Division is responsible for the issuance of and enforcement of business tax receipts for businesses as provided for by Florida Statutes and required by city ordinance. Annually, there are approximately 10,000 business tax receipts and registrations within the city. In addition to annual renewal periods, the Division conducts sweeps for the purpose of locating and notifying businesses of the need to obtain the proper business tax receipt. The city also has a residential rental compliance ordinance that requires licensing of residential rental units, including single-family residences.

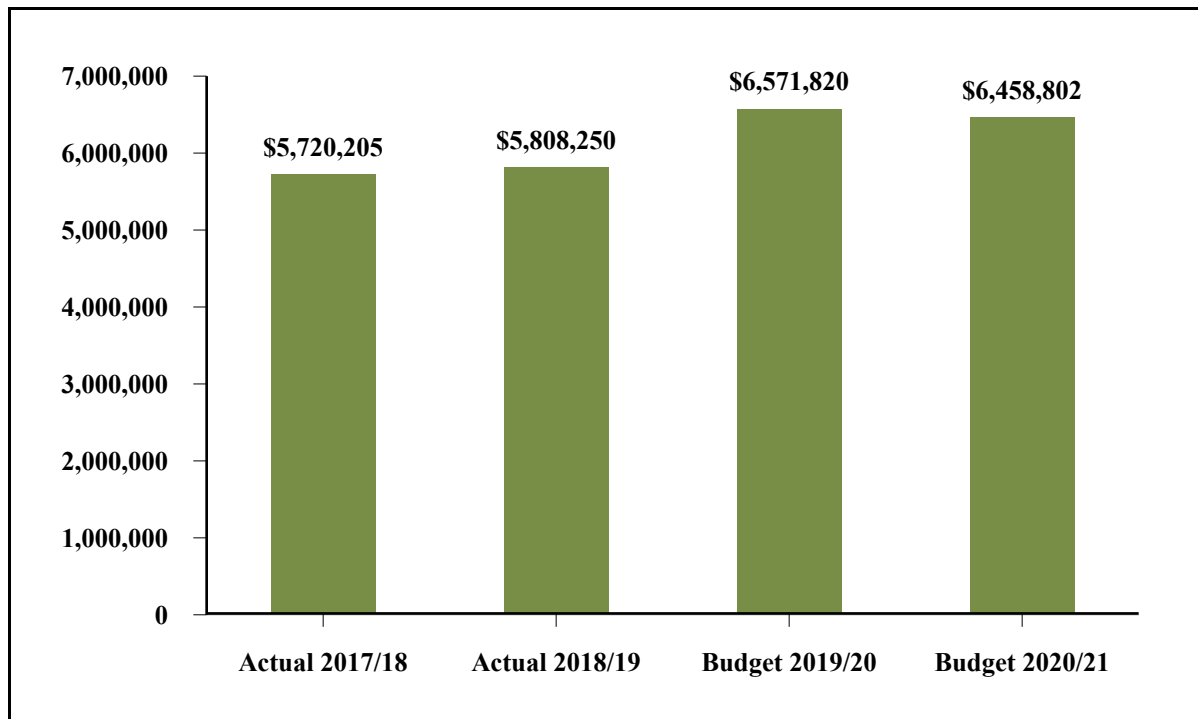
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Planning	1,874,565	1,865,028	2,239,690	1,969,947	(12)%
Construction Services	2,735,628	2,842,221	3,132,540	3,270,721	4 %
Code Compliance	1,110,012	1,101,001	1,199,590	1,218,134	2 %
Total Planning and Development	5,720,205	5,808,250	6,571,820	6,458,802	(2)%

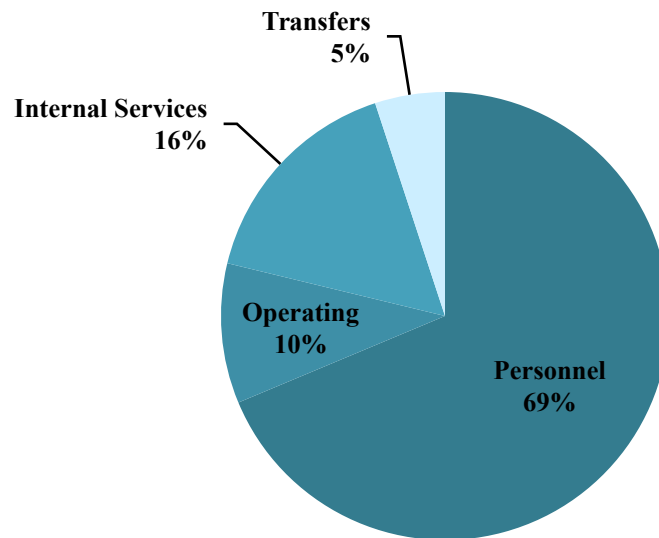
Full Time Equivalent Positions

Planning	18.0	18.0	15.6	15.6	0.0
Construction Services	25.0	25.0	27.4	27.4	0.0
Code Compliance	15.0	15.0	15.0	15.0	0.0
Total Planning and Development	58.0	58.0	58.0	58.0	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
Building Permits			
• Total permits issued by type			
◦ Repair	6,036	6,494	5,368
◦ Roof	1,854	1,983	1,875
◦ New Construction	476	393	429
◦ Sign	130	127	97
◦ Pool	80	71	74
◦ Other	1,853	1,966	1,583
• % of permits issued online	42%	46%	62%
• Total permit revenue	\$3,233,057	\$3,022,655	*\$2,786,809
<u>Objective:</u> to manage the workflow of plans reviews to ensure Clearwater remains a desirable place to do business. *FY2019/20 total permit revenue 10/01/2019-09/01/2020.			

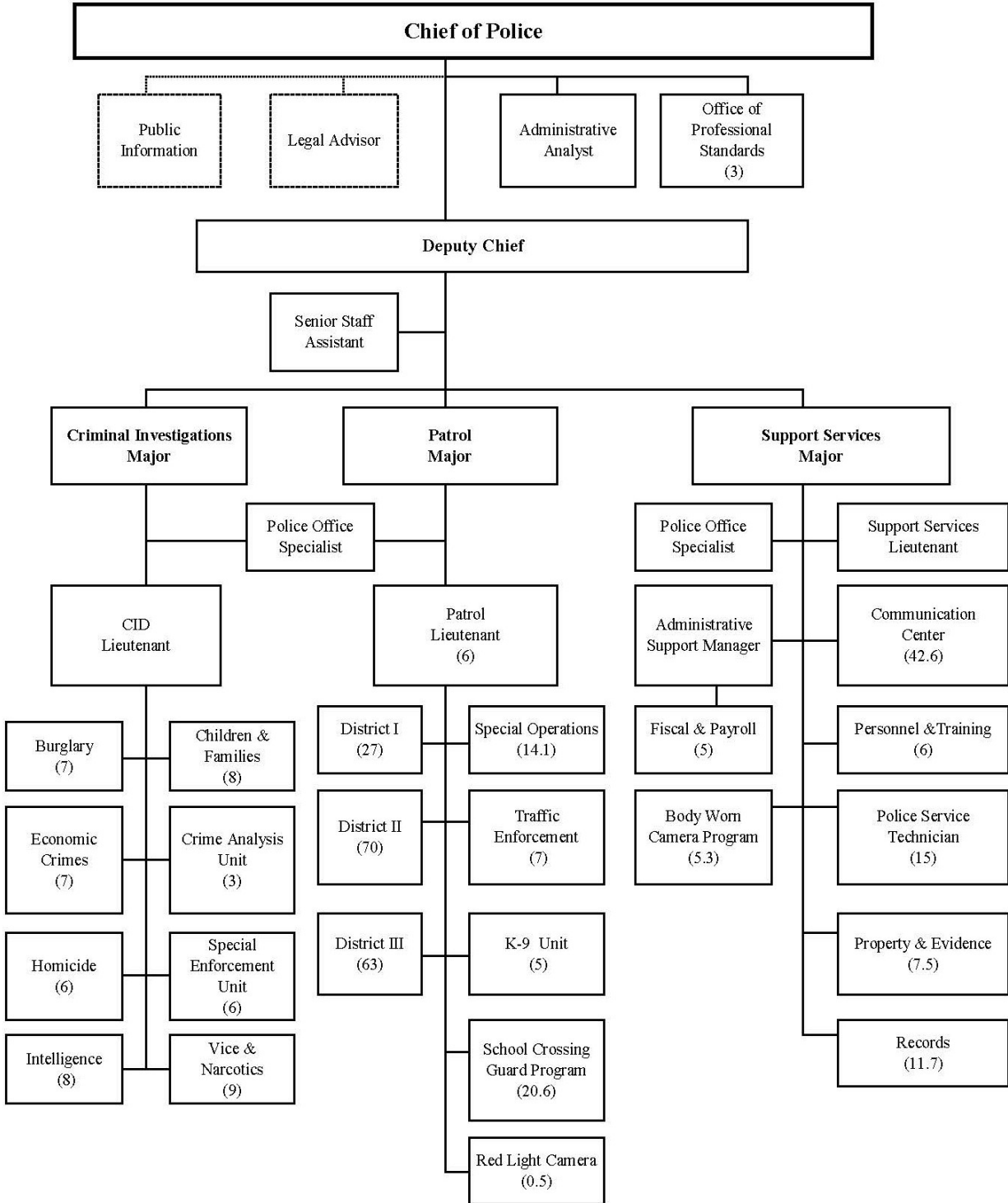
Planning and Development

Key Performance Indicator (continued)	FY 2017/18	FY 2018/19	FY 2019/20
<p><u>Building Inspections by Trade</u></p> <ul style="list-style-type: none"> • Building 14,606 • Electrical 5,660 • Plumbing 3,909 • Gas 695 • Mechanical 4,204 • Other 870 <p>Objective: to provide residential and commercial building construction inspections in accordance with the building code as required by Florida Statutes.</p>	14,606	15,942	12,939
<p><u>Code Cases Initiated by Type</u></p> <ul style="list-style-type: none"> • Community Development Code 2,349 • Public Nuisance 1,762 • Business Code 650 • Water Violations 17 <p>Objective: to improve the aesthetic appearance, safety and quality of structures in the City through effective code enforcement.</p>	2,349	2,432	2,775
<p><u>Job Value of Construction</u></p> <p>Objective: to take a pulse of the construction industry.</p> <p>*FY2019/20 job value of construction 10/01/2019-09/01/2020.</p>	\$468,491,358	270,382,666	*\$334,855,977

Budget Highlights

- ◆ The Planning and Development Department is supported by 58 full time equivalent positions, same level of staffing as the 2019/20 budget. In fiscal year 2019/20, administrative staff in Planning were allocated across all cost centers, there is no change to total FTE count.
- ◆ Operating expenditures include funding of \$300,000 for construction inspection services, \$10,000 for assistance with enforcement of short term rentals; and \$30,000 for lot mowing for vacant and/or overgrown properties throughout the City; and \$100,000 to fund the neighborhood program including neighborhood's day and place making initiatives. These costs represent 59% of the departments operating expenditures.
- ◆ Transfers are budgeted at \$300,000 for fiscal year 2020/21 this will fund a new special program for planning and feasibility studies.
- ◆ There have been no other significant changes in the Planning and Development Department. The budget for this department reflects a 2% decrease from the 2019/20 budget.





Police – (General Fund) – 368.0 FTEs
 Police (Special Program Fund) – 7.3 FTEs
 Total Police – 375.3 FTEs

Department Objective

The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council’s Strategic Direction of providing cost effective municipal services that reinforce the City of Clearwater’s standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 76,022 calls for service, and continually prepares and trains for emergencies and disasters.

Summary of Services Provided

Office of the Chief

The Office of the Chief is responsible for overall administration and leadership of the police department, ensuring the department is aligned with the City Council’s Strategic Direction of providing cost effective municipal police services and police related infrastructure through the optimal use of department resources, continual measurement of quality of services, and fostering community engagement establishing a customer centric organization.

Criminal Investigations

The Criminal Investigations Division is responsible for the supervision and follow-up of both criminal and noncriminal investigations. The personnel of the Criminal Investigations Division proactively seek to achieve the City Council Strategic Direction of reinforcing Clearwater’s standing as a safe community through relentless follow-up, focused investigations, and partnerships with public and private organizations.

Patrol

The Patrol Division is the foundation of the department’s neighborhood policing philosophy, as directed in the City Council’s Strategic Direction, through direct and focused interaction with neighborhood residents and the business community. The Patrol Division is tasked with the optimal deployment of uniform personnel to provide an efficient response to crime and quality of life issues. The Patrol Division creates and sustains public-private partnerships to address crime, quality of life issues and the fear of crime, while providing planning, logistic, and personnel support of community events.

Support Services

The Support Services Division is responsible for furthering the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure by providing the planning and oversight of the Police Department budget and infrastructure components. This Division oversees the support services provided to the other police department Divisions tasked with achieving the City Council’s Strategic Direction of safety, quality and efficiency.

Communications Section

The Communications Section supports the City Council’s Strategic Direction through the optimal use and timely response of employees and resources through the dispatch and coordination of department resources, oversees the Computer Aided Dispatch system that allows for measures of department performance, and is able to operate a reliable, interoperable radio system that allows for an efficient response during a disaster or emergency.

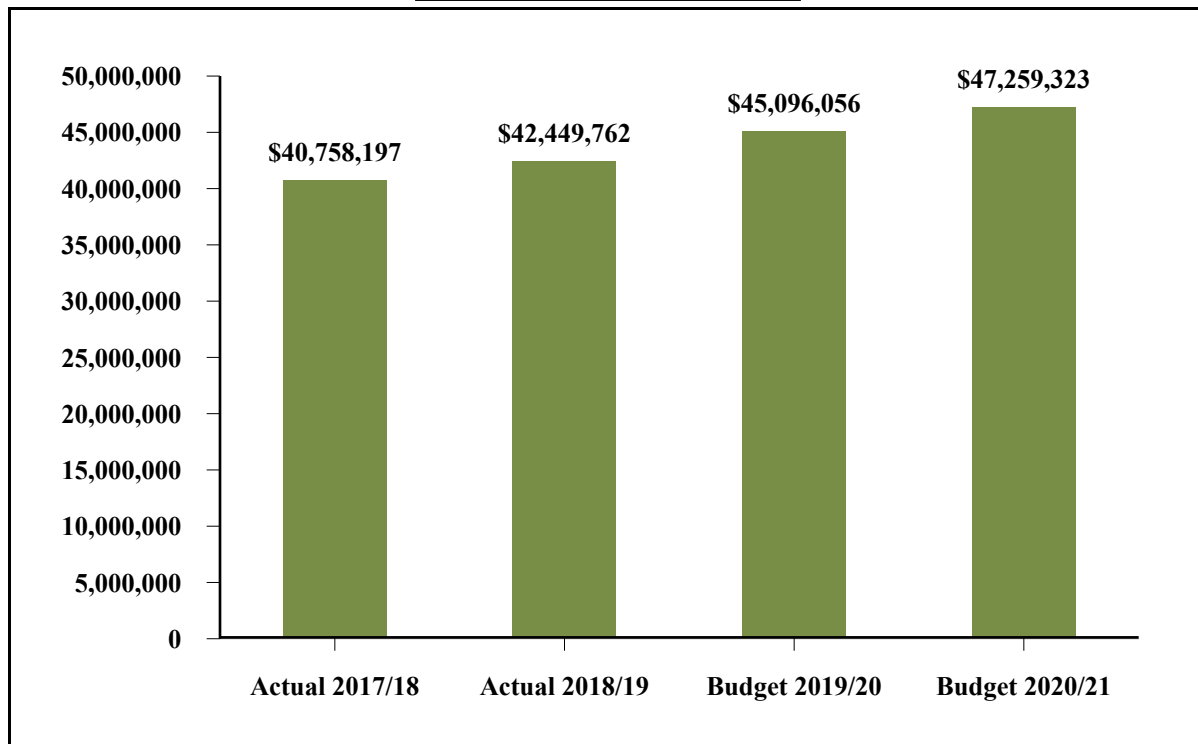
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Office of the Chief	1,015,134	950,280	1,158,070	1,340,247	16 %
Criminal Investigations	6,327,403	6,621,799	7,340,730	7,449,827	1 %
Patrol	22,325,003	22,985,824	23,635,785	26,086,754	10 %
Support Services	7,429,234	8,014,397	8,577,771	9,119,634	6 %
Communications	3,661,423	3,877,462	4,383,700	3,262,861	(26)%
Total Police	40,758,197	42,449,762	45,096,056	47,259,323	5 %

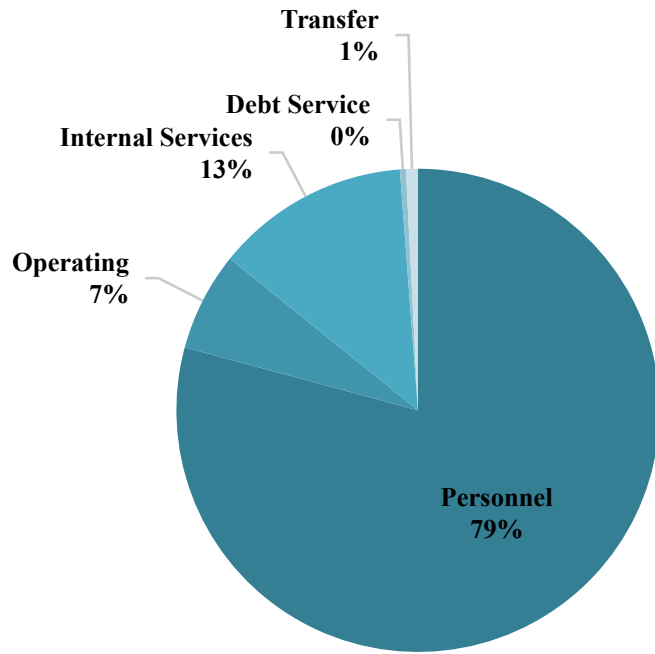
Full Time Equivalent Positions General

Office of the Chief	7.0	8.0	8.0	7.0	(1.0)
Criminal Investigations	63.3	63.3	63.3	57.0	(6.3)
Patrol	202.6	206.9	205.9	207.9	2.0
Support Services	46.2	46.2	48.2	53.5	5.3
Communications	41.6	41.6	41.6	42.6	1.0
Subtotal - General Fund	360.7	366.0	367.0	368.0	1.0
Special Program Fund	9.8	7.3	7.3	7.3	0.0
Total Police FTEs	370.5	373.3	374.3	375.3	1.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<u>Clearance Rate for Violent Crime</u> Percentage of cases where the suspect is either arrested or cleared by other standards.	65.9%	71.5%	61.6%
<u>Clearance Rate for Property Crime</u> Percentage of cases where the suspect is either arrested or cleared by other standards.	26.0%	28.6%	24.6%
<u>Police Response Time</u> Time elapsed between time 9-1-1 call is answered and arrival on scene. Median response time in minutes.	6:00	5:38	5:48
<u>Average Officer Training Hours</u> Objective: to exceed state minimum mandated per officer training hours of 40 hours every four years.	161.5	163.51	80.93

Budget Highlights

- ◆ The Police Department is supported by 374.3 full time equivalent (FTEs) positions, an increase of one FTE from the 2019/20 budget. For fiscal year 2020/21, an additional Police Records Specialist was added to support the new body worn camera program.
- ◆ In the Patrol Division, the 5.8 Officer positions that are assigned to work as School Resource Officers are funded in the Special Program Fund by revenues from the Pinellas County School Board and Florida Contraband Forfeiture revenues.
- ◆ Funding for the Police Supplemental Pension plan of \$1,130,000 is included in the budget for fiscal year 2020/21. This is based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded as both revenues and expenditures for City employer contributions in the General Fund.
- ◆ Personnel costs include funding for a 3% general wage increase and step advancement as approved in the FOP and FOP Supervisors contract. Personnel costs represent approximately 79% of the total Police Department operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$582,070 for the Pinellas County Sheriff's Office contract, \$180,000 for evidence and video system maintenance, \$209,000 for the Taser 7 lease program, and \$226,300 for the Tri-Tech maintenance contract for the Communications Center.
- ◆ Internal service charges are estimated at \$6.1 million for 2020/21 this represents funding for information technology, telecommunications, fleet service charges building and maintenance, and radio communications.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$193,320 for fiscal year 2020/21, the same level of funding as the prior year.
- ◆ Interfund transfers include transfers to the special program fund of \$30,000 to provide funding for police recruitments and \$270,794 to implement the new body worn camera program. Transfers for Police related capital projects are budgeted at \$75,000 for fiscal year 2020/21.
- ◆ There have been no other significant changes in the Police Department budget. The overall amended budget is approximately 5% greater than the 2019/20 amended budget.

Office of the Chief Cost Center Descriptions

Office of the Chief

The Office of the Chief is responsible for the overall administration and leadership of the department. The functions of the office, as performed by the assigned personnel, are the planning, control, policy setting and decision making relative to operational, fiscal, personnel, and community matters, the review and investigation of policy compliance matters, and the release of information to the media.

Program Expenditures: \$860,245

Program FTEs: 4.0

Office of Professional Standards Section

The Office of Professional Standards investigates and handles all complaints filed against Police Department employees in accordance with applicable union agreements and statutes. Additionally, this office is responsible for policy development and implementation and serves as a point of coordination for special projects assigned from the Office of the Chief. The office is also responsible for ensuring and maintaining the department's state accreditation status.

Program Expenditures: \$480,002

Program FTEs: 3.0

Criminal Investigations Cost Center Descriptions

Criminal Investigations Administration

The Criminal Investigations Division Supervision is responsible for the supervision of follow-up investigations of all crimes reported to the Police Department as well as for coordinating undercover investigations of illegal drug activity, prostitution activity, human trafficking and threats of terrorism.

Program Expenditures: \$701,848

Program FTEs: 3.0

Intelligence Unit

The Intelligence Unit, supervised by a Sergeant, is responsible for all criminal intelligence information, extremist and special interest groups, gangs, cults, terrorist/homeland security issues and other related areas. This unit represents the department on the Joint Terrorism Task Force and Regional Domestic Security Task Force. In fiscal 19/20, the Criminal Investigation Division will be tasked with implementing a Real Time Crime Center (RTCC) to improve the Department's response to ongoing and emerging criminal incidents, or other threats to citizen or city employee safety. This unit serves as the department's liaison with local, state, and federal public safety agencies.

Program Expenditures: \$880,722

Program FTEs: 8.0

Homicide Unit

The Homicide Unit is supervised by a Sergeant and is staffed with five Detectives. The Homicide Unit is responsible for the investigation of all homicides, bombings, death investigations, extortions by violence, missing person (adult), suicides, attempted suicides, officer involved shootings and other violent crimes that threaten the wellbeing of the citizens of Clearwater.

Program Expenditures: \$772,893

Program FTEs: 6.0

Burglary/Theft Unit

The Burglary/Theft Unit, supervised by a Sergeant is responsible for the investigation of all burglaries, both commercial and residential, felony thefts, pawnshop follow-ups and other property related cases such as specialized pattern type crimes that affect the tourist population in the city.

Program Expenditures: \$901,259

Program FTEs: 7.0

Crimes Against Children & Families Unit (Juvenile Unit)

The Crimes Against Children & Families Unit is supervised by a Sergeant and is responsible for the investigation of child and elderly abuse/neglect, child pornography, lewd and lascivious, sexual battery and other like crimes including cyber-porn. The unit is also responsible for oversight of the juvenile diversion program and the department's Victim Advocates.

Program Expenditures: \$893,543

Program FTEs: 8.0

Special Enforcement Unit

The Special Enforcement Unit is supervised by a Sergeant and is responsible for follow-up investigations related to crime patterns and managing prevention measures associated with chronic and prolific offenders. This unit represents the department on the Habitual Offender Monitoring and Enforcement (HOME) Task Force.

Program Expenditures: \$729,244

Program FTEs: 6.0

Economic Crimes Unit

The Economic Crimes Unit is supervised by a Sergeant and is responsible for the investigation of check and computer fraud, elderly exploitation, employee thefts, security frauds and other related cases.

Program Expenditures: \$808,991

Program FTEs: 7.0

Vice & Narcotics Unit

The Vice and Narcotics Unit, supervised by a Sergeant, is responsible for all narcotics intelligence information and the investigation of all narcotic, prostitution, gambling and other vice related crimes. This unit works in an undercover capacity.

Program Expenditures: \$1,352,253

Program FTEs: 9.0

Crime Analysis Unit (CAU)

The CAU is primarily responsible for the tracking and analysis of statistical crime data. Detailed reports and bulletins are disseminated to Patrol, detectives and department administrators. A Senior Crime Analyst is the administrator of the CPD secure intranet site.

Program Expenditures: \$247,794

Program FTEs: 3.0

Patrol Cost Center Descriptions

Patrol Administration

Patrol Supervision is responsible for the management of the uniformed patrol operations throughout the city. The uniformed patrol operation is organized into three patrol districts, each commanded by a Lieutenant. In addition, one Lieutenant is in charge of Special Operations, which includes special event planning, school resource officers, and police aides. One Lieutenant serves as a watch commander, overseeing patrol operations during the evening hours.

Program Expenditures: \$4,999,369

Program FTEs: 7.0

District II

Commanded by a Lieutenant, District 2 Patrol personnel are responsible for responding to and handling law enforcement calls for service, performing directed and proactive patrols of problem areas, community engagement activities and general enforcement of local, state and federal laws.

District 2 has a Bike Team, and a Community Problem Response Team that is responsible for addressing crime and quality of life issues in District 2, including responding to calls for service, surveillance, drug buys and arrests, and other proactive enforcement duties. The Bike Team provides security and liaison to homeless support groups and addresses quality of life issues in downtown and within the Community Redevelopment Area.

Program Expenditures: \$7,633,550

Program FTEs: 70.0

District III

Commanded by Lieutenant, District 3 Patrol personnel are responsible for responding to and handling law enforcement calls for service, performing directed and proactive patrols of problem areas, community engagement, and general enforcement of local, state and federal laws.

District 3 has a Community Problem Response Team. These teams are responsible for addressing crime and quality of life issues in their area including responding to calls for service, surveillance, drug buys and arrests, and other proactive enforcement duties.

Program Expenditures: \$7,468,759

Program FTEs: 63.0

District I

Commanded by a Lieutenant, District 1 includes the Clearwater Beach area, as well as responsibility for patrolling the coast waters off Clearwater. Patrol personnel are responsible for responding to and handling law enforcement calls for services, performing directed and proactive patrols of problem areas, community engagement, and general enforcement of local, state and federal laws.

District 1 also has a Community Problem Response Team, which patrols the beachfront areas. This team is responsible for addressing crime and quality of life issues in their area including responding to calls for service, surveillance, drug buys and arrests, and other proactive enforcement duties.

Program Expenditures: \$3,184,112

Program FTEs: 27.0

Traffic Enforcement Unit

The Traffic Enforcement Unit is responsible for the enforcement of all traffic laws and regulations throughout the City. The Traffic Enforcement Team works flexible hours to address traffic issues, conduct

D.U.I. enforcement, traffic accident analysis, hit and run follow-up, and traffic calming. The Unit also manages the Traffic Homicide Program.

Program Expenditures: \$910,549

Program FTEs: 7.0

K-9 Unit

The K-9 Unit is made up of five dog teams, consisting of one Sergeant and four Officers. Unit members are part of the Patrol Division and perform patrol functions in marked patrol vehicles. They have all the duties and responsibilities of any uniformed patrol officer. In addition to patrol functions, they receive extensive training with their K-9 partners to perform a variety of patrol support duties. K-9 teams routinely conduct tracks for fleeing suspects, search buildings, perform security checks on area businesses and conduct security searches on vehicles, residences, buildings, boats and aircraft. The K-9 teams are also used to track and locate missing or endangered children and elderly persons. Specially trained detection dogs also screen special event venues or other locations for explosive devices. The K-9 teams provide an additional level of security for officers conducting high-risk arrests, such as search warrants, wanted suspects and undercover narcotics transactions.

The K-9 Unit conducts regular training as well as a scheduled weekly training at night attended by all members. Teams are certified annually by FDLE in a variety of high-liability exercises.

Program Expenditures: \$733,919

Program FTEs: 5.0

Red Light Camera Program

The Red Light Camera Program is an agreement that the City has in place with RedFlex Traffic Systems. This agreement allowed RedFlex Traffic Systems to install red light cameras at three intersection approaches in the City of Clearwater. Under the terms of the agreement, the City would transfer to RedFlex Traffic Systems a monthly amount per intersection approach and the City would receive revenue from the traffic infractions incurred.

Program Expenditures: \$212,440

Program FTEs: 0.5

Special Operations

Commanded by a Lieutenant, Special Operations is responsible for supervision of several functions and programs including the School Resource Officers, Volunteer Coordinator, Extra Duty Program, Community Liaison Program, Mounted Patrol Unit, Police Aide Program, as well as the supervision of the Reserve and Auxiliary officers. Additionally, the unit is responsible for special events planning and staffing.

There are six (5.8 FTE) School Resource Officers who work at two high schools and two middle schools. These personnel are responsible for responding to calls at the schools, protecting the students and staff at the school from an active assailant, conducting active assailant training and drills for the students and staff, proactive patrol and enforcement, as well as crime prevention and developing positive relationships with staff and students.

CPD utilizes a large number of volunteers who are used for a variety of functions including park patrol, beach areas, traffic control, etc.

Police Aides are utilized to perform patrol related duties that are not required to be done by a police officer including: directing traffic, assisting with disabled vehicles, supporting special events, completing non-criminal police reports, and transporting bulk items.

Program Expenditures: \$377,524

Program FTEs: 7.8 (General Fund)

Program FTEs: 6.3 (Special Program Fund)

School Crossing Guard Program

The School Crossing Guard Program is responsible for the hiring, training, scheduling, and supervision of personnel assigned to perform School Crossing duties at more than 100 crossing posts within the City of Clearwater.

Program Expenditures: \$566,532

Program FTEs: 20.6

Support Services Cost Center Descriptions

Support Services Administration

The Support Services Administration is responsible for the management of the Support Services Division, as well as financial reporting for grants and the preparation of the annual operating budget.

Program Expenditures: \$676,816

Program FTEs: 4.0

Records

The Records Section receives, processes, disseminates and maintains a variety of law enforcement records for the Police Department. The Records Section Manager is responsible for responding to all requests for public records contained within the Police Department to the citizens, law enforcement agencies, news media and other governmental agencies within the guidelines of Florida State Statutes and Public Record Laws.

Program Expenditures: \$641,309

Program FTEs: 11.7

Police Service Technicians

Police Service Technicians are non-sworn, civilian personnel who assist the department by receiving citizen information and reports by telephone and reviewing citizen filed on-line reports. They also support the Traffic Enforcement Team assisting in the investigation of non-criminal auto accidents, recovered property, abandoned vehicles and other non-criminal incidents. In addition, some perform crime scene processing duties.

Program Expenditures: \$1,218,868

Program FTEs: 15.0

General Operations

The General Operations program accounts for expenditures for special events overtime, internal charges, and general office supplies for the department. Also included in this program are expenditures that may benefit the entire department.

Program Expenditures: \$4,662,411

Program FTEs: 0.0

Personnel & Training Unit

The Personnel and Training Unit is responsible for the hiring and training of all Police Department personnel. The unit is responsible for ensuring that all sworn employees receive mandatory training as required by both Florida law and the Florida Department of Law Enforcement. Additionally, the hiring of sworn employees must conform to strict guidelines as set forth by the Florida Department of Law Enforcement.

Program Expenditures: \$1,167,742

Program FTEs: 6.0

Fiscal & Payroll

The Fiscal & Payroll Unit is responsible for the preparation of the bi-weekly payroll for the department, as well as the Extra Duty Program. The unit is also charged with the responsibility of coordinating purchases for the department, paying all bills, and reconciling p-card purchases.

Program Expenditures: \$251,864

Program FTEs: 4.0 (General Fund)

Program FTEs: 1.0 (Special Program Fund)

Property & Evidence Unit

The Property & Evidence Unit provides for storage and retrieval of property & evidence placed into police custody including evidence found property, property for safekeeping, all documents, and bicycles. The unit is also responsible for the oversight of building maintenance and repair for all police facilities.

Program Expenditures: \$335,368

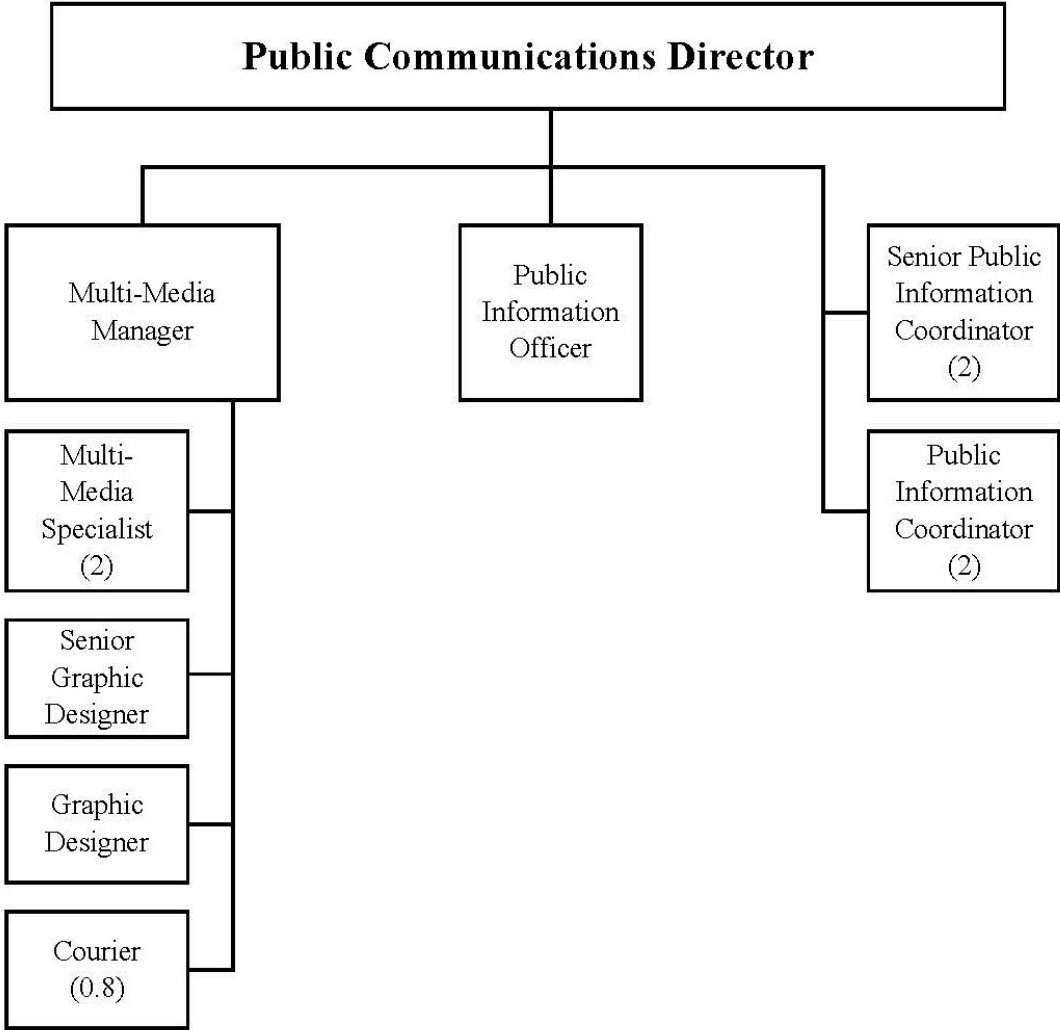
Program FTEs: 7.5

Body Worn Camera Program

This program is responsible for the administration, monitoring, and auditing of body camera videos, in addition to processing public record and State Attorney Office requests relating to these videos. Also included within the center is the Report Review Team. The Report Review team is responsible for reviewing all offense and crash reports for accuracy and completeness and routing them to their appropriate internal and external destinations.

Program Expenditures: \$326,536

Program FTEs: 5.3



Public Communications (General Fund) – 11.0 FTEs
Courier (Administrative Services Fund) – 0.8 FTEs
Total Public Communications – 11.8 FTEs

Department Objective

The objective of the Public Communications Department is to strengthen and empower Clearwater’s citizens through active dialogue in order to foster community engagement and to communicate with Clearwater’s residents, businesses and visitors regularly and in an open, transparent fashion.

In furthering the City Council’s Strategic Direction of developing and promoting the city of Clearwater’s brand, the Public Communications Department is responsible for implementing the city’s brand and messaging through various communication tools that involve citywide media, social media, public and community relations, marketing communications and video/television production. The department produces a city magazine called “MyClearwater” three times a year, leads special community engagement projects, and manages the city’s print production, mail, and courier services. Public Communications works closely with the city’s tourism agency of record; to promote bright and beautiful Clearwater as a destination for visitors from all over the globe. As an internal service department, Public Communications also works with all the other departments to promote their information to residents in an efficient manner to ensure high- quality communications. The department is most responsible to the following strategic direction items: foster community engagement, develop and promote our brand, efficiency and quality.

Summary of Services Provided

Public Communications

Communications & Community Relations

The Public Communications Division coordinates all comprehensive marketing activities, which includes writing and distribution of media releases, production of printed and electronic collateral materials, internal/employee communication, photography, event/ceremonial planning assistance, media relations counseling and training, strategic marketing consulting and the development of community outreach and education programs such as the annual Citizens Academy and the Clearwater Civic Leadership Academy. The division also handles the proactive and reactive public information responsibilities for Police, Fire and Emergency Management.

The division continues to produce a monthly utility bill newsletter, which is distributed to 48,000 customers each month; a monthly message from the City Manager, bi-monthly employee newsletter, distributed to 2,800 current and former employees; a quarterly citywide activity and quality of life magazine and a semi-annual citizen guide to services, distributed electronically to current and new residents. In addition, the division provides cooperative marketing support for numerous city/community partnerships and events based on Council direction.

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall meetings, community surveying and targeted programs, such as the Citizens Academy. Key achievements in fiscal year 2019/20 included efficiently communicating the city’s accomplishments, enhancing the city website to make it ADA compliant, growing social media including introducing new platforms and promoting downtown and special events. Communication efforts have focused on special events such as the Sugar Sand Festival, sporting events, tourism promotions, proper ways to recycle, and social media. The Imagine Clearwater communication continued to be a big focus for the team. The division continues to place an emphasis on employee communications.

In fiscal year 2020/21, the division will continue to communicate about the state of the city and community updates concerning COVID-19 and the city’s pandemic response. The team will continue to update and improve the city website and staff will look for ways to more efficiently and effectively communicate. The division continues to explore social media outreach and new technologies as ways to reach new audiences. Imagine Clearwater efforts will continue to be a substantial focus for many years. Downtown Clearwater and the city will continue to be promoted as a destination outside the Tampa Bay area and Florida.

Summary of Services Provided Continued

Public Communications (continued)

C-VIEW TV

C-VIEW TV is the city of Clearwater's government access television channel, which provides citizens with a variety of live and pre-produced programming designed to enhance citizens' knowledge and understanding of our municipal government. C-VIEW produces live cablecasts and streaming of City Council meetings, work sessions and meetings of several decision-making boards (Downtown Development, Community Development, and Municipal Code Enforcement). In addition, C-VIEW produces a number of special meetings, budget workshops, candidate forums, and public service announcements (PSAs) to promote upcoming city/community events.

In fiscal year 19/20, C-VIEW staff produced more than 100 PSAs or public service announcement videos which were promoted on social media and C-View TV. During non-programmed times, C-VIEW cablecasts a Video Bulletin Board (VBB) that gives residents up-to-date information on employment, recreation opportunities, upcoming community events, legal notices, emergency preparedness information and important city initiatives. About 80 separate VBB pages are produced each year.

Most of C-VIEWS audience watches the videos and items on demand. Last year, there were nearly 20,000 meeting download and total page views from the digital archive site. C-VIEW staff is instrumental in working with Information Technology and the Police Department to install and use new technologies, such as Smart technologies and surveillance equipment. They also helped produce ideas for the website promotion and social media outreach, which includes managing the city's YouTube, Facebook, Twitter, Nextdoor, Instagram and Pinterest accounts.

In fiscal year 2020/21 C-VIEW TV will continue to place a major focus on streaming, archiving, and web-based videos that enhance the public interaction with municipal government information, policies and procedures. Another area of focus will be continued support of promotional video production and website assistance. Marketing and graphic design will continue to evolve. Working with sign, giveaway and marketing vendors will continue to be a focus. Creating videos for police, human resources, parks and recreation and social media remain a focus for the division.

To conform with the Americans with Disabilities Act requirements, broadcast meetings will have Closed Captioning added which has a time and budget impact.

Courier

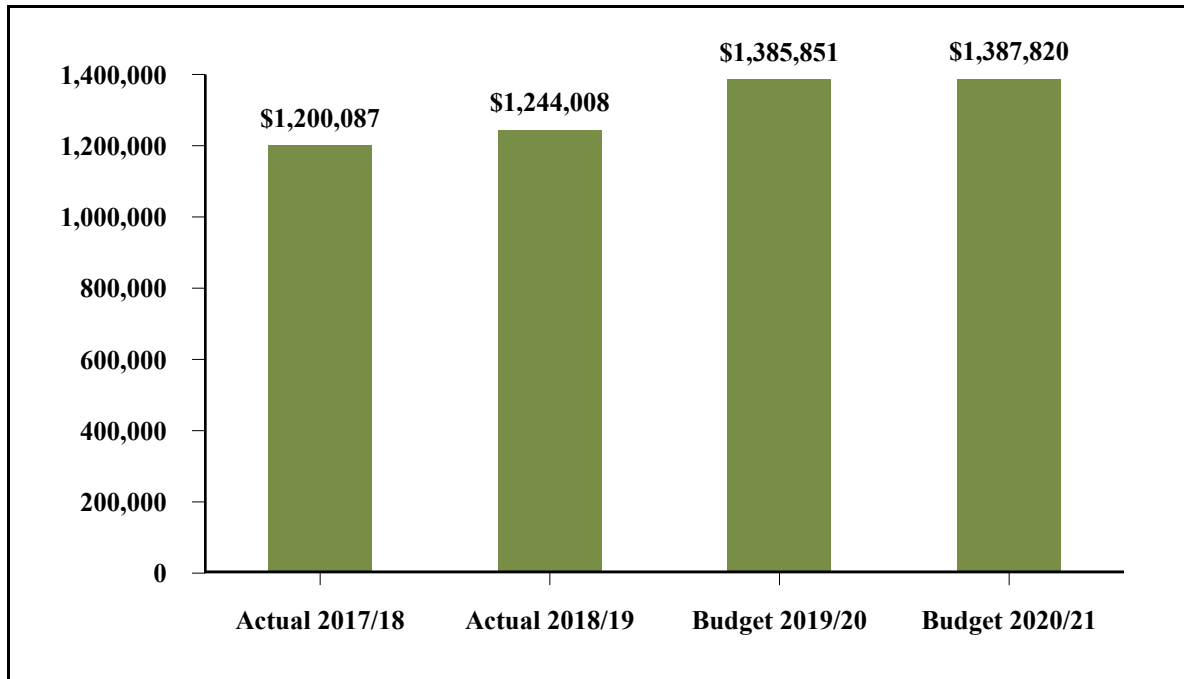
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as, Council mail. It also assists the City Clerk department with records retention and coordination.

Public Communications

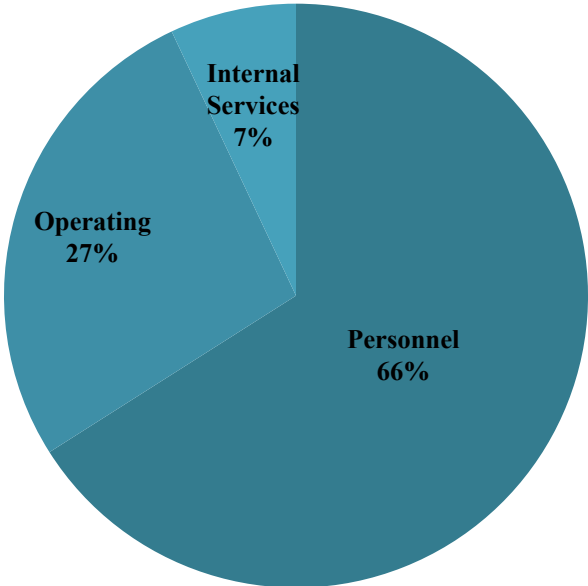
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Fund					
Public Communications	1,030,070	1,064,387	1,192,686	1,196,190	— %
Administrative Svcs Fund					
Courier	170,016	179,621	193,165	191,630	(1)%
Total Public Communications	1,200,087	1,244,008	1,385,851	1,387,820	— %
Public Communications	10.0	11.0	11.0	11.0	0.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	10.8	11.8	11.8	11.8	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



Public Communications

Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<u>Clearwater Connect Usage</u> Measured by the number of requests submitted through Clearwater Connect.	8,167	9,590	6,587
<u>Website Visitors</u> Measured by the number of visits to the City's website, myclearwater.com.	2,441,182	2,562,215	2,031,191
<u>Pages Viewed</u> Measured by the number pages viewed on the City's website.	3,206,025	2,061,642	3,746,254
<u>Social Media Impact</u> Measured by the number of fans on the city's main social media pages.			
Facebook Fans			
<ul style="list-style-type: none"> • City • Police • Fire • Parks & Recreation 	15,310 31,481 10,881 3,793	18,012 39,122 13,767 9,248	22,156 45,523 16,027 11,919
Instagram*			
<ul style="list-style-type: none"> • City • Police • Fire 	N/A N/A N/A	4,696 2,903 1,466	8,430 4,837 2,064
Twitter*			
<ul style="list-style-type: none"> • City • Police • Fire 	N/A N/A N/A	18,100 4,148 1,786	20,100 5,308 2,302
Nextdoor*	N/A	21,428	27,553
*began tracking in FY2018/19			

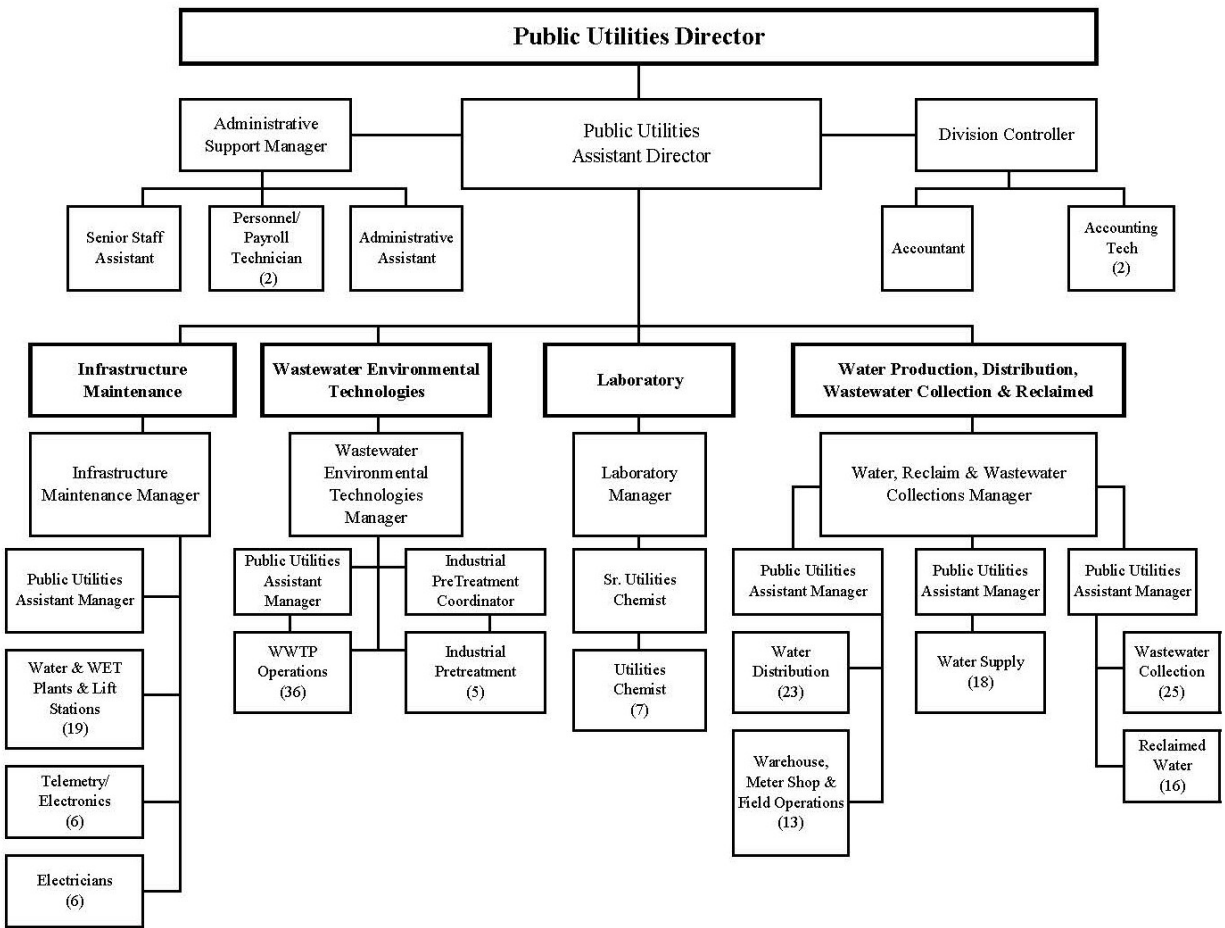
General Fund Public Communications Budget Highlights

- ◆ The General Fund operation of the Public Communications Department is supported by eleven full time equivalent positions, the same level of staffing as fiscal year 2019/20.
- ◆ Operating costs for the Public Communications Department includes \$40,000 to for a citizen survey; \$37,000 for studio engineering and meeting support, and \$81,500 for advertising, promotional, and printing services for fiscal year 2020/21.
- ◆ There have been no significant changes in the Public Communications program. The budget for this program reflects a slight increase from the 2019/20 budget.

Administrative Services Fund Courier Budget Highlights

- ◆ The Courier program is an internal service department that provides internal mail delivery services to all City facilities. The cost of this operation is charged back to all departments based on number of delivery stops, and actual postage charges billed from our postal mail service provider.
- ◆ Postage costs are budgeted at \$147,000 in this program, same level of funding as the 2019/20 budget.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ The budget for this program reflects a decrease of 1% from fiscal year 2019/20.





Water and Sewer Fund - 196.0 FTEs

Department Objective

Public Utilities is dedicated to providing high quality water, wastewater, and reclaimed water services while protecting the public health and natural environment of our community through cost effective management, operations and maintenance of our infrastructure sustaining these essential services.

In furthering the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure through a commitment to efficiency, quality, safety and financial responsibility, the Public Utilities Department operates and maintains the City’s water wells and water treatment plants, water storage and distribution system, wastewater collection and transport systems, water reclamation facilities, reclaimed water system, enforces the City’s industrial pretreatment ordinance as well as ensuring the City’s compliance with the USEPA and State of Florida’s environmental regulations.

Summary of Services Provided
<p>Administration</p> <p>The Administration program is responsible for the effective coordination of all water, wastewater, and reclaimed water, administrative, planning, accounting, and management of staff, operations, maintenance, resources and infrastructure necessary to provide safe water and reliable service to the customers of the Public Utilities department.</p>
<p>Wastewater Collection</p> <p>The Wastewater Collection program provides for safe collection and transmission of wastewater through the City’s underground sewer mains, collectors and interceptor lines. The purpose of the Wastewater Collection program is to maintain the collection system in such a manner that protects the public safety, health and the environment.</p>
<p>Infrastructure Maintenance</p> <p>The Infrastructure Maintenance program provides for safe transmission and pumping of wastewater through the City’s 77 wastewater lift stations and three reclaimed water pumping stations. This program also provides the installation and maintenance of all Public Utilities instrumentation and telemetry systems, as well as maintenance of three water reclamation facilities, three water treatment plants, and 44 potable water wells, as well as three city parks and recreation pool pumps and City fountain pumps. The purpose of the Infrastructure Maintenance program is to maintain the mechanical, electrical and electronic infrastructure in such a manner that protects public safety, health and the environment. The Infrastructure Maintenance program consists of three sub-sections; Plants, Lift Stations and Electronics.</p>
<p>Wastewater Environmental Technologies</p> <p>The Wastewater Environmental Technologies program provides daily treatment and disposal of wastewater meeting or exceeding federal and state water quality standards. The program consists of three water reclamation facilities including bio-solids residual management facilities. The Wastewater Environmental Technologies program supplies highly treated wastewater to the Reclaimed Water program.</p>
<p>Laboratory</p> <p>The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water and the Wastewater Collection programs.</p>
<p>Industrial Pretreatment</p> <p>This program provides sampling, analysis, and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and Wastewater Collections programs. The Industrial Pretreatment (IPP) program is responsible for sampling, monitoring and regulating City industrial users and enforcing the City’s Industrial Pretreatment Ordinance. The IPP group also is responsible for sampling and regulating the City’s grease management program in order to curtail the introduction of grease waste into the sanitary sewer and treatment facilities. Most recently the IPP group has overseen the implementation of the dental amalgam program.</p>

Summary of Services Provided
Water Distribution
<p>The Water Distribution program provides for the safe transmission and distribution of the City’s public potable water supply. Functions include the construction and maintenance of the system as well as direct customer related activities, such as meter replacement, fire hydrant maintenance, and repair of water main breaks.</p> <p>This cost center’s budget is also used to account for all debt costs on the 2011, 2017, 2017B and 2020 outstanding Water & Sewer revenue bonds.</p>
Water Supply
<p>The Water Supply program is responsible for the monitoring, operation, water treatment, and maintenance of the City’s water supply facilities which include two reverse osmosis water treatment plants, an additional water treatment facility, six water storage tanks, 44 wells, and five county inter-connections in order to provide the City with a safe and dependable water supply.</p>
Reclaimed Water
<p>The Reclaimed Water program is responsible for storage, pumping, transmission, and distribution of reclaimed water to residential and commercial customers. Functions include the maintenance of the system and direct customer related activities. The use of Reclaimed Water for irrigation helps conserve our drinking water resources.</p>
Maintenance Facility
<p>The Maintenance Facility provides for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.</p>

Public Utilities

Budget Summary

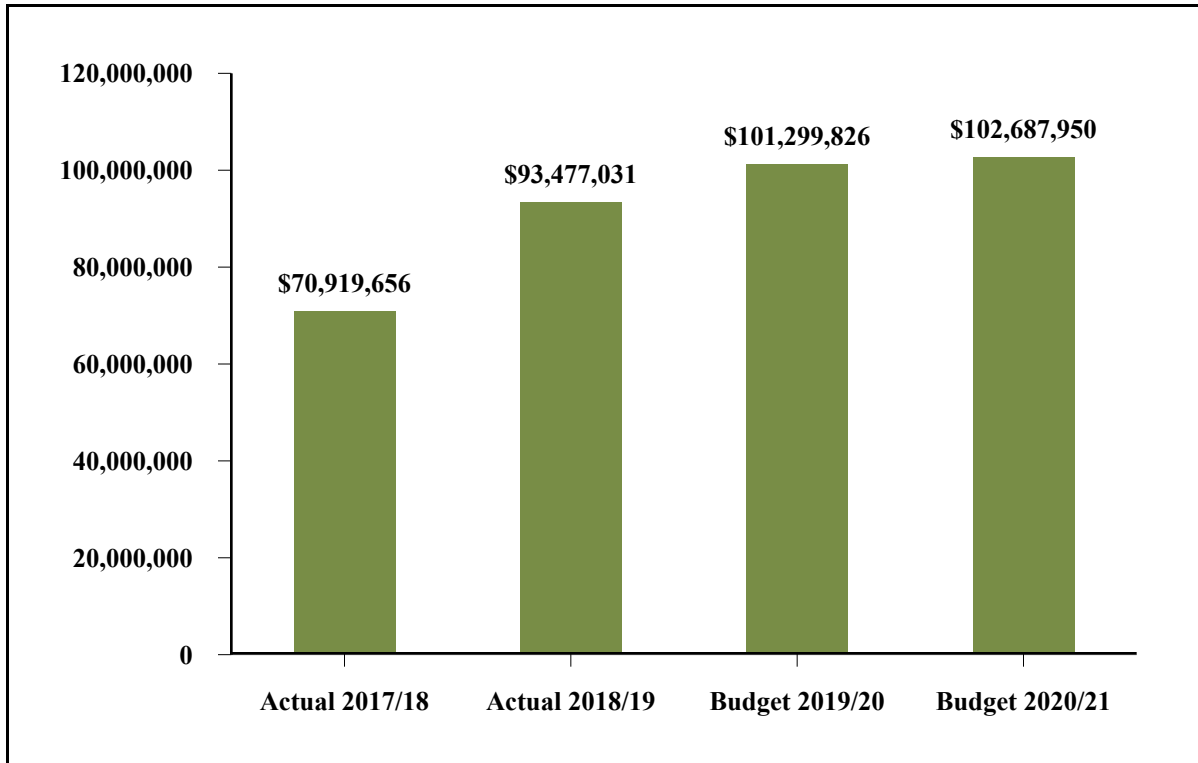
	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Water And Sewer Fund					
Administration	1,435,570	1,523,098	1,668,996	1,703,374	2 %
Wastewater Collection	6,828,391	15,436,756	16,189,040	13,506,904	(17)%
Infrastructure Maintenance	6,825,934	5,344,438	9,116,670	9,060,046	(1)%
WW Environment Technologies	16,001,459	33,313,450	30,107,300	33,737,721	12 %
Laboratory Operations	1,398,181	2,501,799	1,642,830	1,594,863	(3)%
Industrial Pretreatment	816,636	768,008	939,740	1,042,918	11 %
Water Distribution	14,309,152	16,025,173	22,064,270	18,805,229	(15)%
Water Supply	20,239,930	15,652,487	16,402,580	18,336,027	12 %
Reclaimed Water	2,791,612	2,614,453	2,778,750	4,502,398	62 %
Subtotal - Water and Sewer Fund	70,646,865	93,179,661	100,910,176	102,289,480	1 %
General Fund					
Maintenance Facility	272,791	297,370	389,650	398,470	2 %
Total Public Utilities	70,919,656	93,477,031	101,299,826	102,687,950	1 %

Full Time Equivalent Positions

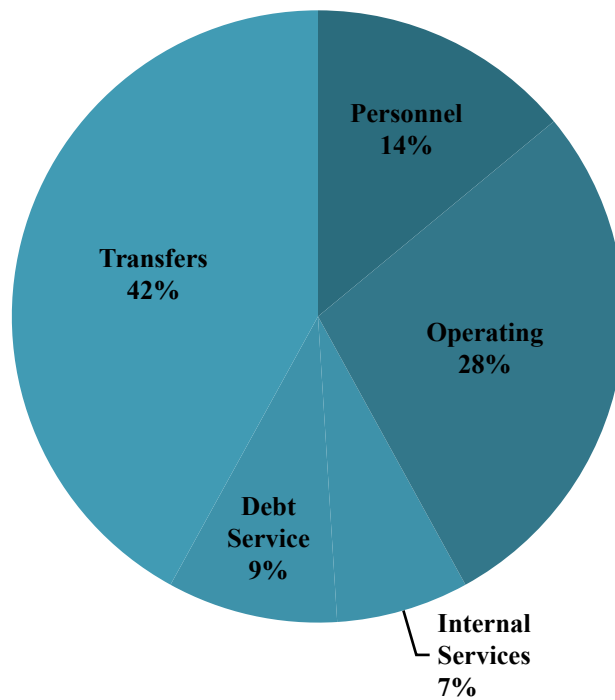
Water And Sewer Fund

Administration	11.0	11.0	11.0	11.0	0.00
Wastewater Collection	25.0	25.0	25.0	25.0	0.00
Infrastructure Maintenance	33.0	33.0	33.0	33.0	0.00
WW Environment Technologies	38.0	38.0	38.0	38.0	0.00
Laboratory Operations	9.0	9.0	9.0	9.0	0.00
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.00
Water Distribution	38.0	38.0	38.0	38.0	0.00
Water Supply	19.0	19.0	19.0	19.0	0.00
Reclaimed Water	17.0	17.0	17.0	17.0	0.00
Total Public Utilities FTEs	196.0	196.0	196.0	196.0	0.0

Department Total Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<p>Last Drinking Water Violation The last violation noted was a Tier II Treatment Technique Violation, which did not affect any water quality distributed.</p>	08/04/16	08/04/16	08/04/16
<p>Water Gross Per Capita Day (GPCD) *This is a measure of how many gallons of water, on average, Clearwater residents consume daily. Annual figures received in April of each fiscal year based on prior calendar year activity. <u>Benchmark</u>: Agency standard of >130 GPCD</p>	75	76	72
<p>Water Production</p> <ul style="list-style-type: none"> • MGD Produced • MGD Purchased <p>*Percentage of total water usage locally produced in Clearwater vs. purchased from Pinellas County.</p>	57%	61%	62%

Water and Sewer Fund
Budget Highlights

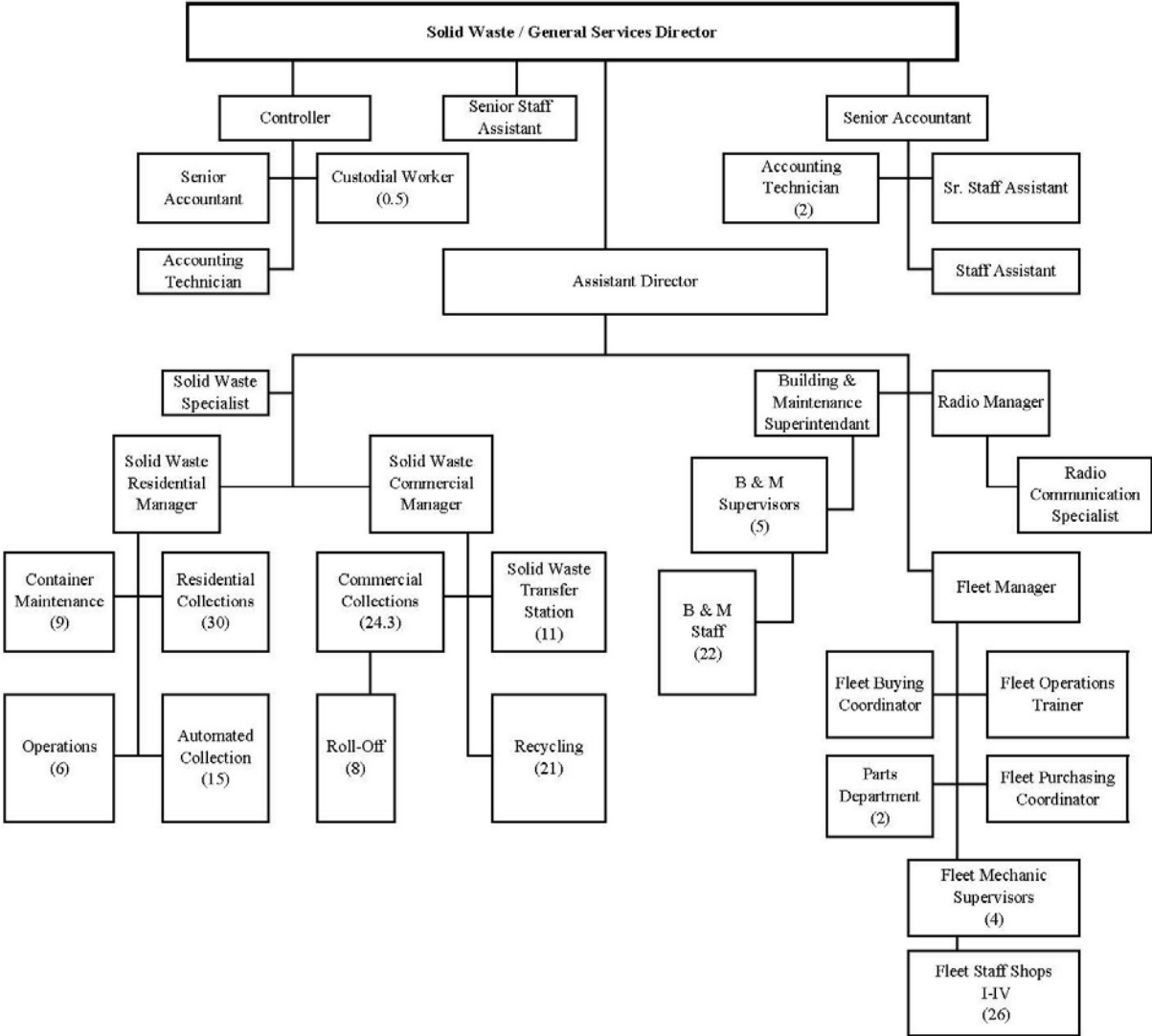
- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 196 full-time equivalent (FTEs) positions, the same level of staffing as fiscal year 2019/20.
- ◆ The Water and Sewer Fund reimburses the General Fund for specific services provided by General Fund programs. This is primarily support for the administrative, environmental, and engineering programs. The total cost of this service is anticipated at \$1,257,470 for 2020/21, a 7% decrease from the 2019/20 budget.
- ◆ The Water and Sewer Fund reimburses the General Fund for administrative services such as the City Manager, City Attorney’s Office, and City Clerk functions. The total cost of this service is anticipated at \$3,556,860 for fiscal year 2020/21, an increase of 4% from the 2019/20 budget.
- ◆ Operating expenses include \$6,936,490 for water purchases from Pinellas County, a 1% decrease in funding from the prior year. This accounts for approximately 24% of total operating expenses in the Water and Sewer Fund.
- ◆ Internal service charges are increased by 21% in comparison to the fiscal year 2019/20 budget. This includes funding for building and maintenance projects planned in fiscal year 2020/21.
- ◆ Capital costs include purchases of various pieces of equipment totaling \$52,500 across all programs.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$8,958,520 for fiscal year 2020/21 which is a 4% decrease from the 2019/20 budget.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$4,798,340 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2018/19 gross revenues. The 2020/21 contribution represents a 4% increase from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund to support Water and Sewer projects as planned in the current rate study are \$38,499,100 for fiscal year 2020/21. This reflects a 4% increase from the 2019/20 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2020/21 budget reflects a 1% increase from 2019/20.

General Fund
Maintenance Facility
Budget Highlights

- ◆ This General Fund cost center provides only for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.
- ◆ There are no significant changes in the budget for the Maintenance Facility. The 2020/21 budget reflects an increase of 2% from the fiscal year 2019/20 budget due to increased cost for building and maintenance charges.



Solid Waste / General Services



Solid Waste Fund – 111.5 FTEs
Recycling Fund – 22.0 FTEs
General Services/Fleet – 71.3 FTEs
Total Solid Waste/General Services – 204.8 FTEs

Department Objective

In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the objective of the Solid Waste and Recycling department is to provide prompt, reliable solid waste and recycling services to the citizens of Clearwater within approved financial and staffing resources while maintaining the lowest feasible rates.

Summary of Services Provided

Solid Waste - Administration

Solid Waste Administration exercises direct supervision of the Solid Waste/Recycling system that includes commercial and residential collection, roll-off sales, collection and service, transfer station, container maintenance, and recycling. It provides planning, policy direction, operating guidance, personnel management, payroll services, budget development and enforcement, customer service and complaint resolution, solid waste code enforcement, equipment and supply procurement, training, safety supervision, and liaison with Pinellas County solid waste, fleet maintenance, and to other support agencies.

Solid Waste - Collection

This program is responsible for the collection and disposal of commercial refuse, residential refuse, roll-off refuse, and yard waste. Commercial collection uses two-person crews, services approximately 2,730 customers and consists of six routes, five days a week and one route on Saturday and Sunday. Roll-off service (210 open-top containers and 118 compactors) is provided five days per week with seven trucks and drivers. Residential collection serves approximately 27,500 customers and consists of 37 automated side-loader refuse routes and one manual route five days a week. Yard waste and trash collection consists of six rear-end refuse loaders four days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic claw trucks five days per week. A manual, rear-loading refuse truck with a one-person crew services trash receptacles at 104 park locations, as well as, sidewalk containers on the beach and in the downtown area five days per week. There are 84.8 FTE, 49.0 in Residential Collection, 26.8 in Commercial Collection, and 9.0 in Roll-off Collection.

Solid Waste - Transfer Station

The Solid Waste Transfer Station is a facility that accepts garbage and trash from route collection vehicles for transfer to the Pinellas County Resource Recovery Facility. This maximizes the efficiency of the route trucks by allowing them to dump quickly and return to route collection. Seven tractor-trailer rigs are used to transfer the waste for the 27-mile roundtrip to the Pinellas County facility. This round trip can take up to 1-¾ hours, including waiting time at that facility. The completely enclosed tipping floor at the Transfer Station accommodates emptying route trucks, a loader operator filling the open-top trailers, and a crane operator tamping down each load to ensure an appropriate over-the-road weight for the outbound tractor-trailers. The scale house at the Transfer Station provides certified weights of all in-bound and out-bound solid waste vehicles. The Transfer station operates five days per week and, on a heavy workday, transfers 650 tons of refuse to the Pinellas County Resource Recovery Facility.

Solid Waste - Container Maintenance

Container Maintenance is responsible for the maintenance of approximately 3,600 commercial dumpsters, 28,000 residential black barrels for solid waste, 400 multi-family recycling carts, 28,000 residential blue barrels for recycling, 210 roll-off containers, and 90 compactors. This program maintains, repairs, and does major refurbishment of containers to extend use to the maximum cost effective life of the container before replacement. It also installs, maintains, and does contract repair on compactors. Container maintenance issues containers to new customers, picks up containers upon termination of service, and replaces or makes on-site repairs to damaged containers.

Summary of Services Provided

Recycling - Residential

The Residential Recycling program provides automated curbside collection of recyclables to approximately 27,500 single-family residences in Clearwater, and 1,427 single-family residences in Belleair. The program operates 23 single stream or mixed recyclables routes collected one day per week. The items that may be recycled by our residential customers include cardboard, newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles. Recyclables are processed and marketed through the recycling processing facility. (See Recycling-Commercial below.)

Recycling – Multi-Family

The Multi-Family Recycling program provides recycling service to apartments and condominiums of five living units or larger. The program operates ten recycling routes to serve approximately 30,000 units in Clearwater, and 1,100 in Belleair. Recycling services are provided through the use of dumpsters, clusters of 90-gallon semi-automated carts, or a combination of both configured into mini drop-off centers. The Multi-Family program is designed to collect single stream or mixed recyclables including cardboard, newspaper, aluminum and steel cans, mixed paper, glass containers and plastic bottles.

Recycling – Commercial

The Commercial Recycling program is designed to provide our commercial customers with a balance between the solid waste services and recycling services, while saving the customer money. To achieve this, a representative of the Commercial Solid Waste Program initially calls on each business and tailors a program to the needs of the establishment. The program uses flexible rates tailored to be competitive with private recycling companies. The Commercial Recycling program operates five cardboard collection routes and two single-stream collection routes serving approximately 400 business establishments. Service for the program is provided with dumpsters, semi-automated carts, or a combination of both. This program also operates the recycling processing facility which is responsible for weighing, loading, and transporting recyclables to market and the recycling drop-off center that collects cardboard and mixed recyclables, as well as household cooking oil.

Solid Waste and Recycling

Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
<u>Solid Waste</u>					
Administration	970,382	1,099,170	1,963,122	1,036,817	(47)%
Collection	16,235,324	16,461,577	18,254,990	17,853,129	(2)%
Transfer	17,670,735	1,473,950	2,278,360	2,354,091	3 %
Container Maintenance	867,147	881,204	941,510	944,923	— %
Subtotal - Solid Waste	35,743,588	19,915,901	23,437,982	22,188,960	(5)%
<u>Recycling</u>					
Residential	1,300,830	1,378,740	1,426,960	1,401,597	(2)%
Multi-Family	445,731	432,011	496,640	460,267	(7)%
Commercial	4,468,938	1,264,626	1,918,760	1,652,106	(14)%
Subtotal- Recycling	6,215,498	3,075,377	3,842,360	3,513,970	(9)%
Total Solid Waste and Recycling	41,959,086	22,991,279	27,280,342	25,702,930	(6)%

Full Time Equivalent Positions

Solid Waste

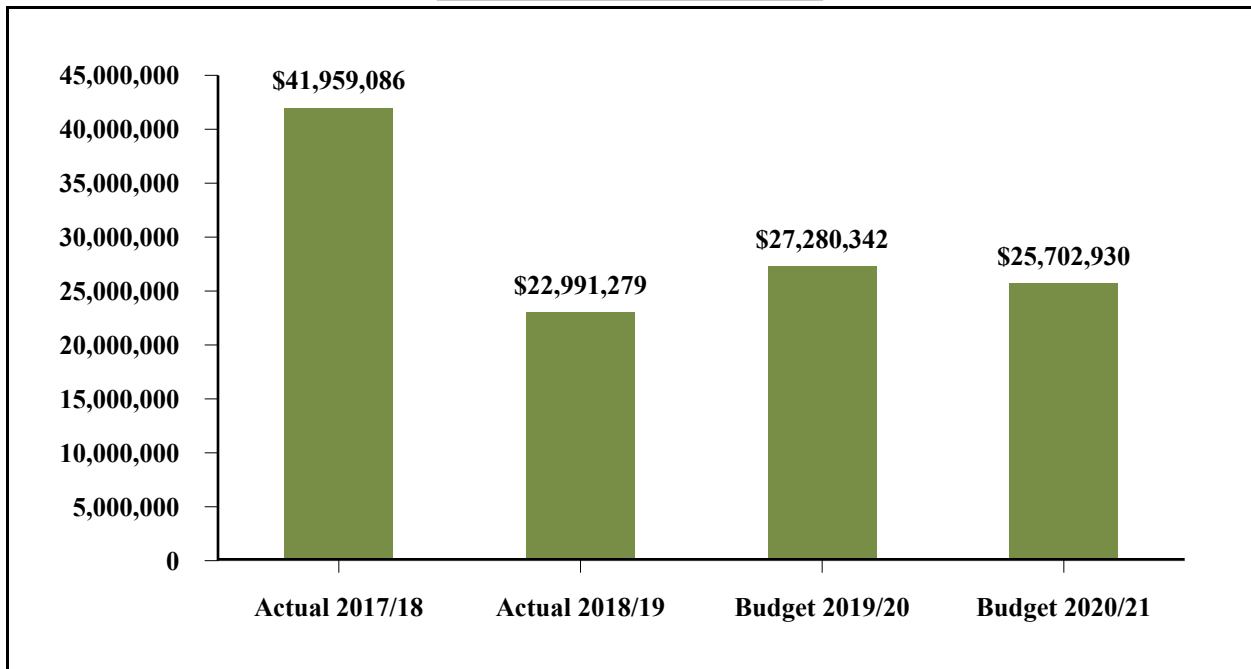
Administration	6.7	6.7	6.7	6.7	0.0
Collection	84.8	84.8	84.8	84.8	0.0
Transfer	11.0	11.0	11.0	11.0	0.0
Container Maintenance	9.0	9.0	9.0	9.0	0.0
Subtotal - Solid Waste	111.5	111.5	111.5	111.5	0.0

Recycling

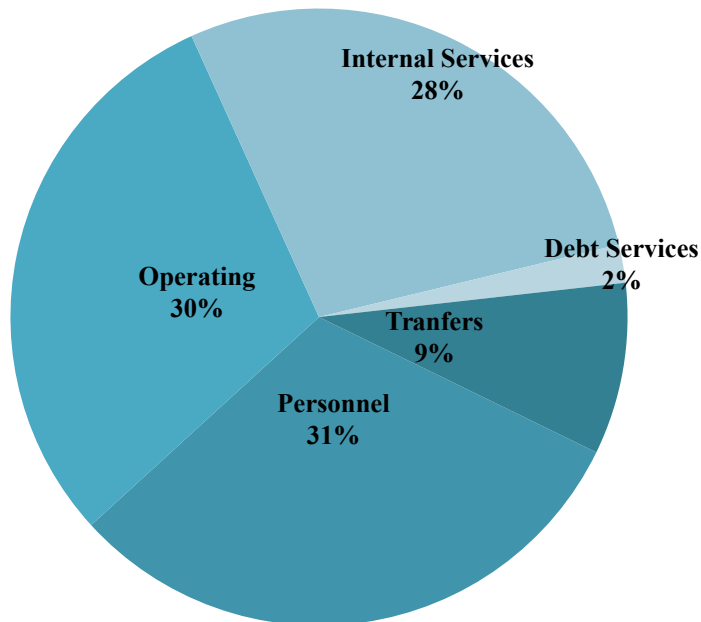
Residential	10	10	10	10	0.0
Multi-Family	3.0	3.0	3.0	3.0	0.0
Commercial	9.0	9.0	9.0	9.0	0.0
Subtotal- Recycling	22.0	22.0	22.0	22.0	0.0

Total Solid Waste and Recycling FTEs	133.5	133.5	133.5	133.5	0.0
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Total Department Summary



Fiscal Year 2020/21 Budget by Category



Solid Waste and Recycling

Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20
<u>Solid Waste - Tonnage Disposed</u>			
<ul style="list-style-type: none"> • Total refuse • Recyclables Yard • Electronic Waste (diverted) • Recyclables/diverted tons as % of total collections 	119,844	126,921	117,477
	11,503	4,169	3,330
	83	85	25
	9%	3%	3%
Total tons collected by the Solid Waste and Recycling programs.			
<u>Objective:</u> to collect waste on schedule without delay and dispose in the most cost effective and appropriate way.			
<u>Avoided Disposal Savings (estimated)</u>			
<ul style="list-style-type: none"> • Recyclables 	\$431,363	\$156,338	\$132,368
Savings from and recyclables diverted from Pinellas County waste-to-energy plant/landfills.			
<u>Objective:</u> to maintain lowest possible disposal cost by diverting tonnage.			

Solid Waste Budget Highlights

- ◆ The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Solid Waste programs.
- ◆ The Solid Waste Fund is supported by 111.5 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ The Solid Waste Fund is charged an administrative service charge reimbursing the General Fund for the Solid Waste Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2020/21, this reimbursement is estimated to be approximately \$792,260, a 9% increase from the 2019/20 budget.
- ◆ Operating expenditures include the budget for dump fees of \$5,325,000 this is 77% of operating expenditures, and 24% of the total budgeted cost for Solid Waste operations.
- ◆ Debt costs represent estimated payments which total \$514,820 for additional vehicles and equipment purchased, as well as the annual payment for the internal loan for construction of the transfer station.
- ◆ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$1,347,000 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2018/19, gross revenues. The 2020/21 contribution represents a 6% increase from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Solid Waste programs are budgeted at \$625,000 for fiscal year 2020/21.
- ◆ There are no other significant changes to the Solid Waste programs in fiscal year 2020/21. The budget reflects a net decrease of 5% from the 2019/20 budget.

Recycling Budget Highlights

- ◆ The Recycling Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Recycling programs.
- ◆ The Recycling Fund is supported by 22.0 full time equivalent positions, the same level of staffing as the fiscal year 2019/20 adopted budget.
- ◆ The Recycling Fund is charged an administrative service charge reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2020/21, this reimbursement is estimated to be approximately \$139,030.
- ◆ Debt costs in the recycling fund represent estimated payments which total \$84,110 for additional vehicles purchased in fiscal year 2018.
- ◆ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes in the amount of \$134,410 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2018/19), gross revenues.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Recycling programs are budgeted at \$100,000 for fiscal year 2020/21.
- ◆ There are no other significant changes to Recycling Fund programs in fiscal year 2020/21. The budget for the Recycling reflects a 9% decrease from the 2019/20 budget.

Department Objective

The objective of General Services is to provide quality service to all departments and divisions of the City of Clearwater. In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the main goal of General Services is to provide high quality service to all departments and divisions of the City in a timely, efficient and economical manner, so that those departments may in turn effectively serve the citizens of Clearwater.

Summary of Services Provided

General Services - Administration

The Administrative Division provides assistance and support for programs in the Building and Maintenance, Fleet Operations, Fleet Replacement, and Radio Communications. Support is provided in areas concerning planning, personnel, management, operator training, safety, finance, and budget. Administration calculates and produces all pass-through charges for these Internal Services.

General Services – Building and Maintenance

This program ensures that City facilities, both interior and exterior, are maintained in a clean, safe, and efficient manner, for use by City employees and the general public. The services provided include major remodeling projects, building additions, emergency repairs, maintenance of facilities, and processing the City's electric bills for payment. This program coordinates contracts for all city facilities which include: janitorial service, elevator maintenance, termite and pest control, window cleaning and scheduled overhead door maintenance at all fire stations. There are many repairs and maintenance programs that are handled on a daily basis in areas such as plumbing, electrical, roofing, generators, air conditioning, refrigeration, and carpentry. This program also administers Capital Improvement projects for roof repairs and replacement, air conditioning replacements, painting, fencing, elevators, general lighting, chillers, generators and flooring at all citywide facilities.

Garage Fund – Fleet Maintenance

This program performs all necessary functions involved in maintaining heavy equipment, police and fire equipment, automobiles, light trucks, small equipment, emergency generators, and construction equipment owned and operated by the City. This service includes a preventive maintenance program designed to provide the safest possible equipment for the best useful life of the equipment, and a repair program designed to absorb non-scheduled repairs on equipment. In addition to mechanical maintenance, Fleet Maintenance also provides critical support services such as fuel, welding and fabrication, quick line repair service, safety inspections, tire maintenance, and other associated compliance to federal, state and local laws.

This program also provides services to ensure the longest serviceable life of equipment at the lowest possible cost. This service includes equipment evaluation, specification and bid preparation and equipment requisition. This program also analyzes equipment usage and provides help to other departments in reducing their fleet costs through consolidation of equipment, pooling, and replacing equipment in a cost-efficient manner.

Garage Fund – Radio Communications

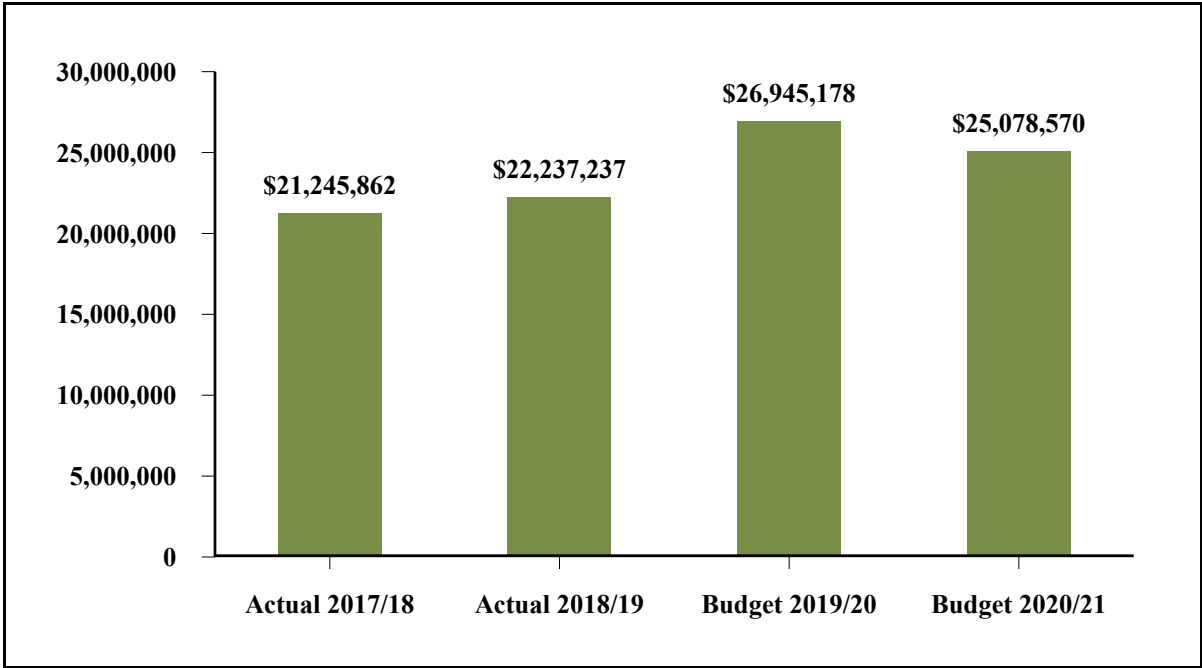
This program provides highly technical radio communication services for departments throughout the City by utilizing an P25 system, one of the most sophisticated radio systems available. The technician must address a multitude of applications and installations. Radio repairs and maintenance are provided when needed. Radio Communications ensures that the City is in compliance with the laws applicable to radio communications. This program also provides for maintenance of the Radio Communication towers and replacement of radios that are obsolete and/or uneconomical to repair.

General Services and Fleet

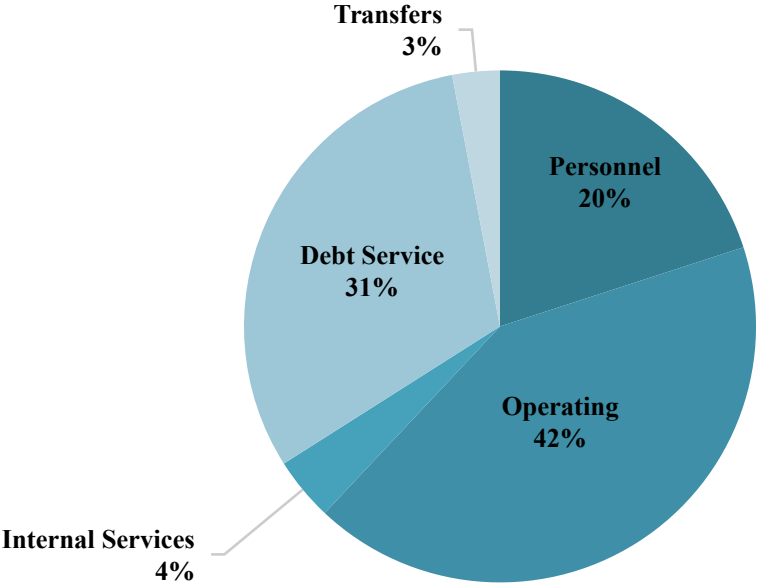
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
General Services Fund					
Administration	374,619	384,550	405,628	443,624	9 %
Building & Maintenance	4,776,730	5,100,908	5,750,528	5,718,756	(1)%
Subtotal - General Services Fund	5,151,349	5,485,458	6,156,156	6,162,380	— %
Garage Fund					
Fleet	14,482,894	14,725,562	18,490,490	17,760,211	(4)%
Radio Comm	1,611,618	2,026,217	2,298,532	1,155,979	(50)%
Subtotal - Garage Fund	16,094,513	16,751,779	20,789,022	18,916,190	(9)%
Total General and Garage Services	21,245,862	22,237,237	26,945,178	25,078,570	(7)%
Full Time Equivalent Positions General					
Administration	6.3	6.3	6.3	6.3	0.0
Building & Maintenance	28.0	28.0	28.0	28.0	0.0
Subtotal - General Services Fund	34.3	34.3	34.3	34.3	0.0
Garage Fund					
Fleet	35.0	35.0	35.0	35.0	0.0
Radio Comm	2.0	2.0	2.0	2.0	0.0
Subtotal - Garage Fund	37.0	37.0	37.0	37.0	0.0
Total General and Garage Services FTEs	71.3	71.3	71.3	71.3	0.0

Total Department Summary



Fiscal Year 2020/21 Budget by Category



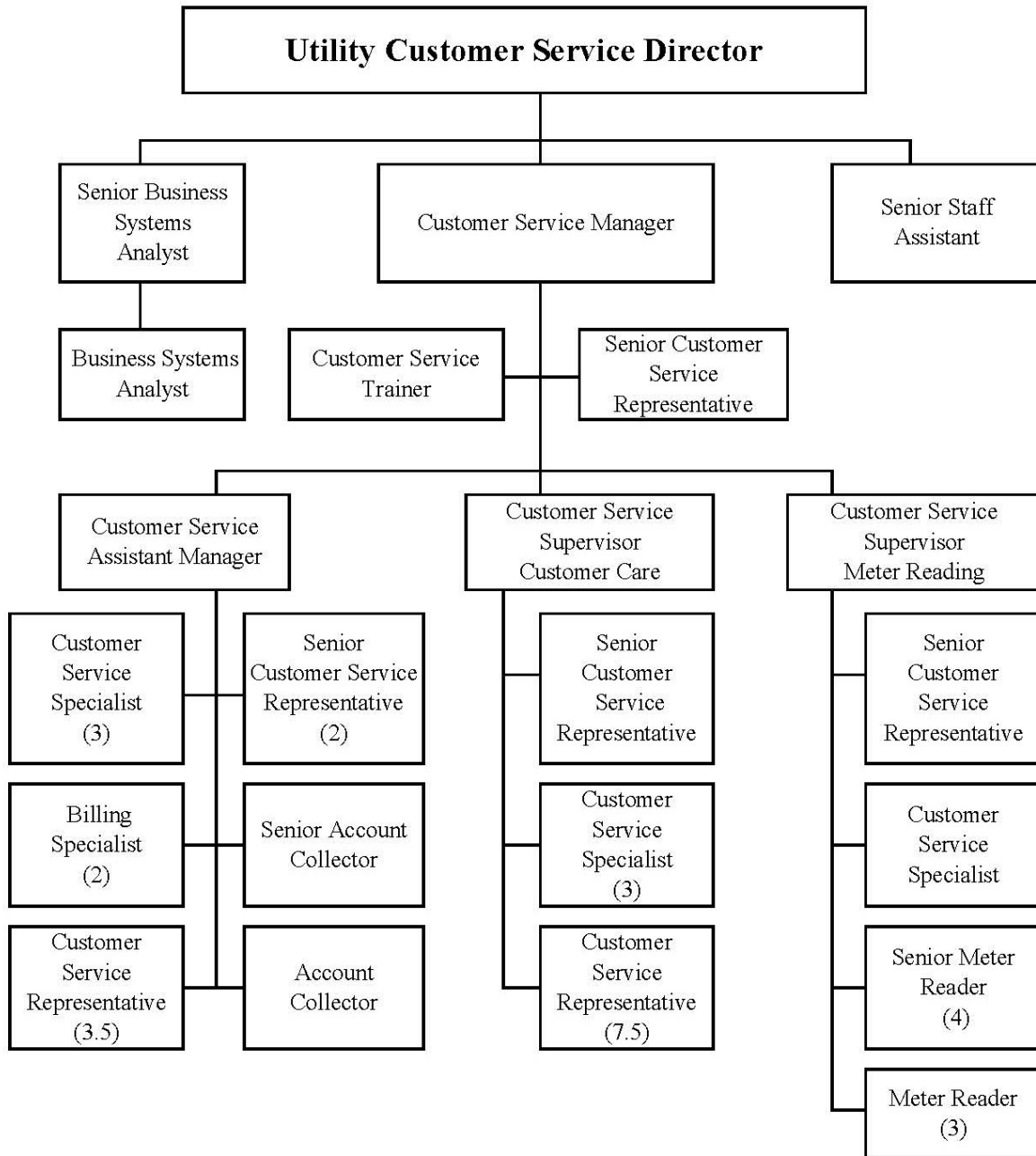
General Services Fund Budget Highlights

- ◆ The General Service Administration and Building and Maintenance programs are internal service functions. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- ◆ The General Services Fund is supported by 34.3 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Other Operating expenses include the budget for building service contracts city wide which include custodial services, pest control, electrical, plumbing, HVAC, elevator maintenance, security, and the Honeywell maintenance contract. The total budget for these contracts is estimated at \$2,024,000 for fiscal year 2020/21 a 10% increase from the 2019/20 budget due to contractual increases and various new agreements.
- ◆ Internal service charges which include the cost of fleet services, radio communications, information technology, and telecommunications are estimated at \$506,430 for fiscal year 2020/21 , a 3% decrease from the prior year.
- ◆ Debt service costs, which represent payments on additional vehicles and equipment purchases, total \$17,260 in fiscal year 2020/21.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$75,000 to support maintenance and upgrades to the General Services Facility.
- ◆ There have been no other significant changes in the General Service Fund programs. The budget for this fund reflects a slight increase from the 2019/20 budget.

Garage Fund Budget Highlights

- ◆ The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- ◆ Garage Fund is supported by 37 full time equivalent positions, the same level of staffing as fiscal year 2019/20 budget.
- ◆ Other operating expenses for the Garage fund include fuel costs, which are budgeted in the Fleet Maintenance Program. Fuel costs, including natural gas vehicle fuel, are anticipated at approximately \$2,700,000 for the year, a 17% decrease from the 2019/20 budget. The cost of vehicle parts and tires are estimated at \$2,050,000, the same level of funding as the 2019/20 budget.
- ◆ Debt costs budgeted in the Garage Fund reflects financing for the replacement of motorized vehicles/equipment for all City departments and the Radio P25 Upgrade project. The fiscal year 2020/21 debt service budget for the Garage Fund is estimated at \$7,890,470, a 10% decrease from the 2019/20 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$598,300 for 2020/21. This will be funded by the planned use of fund reserves in fiscal year 2020/21.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects a decrease of 9% from fiscal year 2019/20.





Utility Customer Service – 43.0 FTEs

Department Objective

In working to further the City's Strategic Direction of continuously measuring and improving our performance, Utility Customer Service spotlights quality and financial responsibility by providing courteous, understanding, efficient service to customers of the City of Clearwater utilities and to the internal departments that we are privileged to serve.

Summary of Services Provided

Utility Customer Service

Utility Customer Service (UCS) - is responsible for providing centralized customer service functions to customers of the seven City utilities: Gas, Water, Sewer, Solid Waste, Recycling, Reclaimed Water, and Stormwater. The major areas associated with this responsibility include Meter Reading, Billing, Collections, and Customer Care.

Meter Reading Representatives - are responsible for securing accurate and timely readings. Metered services include: Water (potable, lawn, reclaimed), Wastewater (based on metered potable water usage) and Natural Gas. Each month Meter Reading Representatives visit each service location and record meter readings in a hand-held device or by automatic meter reading technology (gas only) that interfaces with our Utility Management System. Meter reading is the first step in a billing process that optimizes "read-to-bill" time and ensures that each account is billed each month. The Meter Reading section also performs special readings, leak notifications, and initiates service orders based on field observations.

Billing - is responsible for calculation and preparation of customer bills, resolving billing exceptions, processing service orders and special/final bill requests, and generating reports. Each day, the Billing section is responsible for reviewing account billing, based on the previous day's meter readings, as well as, billings for non-metered utility services.

Collections - is responsible for managing utility customer accounts receivable in a fiscally responsible manner that respects customers while limiting the exposure of the City of Clearwater to delinquent accounts. Active accounts with past due balances are noticed and measures are undertaken to secure payment. Services are disconnected for non-payment when necessary. The Collections area also manages inactive accounts receivable, seeking payment of final bills, performing skip-tracing and filing property liens as appropriate. Payments are received and processed on a daily basis.

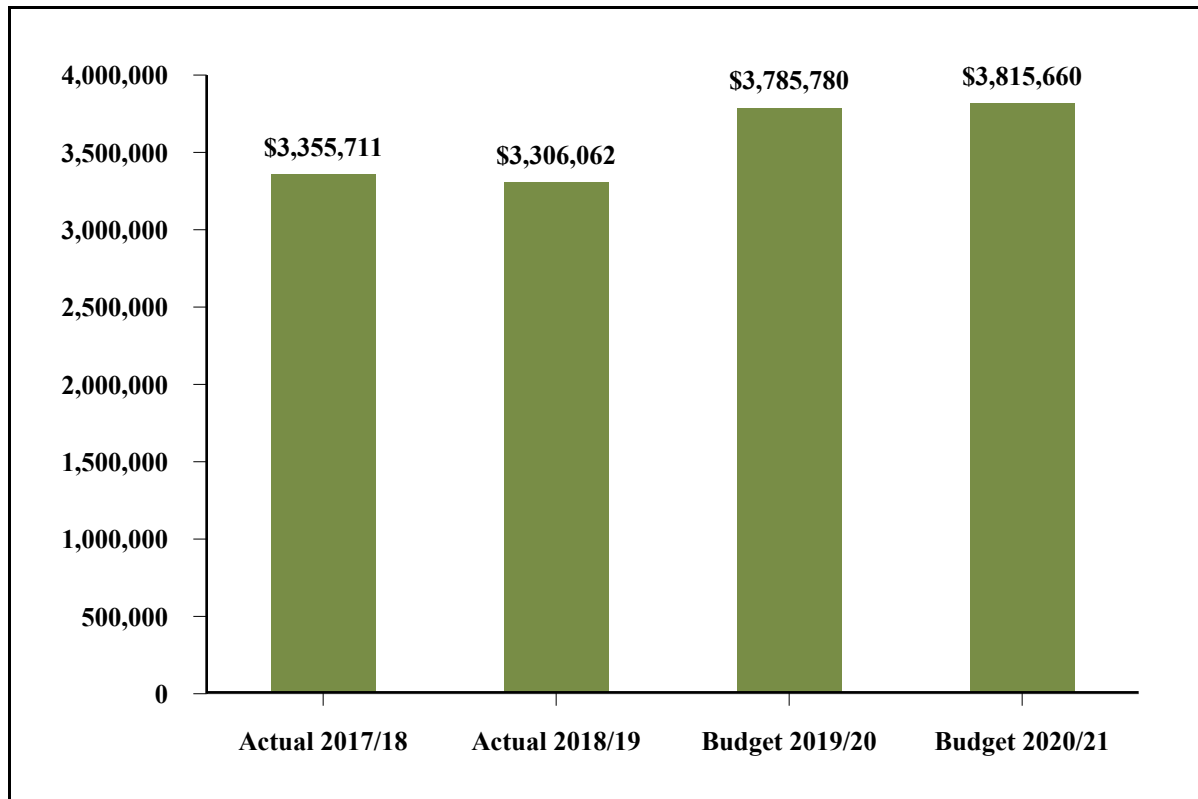
Customer Care - is responsible for responding in a timely, courteous, and professional manner to customer requests received via telephones, mail (postal or e-mail) or from walk-in customers. Accounts are opened or closed, requests for information are responded to, and inquiries are researched and resolved. Utility Customer Service is located on the first floor of the Municipal Services Building, 100 S. Myrtle Avenue. Customers may reach Utility Customers Service either by phone at 727-562-4600, in person Monday thru Friday (except for observed holidays), or visit the web at myclearwater.com/ebill.

Utility Customer Service

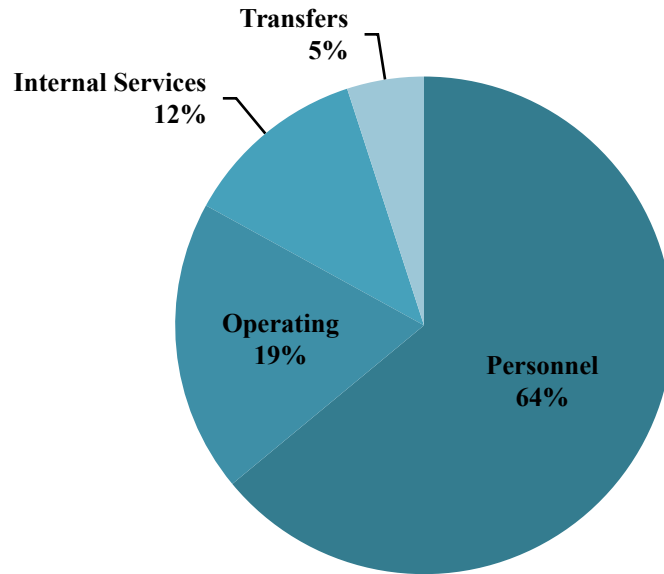
Budget Summary

	Actual 2017/18	Actual 2018/19	Budget 2019/20	Budget 2020/21	% Change
Personnel	2,300,509	2,240,462	2,556,730	2,425,837	(5)%
Operating	595,209	594,431	745,080	736,473	(1)%
Internal Services	409,993	421,169	433,970	453,350	4 %
Transfers	50,000	50,000	50,000	200,000	300 %
Total Utility Customer Service	3,355,711	3,306,062	3,785,780	3,815,660	1 %
Total Utility Customer Svc FTEs	43.0	43.0	43.0	43.0	0.0

Total Department Summary



Fiscal Year 2020/21 Budget by Category



Key Performance Indicator	FY 2017/18	FY 2018/19	FY 2019/20 (October 1st - August 31st)
Call Data <ul style="list-style-type: none"> Total calls received % of calls answered in 60 seconds or less <p>The Utility Customer Service department is responsible for incoming calls related to utility billing. Objective: Answer 85% of customer telephone calls in 60 seconds or less.</p>	<p>114,472</p> <p>88%</p>	<p>88,839</p> <p>71%</p>	<p>117,968</p> <p>86%</p>
Utility Billing <ul style="list-style-type: none"> Accounts billed % of accounts billed within 3 days of schedule Utility billing revenue <p>Objective: Bill 99% of all accounts within 3 days of schedule.</p>	<p>636,178</p> <p>99.68%</p> <p>\$164,580,701</p>	<p>665,820</p> <p>99.49%</p> <p>\$179,786,818</p>	<p>612,519</p> <p>99.47%</p> <p>\$166,487,447</p>
Collections <ul style="list-style-type: none"> Total customers called to avoid termination % of customers paid after call Outstanding accounts <p>Objective: Uncollectible accounts receivable as % of total accounts receivable.</p>	<p>20,645</p> <p>81%</p> <p>2.34%</p>	<p>26,300</p> <p>83%</p> <p>2.10%</p>	<p>24,106</p> <p>81%</p> <p>1.27%</p>

Key Performance Indicator (continued)	FY 2017/18	FY 2018/19	FY 2019/20
Meter Reading			
<ul style="list-style-type: none"> • Meters read • % of meters read accurately 	825,293	867,942	817,250
Objective: Achieve meter reading error rate of less than one error per 1,000 meters read.	99.92%	99.91%	99.93%

Budget Highlights

- ◆ The Utility Customer Service program is an internal service function supporting all City utility operations. All costs of the Utility Customer Service program are passed back to the City's utility departments based upon services provided. This program supports all customer service functions, including billing, collection, accounting, meter reading, administration, and customer service for over 55,000 monthly billable accounts.
- ◆ The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2019/20 budget.
- ◆ Other operating costs include the funding for postage related to mailing monthly utility bills to City residents estimated at \$300,000 which is approximately 41% of operating expenditures. This is the same level of funding as the 2019/20 budget.
- ◆ Operating costs also include \$12,000 in agency funding for WeCare a program administered by the local branch of the Salvation Army, to provide temporary assistance to eligible customers of City of Clearwater utilities.
- ◆ Transfers include \$200,000 to fund a capital improvement project for Customer Information System Upgrades and Replacements, which provides funding for future enhancements and maintenance of the customer service information system. This is a 300% increase from the 2019/20 budget to fund a major upgrade planned to begin in fiscal year 2020/21.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 1% increase from the 2019/20 budget.



**SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2020/21**

SPECIAL DEVELOPMENT FUND

Revenues:

Ad Valorem Taxes	3,426,420
Infrastructure Tax	11,771,980
Interest Earnings	550,000
Multi-Modal Impact Fees	150,000
Local Option Gas Tax	1,500,000
Allocation of Assigned Fund Balance	678,020
Total Revenues	<u>18,076,420</u>

Expenditures:

Transfer to Capital Improvement Fund	
Road Millage	3,344,710
Infrastructure Tax	12,450,000
Multi-Modal Impact Fees	140,000
Local Option Gas Tax	1,427,150
Total Expenditures	<u>17,361,860</u>

SPECIAL PROGRAM FUND

Revenues:

Intergovernmental:	
Community Development Block Grant (CDBG)	837,360
Interest Earnings	100,000
Transfers from General Fund:	
Sister City Program	37,380
Planning Study Fund	300,000
United Way Campaign Fund	1,500
Special Events	70,000
Economic Development QTI	13,230
Police Recruitments	30,000
Police Body Worn Camera Program	270,794
Total Revenues	<u>1,660,264</u>

Expenditures:

General Government	337,380
Public Safety	300,794
Economic Environment	686,120
Human Services	1,500
Culture and Recreation	70,000
Interfund Transfers	164,470
Transfer to Capital Fund	30,000
Total Expenditures	<u>1,590,264</u>

**SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2020/21**

OTHER HOUSING ASSISTANCE FUNDS

Revenues:

HOME Investment Partnerships (HOME)	431,440
State Housing Initiatives Partnership (SHIP)	0
Total Revenues	<u><u>431,440</u></u>

Expenditures:

Economic Environment	323,580
Interfund Transfers	107,860
Total Expenditures	<u><u>431,440</u></u>

**Community Redevelopment Agency
Preliminary Budget
October 1, 2020- September 30, 2021
Exhibit A**

2019-20 Amended Budget	2020-21 Proposed Budget
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Revenues & Transfers In

Tax Increment Financing Revenues

338930	Pinellas County	1,791,123	2,079,624
381115	City of Clearwater	1,988,861	2,309,490
381116	Downtown Development Board	302,603	340,088
	Total TIF Revenues	4,082,587	4,729,202

Other Revenues

361101	Interest Earnings	78,485	60,000
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Transfers In

381782	DDB Administration	73,512	76,085
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Total Revenues & Transfers In	4,234,584	4,865,287
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Expenditures & Transfers Out

Operating Expenditures

530100	Professional Services	100,000	100,000
530300	Contractual Services	70,000	70,000
540300	Telephone Variable	3,360	3,310
540200	Postal Service	1,500	1,000
541000	Information Technology-Fixed	22,960	—
541600	Building & Maintenance Variable	1,000	1,000
542500	Postage	200	200
543100	Advertising	40,000	20,000
543200	Other Promotional Activities	10,000	5,000
543400	Printing & Binding	9,000	5,000
544100	Equipment Rental	2,500	2,500
547100	Uniforms	500	500
547200	Employee Expense-Travel	10,000	3,000
547300	Milage Reimbursment	1,500	1,500
548000	Other Services	3,000	3,000
550100	Office Supplies	2,040	2,000
550400	Operating Supplies	500	500
557100	Memberships and Subscriptions	5,000	5,500
557300	Training and Reference	8,000	15,000
581000	Payments to Other Agencies-DDB	302,603	340,088
581000	Payments to Other Agencies-Blast Friday	100,000	—
	Total Operating Expenditures	693,663	579,098

Transfers Out

590200	General Fund- Administrative	473,680	470,000
590800	Library Activation Project (94887)	99,640	—
590800	Downtown Gateway Project (94849)	186,291	—
590800	Restricted County TIF Funds	1,658,145	—
590800	Downtown Redevelopment Fund (94714)	565,935	—
590800	Facade Program (99979)	250,000	—

2019-20 Amended Budget	2020-21 Proposed Budget
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Transfers Out (continued)

590800	Community Policing (R2001)	—	250,000
590800	Community Engagements (R2002)	—	236,565
590800	Economic Development- City (R2003)	174,252	—
590800	Economic Development- County (R2004)	—	500,000
590800	Infrastructure- City (R2005)	—	250,000
590800	Infrastructure- County (R2006)	—	500,000
590800	Transportation- City (R2007)	—	—
590800	Transportation- County (R2008)	—	79,624
590800	Housing- City (R2009)	—	1,000,000
590800	Housing- County (R2010)	132,978	1,000,000
	Total Transfers Out	3,540,921	4,286,189
	 Total Expenditures & Transfers Out	 4,234,584	 4,865,287

Community Redevelopment Agency

Projects that support the Community Redevelopment Agency (CRA) are funded by City and/or County Tax Increment Financing (TIF) revenues. These projects align with the County defined expenditure categories.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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R2001

Community Policing

City TIF	250,000	260,000	270,400	281,220	292,470	304,170	1,658,260
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This project provides funding for additional community policing with in the CRA district.

R2002

Community Engagement

City TIF	236,565	381,329	391,255	401,423	411,838	422,508	2,244,918
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This project provides funding for all placemaking events and programs throughout the Community Redevelopment Agency area. This includes art installations, marketing campaigns, special events, public meetings and resident and business outreach.

R2003

Economic Development (City)

City TIF	—	381,329	391,255	401,423	411,838	422,508	2,008,353
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This project provides City TIF funds used for non-governmental public facilities; redevelopment incentive grants, environmental remediation, commercial façade grants and land acquisition.

R2004

Economic Development (County)

City TIF	500,000	642,604	661,882	681,738	702,191	732,256	3,920,671
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This project provides County TIF funds restricted to capital improvements, land acquisition and expenses related to land acquisition and redevelopment improvements like façade grants.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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R2005

Infrastructure (City)

City TIF	250,000	76,266	78,251	80,285	82,368	84,502	651,672
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This project provides City TIF funds used for public parking facilities; major regional drainage improvements, planning/ engineering/surveys and other professional services associated with an eligible capital project; resiliency/ vulnerability adaption improvements. Funds can also be used for underground utility lines; neighborhood improvements (streets, sidewalk, streets, sidewalks, streetlights, parks, drainage); projects that can be funded through enterprise funds.

R2006

Infrastructure (County)

City TIF	500,000						500,000
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This project provides County TIF funds used for public parking facilities; major regional drainage improvements, planning/ engineering/surveys and other professional services associated with an eligible capital project; resiliency/ vulnerability adaption improvements.

R2007

Transportation (City)

City TIF	—	76,266	78,251	80,285	82,368	84,502	401,672
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This project provides City TIF funds used for trail improvements, streetscape improvements and mobility improvements. Funds can be used to provide transportation services.

R2008

Transportation (County)

City TIF	79,624	214,201	220,627	227,246	234,064	241,085	1,216,847
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This project provides County TIF funds used for trail improvements, streetscape improvements and mobility improvements.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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R2009

Housing (City)

City TIF	1,000,000	610,126	626,007	642,277	658,940	676,013	4,213,363
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This project provides City TIF funds used on land acquisition and construction of affordable housing developments and affordable housing program efforts/relocation assistance.

R2010

Housing (County)

City TIF	1,000,000	1,285,208	1,323,764	1,363,477	1,404,381	1,446,512	7,823,342
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This project provides County TIF funds used on land acquisition and construction of affordable housing developments and affordable housing program efforts/relocation assistance.

Total Comm Red Agency:	3,816,189	3,927,329	4,041,692	4,159,374	4,280,458	4,414,056	24,639,098
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Capital Improvement Plan - Introduction

Foreword to the Capital Improvement Plan

In accordance with Clearwater's financial management ordinance, the six-year Capital Improvement Program has been reviewed and updated for the 2020/21 budget. The following pages describe the projects and show their projected timing and funding sources, as well as any additional operating costs.

The purpose of the Capital Improvement Program is to plan and better manage growth. The City of Clearwater continues the use of a formal Capital Improvement Program, that has been in existence since fiscal year 1974/75, as a mechanism to implement the capital portion of the City Comprehensive Plan, providing a proven means to review and maintain the City's infrastructure.

Clearwater's Capital Improvement Program

This document includes a total of \$100,543,850 in projects for fiscal year 2020/21 and a six-year total of \$652,036,890.

Penny for Pinellas Projects

The City has an ordinance requirement for a special hearing on Penny for Pinellas funded projects annually, prior to the adoption of the capital improvement budget, and at any time in which there is a proposed change to Penny for Pinellas project funding of \$500,000 or more. The City's most recent annual public hearing was held on September 19, 2019, and a revised plan was approved formally at that meeting.

The proposed plan includes approximately \$12.5 million of Penny funding in fiscal year 2021 with a total of \$130.6 million through fiscal year 2030.

Infrastructure Sales Tax/ Penny Changes:

- Fire Engines/Ladder Truck - Funding planned in fiscal year 2020/21 is being increased by \$690,000 to a new total of \$1,350,000 to advance the engine purchase planned in fiscal year 2021/22. Total project funding over the 10 year period remains unchanged.
- Public Safety Vehicles/Equipment Facility - This project with planned funding of \$1,500,000 in fiscal year 2021 is being postponed to fiscal year 2022.

Project Highlights

Other significant projects that are appearing for the first time in the six-year Capital Improvement Plan include the following:

- Citywide Audio/Visual Solution: This new project, which provides funding for the upgrade and replacement of audio/visual solutions citywide, is funded with General Fund revenues of \$75,000 in fiscal year 2020/21 and Administrative Services Fund revenues of \$475,000 over the remaining five year period.

Capital Improvement Plan - Introduction

- Ross Norton Skate Park Renovations: This new project, which provides funding for renovations at the City's skate park, is funded in fiscal year 2021/22 with General Fund revenues of \$110,000 and a CDBG grant of \$95,000.
- Soccer Field Renovations EC Moore: This new project, which provides funding for the renovation of the two major soccer fields, is funded in fiscal year 2021/22 with General Fund revenues of \$495,000.
- Long Center Major Renovation: This new project will provide funding for replacement of the natatorium and other necessary facility renovations at the Long Center. General Fund revenues of \$2,000,000 in is planned for fiscal year 2021/22 and 2022/23 and \$3,000,000 in 2023/24 for total project funding of \$7,000,000.
- Police CAD Project: This new project will provide funding for the Clearwater specific portion of a new County-wide Computer Aided Dispatch (CAD) and Record Management System for the Police Department. General Fund revenues of \$600,000 in is planned for fiscal year 2021/22 through 2025/26 for total project funding of \$3,000,000.
- Fire Command Bus Replacement: This new project, which will provide funding for the replacement of the Fire Department's command bus, is budgeted at \$800,000 to be funded with General Fund revenue planned in fiscal year 2024/25.
- Fire Squad Unit Replacement: This new project, which will provide funding for the replacement of the Fire Department's heavy duty squad unit, is budgeted at \$1,600,000 to be funded with General Fund revenue planned in fiscal year 2024/25.

Administration of the Capital Improvement Fund

Policies and Procedures

Capital Projects are utilized to account for resources used in the acquisition and construction of capital facilities and fixed assets. The City Council adopts the first year, fiscal year 2020/21, of the six-year Capital Improvement Program as the Capital Improvement Budget. The appropriation of annual transfers to the Capital Improvement Fund is included in the budget of the specific source fund. Individual project budgets for the Capital Improvement Program are approved on a multi-year program basis and do not lapse at year-end.

Authorization

The City of Clearwater Code of Ordinances, Chapter 2 (Section 2.516), sets forth the requirements for a Capital Improvement Program and Budget.

Responsibility

It is the responsibility of the department director charged with delivery of specific City services to anticipate the need for capital improvement expenditures in advance of having to initiate projects. This enables the development of a long-range financial plan to fund these needs. Further, it is the responsibility of the department director to ensure the long-range capital objectives interface and are consistent with the City of Clearwater's Long-Range Comprehensive Plan and the City of Clearwater's Vision and Strategic Direction.

Capital Improvement Plan - Introduction

Rate Studies

This six-year Capital Improvement Plan includes all projects as outlined in the most recent Council approved rate studies for Stormwater, Water & Sewer, Gas, Solid Waste and Recycling.

Definitions

Capital Improvement Project: A property acquisition, a major construction undertaking, or a major improvement to an existing facility or property, with a minimum useful life of at least three years and a cost greater than \$25,000.

Capital Improvement Program: A comprehensive schedule of approved capital improvement projects indicating priority as to urgency of need and ability to finance. The program shall be for a six-year period, the first year of which shall be adopted as the next fiscal year's capital budget. The program shall be revised annually and projected an additional year to allow for changed conditions and circumstances. Each fiscal year, the capital improvement program shall be submitted to the City Council for approval.

Capital Improvement Budget: The capital budget covers those approved projects contained in the first year of the six-year capital improvement program. The approved Capital Improvement Budget establishes the total dollar cost of each project and the source of revenue. Any change, which increases the cost of a project or changes the revenue source, must be approved by an amendment through the City Council.

Ongoing Projects: Ongoing projects do not automatically lose the previous year's budgeted amount, but are cumulative in nature, i.e., the previous fiscal year's remaining balance is added to the new approved budgeted amount.

Future Bond Issue - Stormwater and Water & Sewer Projects: Some projects may identify a funding source as "Future Bond Issue". These projects have been identified as needed, but currently there is no funding source available. It is anticipated that a future bond issue is planned that will provide funding for these projects.



CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

POLICE PROTECTION

This section includes all major computer technology and equipment needs for the Police Department. All Police Department facility renovations and or new construction would also be included in this section. Equipment and vehicles could be funded with General Fund or Lease Purchase dollars, with the debt funded by the General Fund. In addition, Penny for Pinellas revenue can also fund Police Department vehicles. Any facility renovations and or new construction would typically be funded with Penny for Pinellas revenue, or an interfund loan to be repaid with Penny for Pinellas funds when they become available.

Projects in the Police Protection section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Efficiency

- Optimize use of employees, assets, and resources.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Ensure timely emergency preparation, response, and recovery.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
P1802								
Police Equipment								
	General Fund	75,000	75,000	75,000	75,000	75,000	75,000	450,000

This project provides funding for the complete outfitting of sworn personnel with the equipment needed to perform their function (Bullet Proof Vests, Guns, Holsters, Tasers, etc.). As the equipment reaches its life expectancy with the department, we need to replace those items with newer more effective equipment.

P21xx

Public Safety Vehicle & Equipment Facility

Infrastructure Sales Tax/Penny	—	1,500,000	—	—	—	—	—	1,500,000
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This project provides funding for the construction of a facility to store oversized vehicles and equipment for both the Police and Fire Department to resolve the long term problem of storing these types of vehicles and equipment. The facility itself needs to be built to a wind rating to ensure resiliency, have the capacity to accommodate oversize and heavy vehicle, and be secured against intrusion and tampering. The facility would need to have power, water and an air compressor to maintain operational readiness.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

POLICE PROTECTION

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
PD00180001								
Police District 3 Station								
	Interfund Loan	11,000,000	—	—	—	—	—	11,000,000

This project provides for the construction of a two story structure that will house the patrol operations and training facilities. The new structure would replace the Sub-station that was originally constructed in 1983, and the double-wide trailer currently used as the training facility. Included in the training section will be the training complex office, workshop, armory, ammunition room and training classroom. Combining the training facilities and patrol operations into a single structure will release valuable real estate and allow the Police department to take advantage of enhanced training opportunities to address ever-changing public safety challenges. It will also provide more flexibility and efficiency within the Patrol and Services Divisions of the Clearwater Police Department. Funding will be provided by an internal loan from the Central Insurance Fund, to be repaid by Penny for Pinellas funds when available.

C22PD1								
Police CAD Project								
	General Fund	—	600,000	600,000	600,000	600,000	600,000	3,000,000

This project provides for funding for (the Clearwater specific portion of) a new County-wide Computer Aided Dispatch (CAD) and Record Management System (RMS). In the wake of the Marjory Stoneman Douglas Public Safety Act, Pinellas County Law Enforcement and 911 Operations have agreed to move toward a shared infrastructure to improve communications between the various agencies. This improved and shared infrastructure will allow for the City of Clearwater Police Department to be on the same CAD system as other law enforcement agencies within Pinellas County; this shared system will allow for faster/improved communications and information sharing between public safety agencies, particularly during emergency events.

Total Police Protection:	11,075,000	2,175,000	675,000	675,000	675,000	675,000	675,000	15,950,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

FIRE PROTECTION

This section includes all major equipment and vehicle needs for the Fire Department. All Fire Department facility renovations and or new construction would also be included in this section. Equipment and vehicles could be funded with General Fund or Lease Purchase dollars, with the debt funded by the General Fund. In addition, Penny for Pinellas revenue can also fund a Fire Department vehicle as well as an emergency medical service vehicle. Any facility renovations and/or new construction would typically be funded with Penny for Pinellas revenue.

Projects in the Fire Protection section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Efficiency

- Access public-private organizations and resources when appropriate.

Quality

- Proactively maintain and reinvest in our infrastructure.
- Continuously measure and improve our performance.

Financial Responsibility

- Evaluate additional funding options when appropriate.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.
- Ensure timely emergency preparation, response, and recovery.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
91218								
Fire Engine Replacement								
	Infrastructure Sales Tax/Penny	1,350,000	—	720,000	720,000	750,000	780,000	4,320,000

This project provides for the replacement of one of the eight front line fire engines each year, on average, as they reach the end of their service life as front line units. Engines removed from front line service may move to the reserve fleet and an older reserve unit may be retired. Maintaining up to date response vehicles along with required equipment, allows the department to maintain its level of service to the community and provide for the safety of our personnel. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

Annual Operating Costs: Fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements.

91229

Replace & Upgrade Air Packs

General Fund	39,390	40,570	41,790	43,040	44,340	45,670	254,800
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This project provides for the replacement of breathing apparatus needed for worn or damaged front line units. This project also provides funding for future purchases of upgrade kits in fiscal year 2021/22 for anticipated changes to National Fire Protection Associations (NFPA) standards. Department gears were replaced in fiscal year 2016 to meet the most recent NFPA safety requirements. Funding is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

FIRE PROTECTION

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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91236

Rescue Vehicle

County Reimbursement	112,500	62,500	240,000	240,000	—	—	655,000
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This project provides for the scheduled replacement of Fire/EMS first response vehicles. Clearwater Fire and Rescue provide EMS services on behalf of Pinellas County and the current contract allows for replacing one (1) county funded unit each year.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements.

91257

Auto External Defibrillator Program

Central Insurance Fund	27,460	28,280	29,130	30,000	30,900	31,830	177,600
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The Department oversees fifty-four biphasic Lifepak AED devices currently in key City facilities such as City Hall, MSB, Libraries, Police, Fire department facilities, and on vehicles and apparatus. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91260

Thermal Imaging Cameras (TIC)

General Fund	31,060	31,990	32,950	33,940	34,960	36,000	200,900
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This project will provide funding for the replacement of two thermal imaging cameras annually. The department currently uses a number of these units for various fire ground tasks. The most common of these tasks are search and rescue, firefighting, and overhaul. The current units are used daily and have proven to be a valuable tool to our department. These units will enhance the service provided to the community and enhanced the safety of our firefighters. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91261

Personal Protective Equipment

General Fund	237,530	244,650	251,990	259,550	267,340	275,400	1,536,460
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This project provides funding for the complete outfitting of all personnel with the new Personal Protective Equipment (PPE). This project also provides for the National Fire Protection Association (NFPA) 1852 compliance and generates a revolving replacement schedule for the replacement of PPE that has reached its 5-year life expectancy. The Department has 210 sets of PPE gear and would replace 42 sets in an average year. This PPE provides a high degree of protection for our firefighters along with providing many safety features that could assist members in case of an emergency at an incident. The excellent identification that is incorporated in this PPE also assists Incident Commanders with accountability and safety. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

FIRE PROTECTION

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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91263

Extrication Tools

General Fund	—	—	73,120	—	—	—	—	73,120
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This project will provide funding for the upgrade and additional vehicle extrication equipment package that will replace existing units and upgrade equipment to current National Fire Protection Agency (NFPA) recommendations. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.

91264

Fire Hose Replacement

General Fund	48,440	49,890	51,390	52,930	54,520	56,160	313,330
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This project provides funding to purchase replacement fire hoses. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.

M2005

Fire Training Tower

General Fund	150,000	25,000	25,000	25,000	25,000	25,000	275,000
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This project will provide funding for the maintenance of the Training Tower-B which is (11) eleven years old. The training tower is consistently used for all aspects of training not only for the fire department, but for police and departments in the surrounding communities as well. The fiscal year 20/21 increase is required to demolish Training Tower-A which is no longer operational and is separate from Training Tower-B.

C25FD1

Fire Command Bus Replacement

General Fund	—	—	—	—	800,000	—	800,000
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This will provide funding for the purchase of a Command Bus, replacing the current vehicle which will meet life cycle expectancy in 2025. The Command Bus can be deployed during large scale and or long-term emergencies to provide an on-site command post and communications center. This project will also provide funding for the purchase of the equipment package necessary for operations. Funding will be partially reimbursed by the County as the vehicle will help serve unincorporated residents of the Clearwater Fire District.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

FIRE PROTECTION

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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C25FD2

Fire Squad Unit Replacement

General Fund	—	—	—	—	1,600,000	—	1,600,000
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Funding for the Purchasing of a Heavy Duty Unit (SQUAD) replacing Squad 51 which will meet life-cycle expectancy in 2025. The Squad is a basic life support (BLS) unit used primarily for vehicle extrication, support of marine operations, technical rescues and fire ground support (rapid intervention team, breathing air refill stations, safety lighting for night operations). This project will also provide funding for the purchase of the equipment package necessary for operations. Funding will be partially reimbursed by the County as the vehicle will help serve unincorporated residents of the Clearwater Fire District.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements.

Total Fire Protection:	1,996,380	482,880	1,465,370	1,404,460	3,607,060	1,250,060	10,206,210
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAJOR STREET AND SIDEWALK MAINTENANCE

This section includes all major street and sidewalk maintenance projects for the City. Projects in this section are normally funded with Local Option Fuel Tax, Penny for Pinellas and/or Road Millage. As defined by Florida Statutes, Local Option Fuel Tax proceeds can be used for a roadway and right-of-way maintenance, as well as bridge maintenance and operations. Road Millage revenues are established each year by Council policy and must be used to maintain the City's sidewalks and streets. Sidewalks are maintained to comply with American with Disabilities Act (ADA) requirements, to provide new sidewalks where requested and to repair and replace existing sidewalks on an as-needed basis. The goal of the street and sidewalk maintenance program is to protect the road base and prevent deterioration of the street surface.

Projects in the Major Street and Sidewalk Maintenance section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENGF200001								
Redesign Fort Harrison								
	Fuel Tax	750,000	—	—	—	—	—	750,000
	Road Millage	250,000	—	—	—	—	—	250,000
	General Fund	—	595,630	595,630	230,110	1,747,840	1,425,000	4,594,210

This project, which is part of the north marina area master plan, provides funding for the redesign of Fort Harrison Avenue and including the apex at Fort Harrison Avenue and Myrtle Avenue.

ENRD180002

Bridge Maintenance & Improvements

Fuel Tax	396,750	1,146,750	1,146,750	1,146,750	1,146,750	1,146,750	1,146,750	6,130,500
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This project provides for a continuous, annual maintenance program to keep the City's bridges inspected and in good repair as well as providing for the complete replacement of bridges as necessary.

Comprehensive Plan Objective: (B.2.1) Roadway improvements must be included in the City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAJOR STREET AND SIDEWALK MAINTENANCE

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENRD180003								
Traffic Calming Program								
	Fuel Tax	150,000	150,000	150,000	150,000	150,000	150,000	900,000

This project is to promote traffic-calming within Clearwater neighborhoods to reduce speeding and deter cut-through traffic, resulting in safe neighborhoods for pedestrians and vehicular traffic and establishment of a methodology for implementation.

Comprehensive Plan Objective: (A.6.5.2) On an ongoing basis, the City shall explore traffic-calming techniques in the effort to improve safety and promote a livable environment within the City’s residential and tourist areas.

ENRD180004								
Streets & Sidewalks								
	Road Millage	3,049,720	3,400,060	3,503,410	3,609,860	3,753,420	3,753,420	21,069,890

This project provides continuous maintenance for deterioration prevention of City streets and sidewalks. Work on streets include curb repair, replacement, and striping. The project also provides for the maintenance, repair and replacement of existing sidewalks and construction of new sidewalks and ADA upgrades throughout the City on a continuous, as needed basis.

Comprehensive Plan Objective: (B.2.1) Roadway improvements must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

Total Major Street and Sidewalk Maintenance:		4,596,470	5,292,440	5,395,790	5,136,720	6,798,010	6,475,170	33,694,600
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

INTERSECTIONS

This section includes improvements to intersections as well as new signal installation and signal renovation. These projects are funded with Multi- Modal Impact Fees, Road Millage and Local Option Fuel Tax. The Local Option Fuel Tax funding in the Signal Renovation project is used in conjunction with major intersection improvements and road widening projects. The Multi-Modal Impact Fee revenue is required to be used for capital improvements and the expansion of transportation facilities. A local option fuel tax proceeds can be used for a roadway and right-of-way maintenance.

Projects in the Intersection section of the six-year plan, support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENRD180005								
Citywide Intersection Improvements								
	Road Millage	37,690	37,690	37,690	37,690	37,690	37,690	226,140
	Fuel Tax	15,200	15,200	15,200	15,200	15,200	15,200	91,200
	Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides intersection improvements of a minor or major nature to facilitate traffic flow by increasing capacity such as radii, right turning lanes, and minor channelization, which often accompany the new signalization of an intersection.

Comprehensive Plan Objective: (B.2.1) Roadway improvements must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

ENRD180006

Traffic Signals

	Fuel Tax	100,000	100,000	100,000	100,000	100,000	100,000	600,000
	Multi-Modal Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000

Provides for renovation of substandard signalized intersections, software and communicating infrastructure as required to meet standards set by the national and State of Florida mandates to increase safety and reduce liability; relocating traffic signal equipment due to road widening or intersection improvements; new traffic signals installed at previously unsignalized intersection that meet traffic signal warrants and/or replacement of span wire with mast arms; and installation of RRFBs (Rectangular Rapid Flashing Beacons) or other pedestrian flashers.

Comprehensive Plan Objective: (H.2.2) The City shall adopt the Florida Department of Transportation standards for State primary and secondary arterials as they be modified by additional service designations, (special transportation areas, etc.), approved by F.D.O.T. and shall use intergovernmental coordination agreements to secure maximum City control over access and management of roads in Clearwater. (B.2.1) Roadway improvements must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

INTERSECTIONS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENRD180007								
Traffic Safety Infrastructure								
	Fuel Tax	15,200	15,200	15,200	15,200	15,200	15,200	91,200
	Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Road Millage	7,300	7,300	7,300	7,300	7,300	7,300	43,800

This project provides for installation, repair and replacement of safety infrastructure such as, but not limited to signs, street lights and guardrails.

Comprehensive Plan Objective: (B.2.1) Roadway improvements must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

Total Intersections:	315,390	315,390	315,390	315,390	315,390	315,390	315,390	1,892,340
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKING

The Parking section includes projects for the maintenance of the City owned parking garages, as well as City owned parking lots and on-street parking spaces. These projects are usually funded with Parking Fund revenue. Also, included in this section would be any new Parking Garages. These types of projects would traditionally be funded with Parking Fund revenues and/or a Parking Bond Issue.

Projects in the Parking section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Diversify the Economic Base

- Develop downtown and US 19 N.
- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENGF200002								
Beach Guard Administration Building								
	Parking Fund	—	40,000	45,000	—	—	—	85,000

This project provides for the repair, replacement and maintenance of the Beach Guard Administration Building.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector.

ENPK180001								
Parking Lot Resurfacing								
	Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides for the resurfacing of various City Parking System lots as determined necessary by the Engineering department.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKING

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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ENPK180002

Parking Lot Improvements

Parking Fund	300,000	450,000	150,000	150,000	150,000	150,000	1,350,000
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The project provides for improvements, both functional and aesthetic, to all parking system facilities. Parking facility locations will begin with the beach lots and expand to include all parking system facilities and on-street parking. Improvements include items such as brick pavers, parking meters, pay stations, parking revenue control equipment and sign upgrades. Also, included is the construction of temporary lots, as needed.

ENPK180003

Parking Facilities

Parking Fund	484,000	459,000	184,000	294,000	184,000	264,000	1,869,000
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This project provides for funding maintenance, repair and any safety concerns for all current and future parking facilities. This project will also fund research and studies of future parking facilities.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector.

ENPK24xx

Downtown Parking Garage

Parking Fund	—	—	—	10,500,000	—	—	10,500,000
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This project provides for the construction of a downtown parking garage (exact location T.B.D.) to serve the new City Hall, general public and other downtown businesses.

Comprehensive Plan Objective: (A.6.1.7) Downtown Clearwater is designated as a Regional Activity Center as defined in Chapter 380, Florida Statutes and shown on maps A-13, suitable for increased threshold intensity development consistent with boundaries of the Central Business District as identified by the Tampa Bay Regional Planning Council's Strategic Regional Policy Plan and as indicated in the Clearwater Downtown Redevelopment Plan approved in 2004. (A.6.1.8) The City shall continue to support and implement approved community redevelopment area plans, such as the Clearwater Downtown Redevelopment Plan (2004) Beach By Design (2001), and the US 19 Corridor Redevelopment Plan (2012).

Annual Operating Costs: Annual costs include personal services for three (3) F.T.E.'s in the amount of \$100,000 and other operating expenses for insurance, equipment repair, utilities, etc. in the amount of \$400,000.

Total Parking:	834,000	999,000	429,000	10,994,000	384,000	464,000	14,104,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS ENGINEERING

This section includes miscellaneous engineering type of projects that are related to the Engineering function. The smaller projects are typically either funded with General Fund revenue or lease purchase if the project is for the purchase of equipment or vehicles. Projects in this section could also include major construction projects that don't easily fit in another category. The larger construction projects may be funded from a variety of sources including Penny for Pinellas proceeds.

Projects in the Miscellaneous Engineering section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Diversify the Economic Base

- Develop downtown and US 19 N.
- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

- Continue building a business friendly environment.
- Recognize the value of transit oriented development.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Efficiency

- Access public-private organizations and resources when appropriate.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
C2004								
Lift Stations								
	General Fund	1,150,000	1,500,000	180,000	180,000	180,000	200,000	3,390,000

This project provides funding for the replacement of the City's Lift Stations on general government facilities. Lift stations in need of future replacement include, #49 located at the Ross Norton recreation center, #59 located at the Skycrest nursery, #60 located at the North Clearwater Police Department substation.

Comprehensive Plan Objective: (D.1.3.5) Extend force mains, lift station capacity and the gravity wastewater collection system to serve existing development as well as new infill development. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS ENGINEERING

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENGF180003								
Miscellaneous Engineering								
	General Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000

Establishes a project to provide funding for miscellaneous contractual services related to new road construction, public transit facilities, storm drainage, rights-of way, sidewalks, drainage structures, signal installation, or landscaping including unplanned requests by other departments.

ENGF180004								
Survey Equipment Replacement								
	General Fund	6,500	6,500	6,500	6,500	6,500	6,500	39,000
	Stormwater Fund	—	—	—	—	—	31,500	31,500

This project provides for the future replacement of two (2) Leica Survey Total Stations and two (2) Leica Global Positioning Systems (G.P.S.) stations. The typical useful life of this equipment is ten years due to repairs and advancement in technology.

ENGF180013								
Imagine Clearwater								
	Infrastructure Sales Tax/Penny	4,000,000	—	—	—	—	—	4,000,000

This project provides funding for the implementation of Imagine Clearwater, the Waterfront/Bluff master plan for Coachman Park and the downtown Clearwater waterfront. The goal of this master plan is to create a place that all Clearwater residents will want to visit by creating a vibrant waterfront bringing foot traffic and daily visitors. The plan elements include; The Civic Gateway, The Green, Coachman Garden, The Estuary, and The Bluff Walk.

Comprehensive Plan Objective: (G.1.5) Enhance and maintain the City's unique physical characteristics by making the best use of existing and potential recreational lands and open spaces. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

Total Miscellaneous Engineering:	5,191,500	1,541,500	221,500	221,500	221,500	273,000	7,670,500
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Projects in this section include all the projects that support the Parks & Recreation function, excluding land acquisition.

Many of these projects are maintenance projects that provide the necessary funding to maintain our parks, and our park facilities, in good condition. These maintenance projects are typically funded with General Fund revenue. Equipment and vehicle projects in this section would be funded with Lease Purchase dollars. The major construction of new Parks & Recreation facilities or major renovation of existing Parks & Recreation facilities have been funded primarily with Penny for Pinellas proceeds, grants, donations and recreation facility impact fees.

Also, included in this section is a project for “Special Events Infrastructure” (funded with Special Event Fund revenue).

Projects in the Parks Development section of the six-year plan support the City of Clearwater’s Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Diversify the Economic Base

- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Efficiency

- Optimize use of employees, assets, and resources.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
93203								
Carpenter Field Infrastructure Repairs & Improvements								
	General Fund	60,000	100,000	100,000	160,000	160,000	60,000	640,000

This project provides for the phased repairs and improvements needed at the Carpenter Field Complex, including fence replacement, field renovations, building repairs, parking lot restructuring, entryway improvements, etc. This project will allow for the Carpenter Complex to continue to be maintained in a major league professional manner.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93205

Spectrum Field Infrastructure Repairs / Improvements

General Fund	200,000	200,000	200,000	200,000	200,000	200,000	750,000	1,750,000
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This project provides for the phased repairs and improvements needed at the Spectrum Field, according to the Joint Project Agreement (JPA) between the City of Clearwater and the Phillies. This project will allow for Spectrum Field to be maintained in a manner to meet current major league professional standards. A Capital Improvement (Reserve) Study was completed in 2015 in order to address the major capital repairs and renovations for the next 20 years. This project reflects the recommendations of the study. A new sinking fund of \$750,000 per year is recommended to begin in fiscal year 2023/24 to address future maintenance issues that will occur over the next ten (10) years. For example, HVAC systems, painting and new scoreboard

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service..

93247

Fitness Equipment Purchase & Replacement

General Fund	30,000	50,000	50,000	50,000	50,000	50,000	60,000	290,000
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This project provides for the phased replacement of old, worn out and over used fitness equipment and new pieces at the City's five (5) fitness centers.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City. (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards of levels of service.

93271

Swimming Pool Renovations and Repairs

General Fund	100,000	150,000	150,000	150,000	150,000	150,000	150,000	850,000
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This project will provide for the renovation and enhancement of the various pools in the City, for facility improvements, leisure pool enhancements such as slides, activity pools and long-term maintenance such as marcing and repair of gutters, tile and decking.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93272

Bicycle Paths-Bridges

Infrastructure Sales Tax/Penny	—	—	1,250,000	1,250,000	—	—	—	2,500,000
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This project provides for the construction and renovation of recreation trails throughout the city for walking, jogging, inline skating, bicycling and equestrian uses. May include but not limited to projects such as segments of the Ream Wilson Trail, Bayshore Drive Trail, Courtney Campbell Causeway Trail, and trails within park boundaries.

Comprehensive Plan Objective: (G.1.3) Continue to increase the supply of core system parkland in areas needing additional neighborhood parks. (G.1.3.4) Address the varying needs of the City's diverse population when creating and implementing parks and recreation plans, with special attention to the needs of those who may have significantly limited recreational alternatives.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93278

Long Center Infrastructure Repairs

General Fund	75,000	150,000	200,000	200,000	200,000	200,000	200,000	1,025,000
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This project will provide for the replacement and repairs of various indoor capital items at the Long Center. Some of the indoor infrastructure items not covered by building and maintenance which are addressed by the CIP include replacement of gymnasium flooring and lighting systems, new gymnasium divider curtains, painting of steel in the natatorium, lighting for the natatorium, structural repairs to columns etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93286

Parking Lot/Bicycle Path Resurfacing & Improvements

General Fund	150,000	75,000	100,000	100,000	100,000	100,000	100,000	625,000
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This project includes regularly resurfacing of parking lots and bicycle paths to prevent deterioration that are considered unsafe for public use and may include minor improvements to those parking lots and bicycle paths being resurfaced.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards of levels of service.

93602

Special Events Equipment Repairs & Replacement

Special Program Revenue	30,000	30,000	50,000	50,000	50,000	50,000	50,000	260,000
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This project provides for the purchase, repair and replacement of such items as sound equipment, chairs, tables, tents, et cetera used by the Special Events Division for special events, grand openings, dedications, celebrations, etc. The equipment used by this division wears out from heavy use, and replacement is funded with revenues from special events.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93604

Boardwalks & Docks Repair & Replacement

General Fund	60,000	40,000	50,000	50,000	60,000	100,000	100,000	360,000
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This project provides funding for the repair and/or replacement of boardwalks, docks and viewing platforms in various parks and beach access points. There are over 48,000 square feet of wooden boardwalks, docks and viewing platforms throughout the City, including such parks as Moccasin Lake, Crest Lake and Ed Wright and areas such as Turner Street Dock, Magnolia Street Dock and wooden access boardwalks to Sand Key and Clearwater Beach. Replacement with recycled products will occur wherever possible.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

CAPITAL IMPROVEMENT PROGRAM

2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93618

Miscellaneous Parks & Recreation Contract Services

General Fund	30,000	30,000	30,000	30,000	30,000	30,000	40,000	190,000
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This is a capital improvement project to provide professional services which include architects, engineers and other professional consultants so that preliminary work can be completed prior to committing additional resources for major capital projects. Without this preliminary work it would be difficult to get accurate estimates for Council approval or for grant applications.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93620

Outdoor Sports Field Lighting

General Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project provides for phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at various sports fields and park facilities.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93633

Pier 60 Park & Beachwalk Repairs and Improvements

General Fund	200,000	170,000	180,000	180,000	180,000	180,000	200,000	1,110,000
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This project provides for phased repairs and improvements needed at Pier 60 Park and Beachwalk, including seating, wall repair, site furniture, grounds renovations, irrigation repairs, etc. This project will allow Pier 60 Park to continue to be maintained and accommodate Special Event functions in a professional manner while serving as a premier destination facility. It allows for annual renovations and repairs needed to keep the Pier 60 Park area as well as the entire Beach Walk area as an attractive inviting beach experience for citizens and visitors to Clearwater Beach. Annual budgets includes approximately \$70,000 per year to fund the restoration of the concrete every five years or as needed.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93634

Concrete Sidewalk & Pad Repairs & Replacement

General Fund	60,000	60,000	75,000	75,000	75,000	75,000	75,000	420,000
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This project provides for the removal and replacement of damaged concrete sidewalks, curbs, and pads and courts in various parks around the City as well as provides for new sidewalks for safety and accessibility reasons. Funds in each fiscal year will be used to replace and repair about 18,000 square feet of the 900,000 square feet in the Parks and Recreation inventory.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

CAPITAL IMPROVEMENT PROGRAM

2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93635

Park Amenity Purchase, Repair & Replacement

General Fund	330,000	300,000	300,000	300,000	300,000	300,000	300,000	1,830,000
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This project provides for the purchase, repair and replacement of such items as park identification signs, rules signs, lighting, park benches, trash receptacles, water fountains, grills, basketball goals, soccer and football goals, bleacher systems, and the like, at various Parks & Recreation facilities and sites that have deteriorated. In addition, scoreboards, dugouts and ballfield amenities need to be replaced.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93636

Tennis & Basketball Court Resurfacing and Replacement

General Fund	70,000	250,000	250,000	250,000	250,000	250,000	250,000	1,320,000
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This project provides for the scheduled resurfacing of tennis and basketball courts to prevent deterioration and also to ensure that the public can safely use. Due to the age of many of the courts (over 25 years), they need to be rebuilt.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93637

Playground & Fitness Equipment Purchase & Replacement

General Fund	200,000	150,000	250,000	150,000	150,000	150,000	250,000	1,150,000
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This project provides replacement of playground equipment and the purchase of new equipment at the City's playgrounds that are considered unsafe for public use. Included in this project is the appropriate support items such as safety resilient surfacing, landscaping, benches, shade shelters and fencing. This project also includes phased replacement of fitness court equipment. As equipment is added and/or replaced, it is evaluated to assure it meets ADA requirements.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project	Funding	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93638

Fencing Replacement Program

General Fund	175,000	150,000	175,000	175,000	175,000	175,000	175,000	1,025,000
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This project includes phased replacement of old, worn out and rusted fencing that is considered unsafe to the public at the various recreation sites and or purchase of new fencing needed to protect the public. The largest amount of fencing to be replaced on an annual basis exists at the fifty (50) ball fields, which includes backstops and dugout fencing. Fencing is replaced as needs arise, and replacements comply with all current code requirements. There is over 750,000 square feet of fencing both decorative and chain link that is maintained in the parks.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93654

Recreation Centers Infrastructure Repairs

General Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project will provide for the replacement and repairs of various capital items at the various recreation centers in the City. Some of the infrastructure items that will need to be repaired or replaced include furnishings, equipment, pool, parking lot, driveway, ball field, security systems, lighting, etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93672

Clearwater Beach Infrastructure Repairs and Improvements

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides for the annual repair and renovations needed at the many city infrastructure facilities on Clearwater Beach including Pier 60 concession stand and restrooms, Barefoot Beach House and restrooms, South restrooms, Mandalay Park restroom, maintenance buildings, etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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M2002

Environmental Park Remediation and Protection

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Infrastructure Sales Tax/Penny	—	—	—	750,000	750,000	—	—	1,500,000

This project will provide for ongoing funding to protect the natural resources of the many undeveloped parks and naturally sensitive lands within the park delivery system. Funding will be used for protection of parks through fencing, signage, eradication of invasive plant species and studies to preserve park areas. Funds may also be used to make improvements and renovations to existing natural park lands. Beginning in fiscal year 2023/24, Penny funds have been allocated to address the development needs for several of the Environmental Parks in the City, including Coopers Bayou Park, Coopers Point Park, Lake Chautaugua Park etc.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

M2006

Right of Way Tree Management Program

General Fund	125,000	125,000	125,000	125,000	100,000	100,000	700,000
Central Insurance Fund	125,000	125,000	125,000	125,000	100,000	100,000	700,000

This project will proactively address the removal of diseased trees from City Rights of Way as indicated in the annual tree survey. Tree surveys will be conducted every year in one of five (5) districts in the City.

C2001

Athletic Fields & Facilities Renovations/Improvements

Infrastructure Sales Tax/Penny	5,000,000	1,000,000	1,500,000	500,000	600,000	600,000	9,200,000
Interfund Loan	—	—	—	6,000,000	—	—	6,000,000

This project provides funding for much-needed renovations and construction of athletic facilities needed to meet the demands for sports fields and facilities and to accommodate sports tourism. Projects planned for renovations and improvements include, the City's share of an agreement with the Phillies which will include renovations at both Carpenter and Spectrum Field, Ross Norton Ball Fields, Frank Tack Park, Countryside Sports Complex, Joe DiMaggio Sports Complex and E.C. Moore Complex.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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C2003

Neighborhood Park Renovations

Infrastructure Sales Tax/Penny		—	400,000	400,000	400,000	400,000	400,000	2,000,000
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This project provides for renovation and improvements needed at various neighborhood parks in the City. Currently the City maintains and manages over 100 parks in the City ranging from small one acre parks to larger community parks. Many of these parks are in need of refurbishment and repair from years of continued use by the public. The City continues to perform maintenance on all of these parks to keep them in safe operating conditions, however, this fund was established, to make needed capital improvements and renovations. Parks like Bay Park on Sand Key, Coachman Ridge Park, Forest Run Park, Soule Road Park, etc., all have various needs which will need to be addressed. Also, there are several parks that have little or no facilities and this project will allow the City to address these needs.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

M1901

Countryside Sports Complex Renovations

Donation Revenue		50,000	50,000	50,000	50,000	—	—	200,000
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This project provides for the continued renovation of the Countryside Sports Complex project including field renovations, parking lot and lighting. Currently the City is preparing to construct a new press box, concession stand, restroom, offices and storage building at the complex as well as moving light poles, repairing the fields and drainage improvements. The funds for this come from an agreement with the City of Safety Harbor to contribute a total of \$350,000.00 to the project paid over seven (7) years beginning in fiscal year 2018.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

L1901

Parks and Recreation Vehicles and Equipment

L/P - General Fund		195,100	—	—	—	—	—	195,100
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This project provides for the purchase of additional vehicles and equipment as needed for Parks and Recreation.

Annual Operating Costs: Annual operating expenditures for debt, fuel and maintenance costs of \$24,150.

Comprehensive Plan Objective: (1.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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C22PR1

Long Center Major Renovations

General Fund	—	2,000,000	2,000,000	3,000,000	—	—	7,000,000
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This project will provide funding to upgrade the Long Center Natatorium. Improvements include replacement of the Dectron unit that is currently being utilized to dehumidify the enclosed pool area with appropriately sized HVAC systems; upgraded duct-work and controls for new mechanical system; replacement of entire exterior glazed envelope (Natatorium); repair and reinforce structural frame to support new exterior glazed system, painting, roof replacement; and restroom renovation.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C22PR2

Ross Norton Skate Park Renovations

General Fund	—	110,000	—	—	—	—	110,000
Special Program Fund	—	95,000	—	—	—	—	95,000

This project provides for the renovation of the Ross Norton Skate park by constructing a mini pitch system which will allow for a variety of sport games to be played including hockey, soccer, and basketball. In addition, a portion of the skate park will be renovated with new skating elements to replace worn out fixtures.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C22PR3

Soccer Field Renovations EC Moore

General Fund	—	495,000	—	—	—	—	495,000
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This project provides for the renovation of the two major soccer fields at EC Moore Complex which have been used by club soccer for over 36 years. Unfortunately when these fields were constructed they were constructed on two levels which does not allow for the most optimal use of the land for soccer play, at times causing the lower field to flood and not be used under current conditions. This project will completely renovate these fields by leveling them off, installing new irrigation, sod, fencing, and lighting.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

Total Parks Development:	7,665,100	6,705,000	8,010,000	14,720,000	4,480,000	4,360,000	45,940,100
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CAPITAL IMPROVEMENT PROGRAM

2021 THROUGH 2026

MARINE FACILITIES

The Marine Facilities section includes projects that support the Marine operations. Most of the projects in this section are maintenance projects, which are funded on an annual basis to keep the related infrastructure in good condition. Project funding sources for the maintenance projects are based on the operation the project supports, i.e., Marina operations are funded by the Marina Fund and Clearwater Harbor Marine operations are funded by the Clearwater Harbor Marine Fund. Pier 60 and Sailing Center operations are funded by the General Fund. Any construction or major renovation of facilities, are typically funded the same way or with Penny for Pinellas proceeds or Special Development Fund revenue.

Projects in the Marine Facilities section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Diversify the Economic Base

- Maintain tourism commitment, including sports tourism.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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ENGF190002

Beach Guard Towers

Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for the repair and replacement, of equipment including the guard towers and structures on Clearwater Beach used by the Beach Guards.

93410

Clearwater Harbor Marina and Facility Maintenance R&R

Clearwater Harbor Marina Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for the continuous repair and/or replacement of electrical systems, water systems, fire protection equipment and structural components of the Clearwater Harbor Marina, Dock Master's office, and Lift Station 85 infrastructure.

ENGF180006

Citywide Docks & Seawall Replacement

General Fund	300,000	300,000	300,000	50,000	50,000	50,000	50,000	1,050,000
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This project provides funding to replace or upgrade seawalls as needed citywide. Replacement or upgrading of these seawalls prior to their failure is of vital importance to protect the upland uses adjacent to them. This project also provides funding for the maintenance of docks, other than at Marina facilities.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MARINE FACILITIES

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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93415

Waterway Maintenance

	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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The project provides for continuous repair or replacement of aging City-owned aids to navigation and information signage; removal of derelict vessels and menaces/hazards to navigation. This also includes procuring of piling, sign material to fabricate buoys and sinkers, utilizing the Marine Service section and equipment in order to maintain City-owned waterway in a usable and safe condition. This funding also includes the repair and replacement of City-owned vessels and public docking facilities including the Seminole Street Boat Ramp and the like.

93418

Utilities Service Replacement

	Marine Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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The project provides for continuous repair and/or replacement of deteriorated electrical system, Lift Station 81, sanitary and water service at the City's Municipal Marina and Island Estates Marina to continue to maintain the City-owned marinas in usable conditions.

93420

Fuel System R & R

	Marine Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000
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The project provides for continuous repair and/or replacement of fuel lines, dispensers and underground storage tanks at the Beach Marina, utilizing contractors to continue to maintain City-owned and state regulated marina fuel system.

93422

Dredging of City Waterways

	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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The project provides for periodic dredging of sediments throughout city waterways as deemed necessary.

Comprehensive Plan Objective: (G.1.6.2) The City will provide new access or enhance/maintain existing access to water bodies where possible for recreational use.

93499

Pier 60/Sailing Center Maintenance

	General Fund	60,000	60,000	60,000	60,000	60,000	60,000	360,000
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This project provides funding for the continuous repair and/or replacement of electrical services, water service, fire protection equipment and structural components of the Pier and Sailing Center.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MARINE FACILITIES

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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M2102

Seminole Boat Launch Maintenance

Parking Fund	10,000	10,000	20,000	25,000	30,000	40,000	135,000
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This is a continuous maintenance program to maintain the City's infrastructure and keep the Seminole Boat launch area in good repair.

M1902

Marine Facility Maintenance and Dock R & R

Marine Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides for the continuous repair and/or replacement of Beach Marina facilities, including Beach Marina Building, and deteriorated docks and docking facilities. This will cover the marine services' section and equipment to maintain the City-owned marinas in usable condition. This will include the maintenance of the marina boats vessels and those periods of time when vessels are out of the water for major work.

C1905

Beach Marina Upgrade

Marina Fund	500,000	500,000	—	—	—	—	1,000,000
Infrastructure Sales Tax/Penny	—	—	7,500,000	7,500,000	—	—	15,000,000

This project would include replacement of the entire Beach Marina seawall and boat slips with a mix of fixed and floating docks to have an up to date, up to code Marina with ample power and adjustable slip sizes to accommodate today's newer wider vessels with large power demands for all onboard amenities. Additionally, this project provides for the replacement of potable water, fire suppression water, electric power service lines, television/internet digital cable, fiber optic, telephone, the sidewalk and Lift Station 81 at the Beach Marina.

C1906

Clearwater Harbor Marina Replacement & Upgrade

Clearwater Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the replacement/upgrade of major dock components (piles, wave attenuators, gangway, finger piles and the likes) as the marina facility ages beyond the original 10-year warranty period (2010-2020).

Total Marine Facilities:	1,460,000	1,460,000	8,470,000	8,225,000	730,000	740,000	21,085,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

AIRPARK FACILITIES

The Airpark Facilities section includes projects that support the Airpark operations. These projects range from maintenance projects to the major renovation of facilities. These projects are typically funded with Airpark Fund revenue or grant revenue from the Florida Department of Transportation.

Projects in the Airpark Facilities section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Diversify the Economic Base

- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

- Continue building a friendly environment.
- Recognize the value of transit oriented development.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Evaluate additional funding options when appropriate.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
94817								
Airpark Maintenance & Repair								
	Airpark Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This project will provide funding for maintenance and repairs at the Clearwater Airpark.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

G23xx

Aviation Operations Center

Infrastructure Sales Tax/Penny	—	—	760,000	—	—	—	760,000
FDOT Grant	—	—	5,000,000	—	—	—	5,000,000

This project will provide funding for the construction of a new operation center, taking the place of the temporary building put in place in 2005. This will include all phases of the planning and construction with the assistance of the City Engineering department.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

AIRPARK FACILITIES

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
G2108								
Security System Upgrade								
	Airpark Fund	30,000	—	—	—	—	—	30,000
	FDOT Grant	120,000	—	—	—	—	—	120,000

This project will provide funding for the installation of a new updated security technologies. By 2021 the current system will be outdated.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

G23xx

Apron Relayment

Airpark Fund	—	—	50,000	607,320	—	—	657,320
FDOT Grant	—	—	200,000	2,429,280	—	—	2,629,280

This project will provide funding for the Florida Department of Transportation recommendations for a complete reconstruction and remill/overlay of the Clearwater Airpark apron in accordance with the Statewide Airfield Pavement Management Program. This is a major safety concern and loose gravel becomes foreign object debris and damage airplanes.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

Total Airpark Facilities:	175,000	25,000	6,035,000	3,061,600	25,000	25,000	9,346,600
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CAPITAL IMPROVEMENT PROGRAM

2021 THROUGH 2026

LIBRARIES

The Libraries section includes projects that support the Library operation. The purchase of library materials as well as computer software projects, are typically funded with Library Cooperative funding or General Fund revenue. Equipment purchases would be lease purchased and major construction or renovation of facilities has been funded with Penny for Pinellas, grants and donations.

Projects in the Libraries section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Foster Community Engagement

- Preserve community history and culture.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Evaluate additional funding options when appropriate.
- Set priorities and spend money aligned with the Strategic Direction.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
93532								
Library Maker Space Maintenance and Upgrade								
	General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

The funding for this project will provide for related expenditures for the reconfiguration of the "Do It Yourself" (DIY) spaces known as maker spaces. Funds will facilitate usage and offer programs and services, with a concentration on STREAM learning for children/teens and support for local small businesses and entrepreneurs. Funding will also provide for maintenance and upgrades needed to maintain and enhance Maker Space facilities. The facilities will require items such as new computers/electronics, computer software/hardware, construction design, installation of new furniture, fixtures and equipment.

93534

Library F.F. & E. Repair and Replacement Project

General Fund	60,000	60,000	60,000	60,000	60,000	60,000	60,000	360,000
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This project provides for system-wide library audio-visual upgrade and replacement and renewal of furniture, fixtures and equipment, to include software and hardware. Audio-visual equipment needs to be repaired or replaced with more up to date equipment. With hundreds of thousands of visitors annually, library furniture and fixtures are beginning to require replacement to keep the facilities functioning.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

LIBRARIES

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
94861								
	Library Technology							
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The funding for this ongoing CIP project provides for the implementation and upgrade of Radio Frequency Identification (RFID) technology at all City of Clearwater library branches. This technology allows libraries to perform many repetitive tasks more efficiently. Stacks of books can be checked in and out with one movement and sorting machines move material quickly and accurately. This increased efficiency allows our reduced staff to continue to provide the service our public demands. The system also provides the most effective security system currently available.

Total Libraries:	135,000	135,000	135,000	135,000	135,000	135,000	810,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

GARAGE

The Garage section includes projects for the replacement of motorized equipment as well as replacement equipment for the radio system. These projects are funded either with Garage Fund revenue, Lease Purchase contract paid by the Garage Fund or Penny for Pinellas revenue. Also, included in this section are miscellaneous new vehicle additions funded by lease purchase contracts paid for by the user department.

Projects in the Garage section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
94233								
Motorized Equipment Replacement - Cash								
	Garage Fund	198,300	208,220	218,630	229,560	241,040	253,090	1,348,840

This project is for the replacement of motorized vehicles and equipment to cost less than \$25,000 per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% per annum.

94238								
Police Vehicles								
	Infrastructure Sales Tax/Penny	100,000	100,000	150,000	200,000	200,000	200,000	950,000

The project provides for the replacement of police vehicles and such equipment necessary to outfit the vehicle for its official use or equipment that has a life expectancy of at least five years.

L1910								
Motorized Equipment Replacement - L/P								
	L/P - Garage Fund	5,201,000	5,461,050	5,734,100	6,020,810	6,321,850	6,637,940	35,376,750

This project is for the replacement of motorized vehicles /equipment estimated to cost \$25,000 or more per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% per annum.

Annual Operating Costs: Annual debt service expenditures to be funded by the Garage Fund.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

GARAGE

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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GSFL180001

Fleet Facility Repair & Replacement

Garage Fund	300,000	75,000	40,000	75,000	75,000	75,000	75,000	640,000
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This project provides funding for repairs and improvements to the fleet maintenance garage facility located at 1900 Grand Avenue. Improvements include roof repair/replacement, painting, industrial fan upgrades, etc. as needed due to the age of the facility.

M2010

P25 Radio Equipment & Infrastructure

Garage Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for P25 system infrastructure and equipment needs. Equipment consists of portable and mobile radios including the accessories and options (such as radio chargers, spare batteries, belt clips, etc.) that are P25 capable as well as bi-directional amplifier (BDA) equipment for the purpose of first responder safety. Infrastructure consists of additional towers.

Total Garage:	5,899,300	5,944,270	6,242,730	6,625,370	6,937,890	7,266,030	38,915,590
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAINTENANCE OF BUILDINGS

Projects in this section provides funding for the major maintenance of City facilities. The funding is provided by the Fund that owns the specific facility that requires maintenance. The facilities are outlined in the project scopes.

Projects in the Maintenance of Buildings section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
GSBM180001								
Air Conditioners-City Wide Replacements								
	General Fund	600,000	425,000	425,000	425,000	425,000	425,000	2,725,000

The project provides funding for the replacement of air conditioning systems in general government buildings that are in need of replacement due to age, deterioration, and excess energy usage.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180002

Flooring for Facilities

General Fund	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
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This project provides funding for the scheduled replacement of worn or damaged flooring within the general government buildings.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180003

Roof Repair and Replacements

General Fund	400,000	350,000	350,000	350,000	350,000	350,000	350,000	2,150,000
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This project provides funding for roofing repair and replacements in general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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GSBM180004

Painting of Facilities

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for scheduled painting and waterproofing of general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180005

Fencing of Facilities

General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
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This project provides funding for the scheduled replacement of rusted or damaged fences at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180006

Light Replacement & Repair

General Fund	200,000	150,000	150,000	150,000	150,000	150,000	150,000	950,000
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This project provides funding for the phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180007

Elevator Refurbishment & Modernization

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the refurbishment and modernization of elevator equipment at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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GSBM180008

Building Systems

General Fund	350,000	350,000	350,000	400,000	400,000	400,000	2,250,000
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This project provides funding for upgrades/improvements to interior and exterior building components at general government facilities. Projects include bathroom renovations, counter and desk replacements, break room renovations, etc. as needed due to regular wear and tear.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180009

New A/C System Chiller

General Fund	500,000	350,000	350,000	350,000	350,000	350,000	2,250,000
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This project provides funding for the replacement of the air-conditioning and chiller systems at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180010

General Services R & R

General Services Fund	75,000	100,000	100,000	100,000	100,000	100,000	575,000
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This project provides funding for the repair and replacement of the General Services facility grounds and building located at 1900 Grand Avenue.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180011

Generator Maintenance

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for new transfer switches as well as docking stations for an emergency hook up. Docking stations cut down on time & provide added safety during a hook up for emergencies and load banking services. Docking stations should be installed on all stationary generators used for emergency standby.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
GSBM180012								
General Facility Bldg. Renovations								
	General Fund	100,000	150,000	200,000	200,000	200,000	200,000	1,050,000

This project provides funding for departmental space allocation and will include carpeting, cubicles and security enhancements throughout general government buildings to better protect City staff and the general public. Additional building enhancements may include shatter-proof glass, card swipes, controlled access and hurricane screen replacement.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

Total Maintenance of Buildings:	2,665,000	2,315,000	2,365,000	2,415,000	2,415,000	2,415,000	14,590,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

GENERAL PUBLIC CITY BUILDINGS & EQUIPMENT

This section includes projects for City buildings and equipment that do not fit into another category within the Capital Improvement Program. Projects such as the Public Works Complex are included in this section. Projects in this section could be funded by a bond issue, Penny for Pinellas or the General Fund. The funding could also be provided by the Fund that owns or operates the specific facility. The facilities are outlined in the project scopes.

Projects in the General Public City Buildings & Equipment section of the six-year plan support the City of Clearwater's Vision and the Strategic

Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENGF180012								
Public Works Complex								
	Stormwater Fund	—	—	—	1,853,570	3,500	28,620	1,885,690
	Infrastructure Sales Tax/Penny	—	—	—	—	4,600,000	—	4,600,000
	Water & Sewer Fund	—	—	—	—	4,000,000	1,556,790	5,556,790

This project provides for the redevelopment of the City's Public Works Complex (PWC) located at 1650 No. Arcturas Avenue. Facilities within the complex are dated and are not expected to withstand hurricane force winds. PWC will play a critical role in disaster recovery efforts on behalf of Clearwater citizens. A master plan for redevelopment of PWC includes demolition of nearly all existing buildings and new construction of hardened structures to accommodate the following Divisions: Utilities, Stormwater, Street and Sidewalks, Traffic, Urban Forestry, Survey and storage for Information Technology.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standard for levels of service.

ENGF25xx

New City Hall

Infrastructure Sales Tax/Penny	—	—	—	—	6,300,000	—	6,300,000
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This project provides funding for the construction of a new City Hall with the location to be determined.

Total Gen Public City Building & Equip:	—	—	—	1,853,570	14,903,500	1,585,410	18,342,480
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS

The Miscellaneous section includes projects that do not fit into another category. The majority of the projects in this section are technology projects that are either managed by the Information Technology Department or funded by the Administrative Services Fund. Other projects in this section include three environmental projects funded by the General Fund.

Projects in the Miscellaneous section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

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Financial Responsibility

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Safety

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Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
94729								
Citywide Connectivity Infrastructure								
	Administrative Services Fund	300,000	200,000	200,000	100,000	50,000	50,000	900,000

This project will continue the deployment of fiber optic cable and high-speed wireless infrastructure to City buildings connecting City operating facilities to the City's voice and data network. The sites range from facilities on the beach (marina, police beach sub-station, north beach fire station), to Countryside (police substation, wastewater treatment plant, library, recreation center, etc.). The architecture will include the creation of looped paths to create redundant connections for service resiliency.

94736

Geographic Information System

	Administrative Services Fund	25,000	25,000	25,000	50,000	50,000	50,000	225,000
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This project has been established to link location based data from the City's numerous databases in an enterprise geographic information system (GIS). The development of a GIS will greatly increase the accessibility of infrastructure, capital asset, and customer information through an intuitive map-based query application. The system will also enable public and private access to mapped information via the internet. Funding includes costs for hardware and software as well as data collection and data conversion services.

ENGF180010

Pollutant Storage Tank Removal/Replacement

	General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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This project is proposed to keep the City's pollutant storage tank locations in compliance with the current Florida Department of Environmental Protection Pollutant Storage Tank Rules, and to reduce the potential risk of groundwater contamination. Expenses from this fund includes tank maintenance, repair, replacement and routine expenses related to tank insurance and compliance, and fees associated with emergency spill response.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENGF180011								
Environmental Assessment & Clean-up								
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project has been established to provide funding for the assessment and remediation of contaminated sites owned or acquired by the City. This project is intended to meet the current state requirements set forth in Chapter 62 of the Florida Administrative Code, requiring the City to meet a mandatory target clean-up levels. This requires mandatory target clean-up levels of sites where contamination could affect a potable water supply or could pose a health or safety risk to the public. This program also reduces the potential risk of off-site contamination to private property and the potential for third party liability claims against the City.

L1908, M1912

Network Infrastructure & Server R & R

L/P - Adm Svc Fund	350,000	350,000	350,000	350,000	300,000	300,000	2,000,000
Administrative Services Fund	75,000	75,000	75,000	75,000	100,000	100,000	500,000

This project will replace network hardware (switches and routers) and upgrade several enterprise system servers on the City's computer network. The City's wide area network incorporates more than 55 different access locations throughout Clearwater. Much of the infrastructure equipment is aging and not capable of handling the increased volumes of data as the City's computing systems grow. These upgrades will improve performance and efficiency of the network and systems, and enable tiered management of network traffic. The project will also fund the purchase of network and bandwidth management software, a new fiber switch and new router blades.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

L1907, M1911

IT Disaster Recovery

L/P - Adm Svc Fund	75,000	50,000	50,000	50,000	50,000	50,000	325,000
Administrative Services Fund	25,000	25,000	25,000	50,000	50,000	50,000	225,000

This project will establish an off-site business operation center for mission critical systems necessary to maintain City operations (i.e., Finance, Customer Service, Asset Management, GIS, payroll, etc.). The project will include the purchase of backup equipment to store data and run systems from a remote location, and establish necessary connectivity.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

L1906

Telecommunication Upgrade

L/P - Adm Svc Fund	250,000	200,000	100,000	50,000	50,000	50,000	700,000
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This project will provide funding for the upgrade of telecommunications equipment including Nortel switches, handsets, and software.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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94828

Financial System Upgrades

Administrative Services Fund		50,000	50,000	100,000	100,000	100,000	100,000	500,000
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This project provides funding to keep the financial systems (PeopleSoft, Munis and Risk Management) up to date, operating at optimum condition and to pay for upgrades as needed. This project includes hardware, software and professional services.

94829

CIS Upgrades

Administrative Services Fund		200,000	100,000	75,000	75,000	50,000	50,000	550,000
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This project provides funding for upgrades and replacement of the Customer Information System (CIS), tracking and document management systems. These systems which support City utilities.

94830

MS/Licensing Upgrades

Administrative Services Fund		50,000	50,000	75,000	75,000	100,000	100,000	450,000
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The Microsoft Licensing project will upgrade versions of several core business applications including Microsoft Office, Microsoft Exchange and SQL Database. These upgrades will provide more advanced functionality and provide a stable platform for operations over the next five to six years.

94833

Computer Monitors

Administrative Services Fund		10,000	10,000	10,000	10,000	10,000	10,000	60,000
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This project provides funding for the purchase of computer monitors for the City's computer needs to be based on a life expectancy of four to six years, as opposed to three years when leased.

94857

Accela Permitting & Code Enforcement Upgrade

Administrative Services Fund		50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding to keep the Tidemark System up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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94873

Citywide Cameras System

Administrative Services Fund	25,000	50,000	25,000	25,000	25,000	25,000	25,000	175,000
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A Citywide Camera System is an enterprise video management system to manage the diverse needs of City departments. The system needs to be open platform and able to be customized to solve the video storage, delivery, and integration.

94874

City Enterprise Time Keeping System

Administrative Services Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This project provides funding for the upgrade and replacement of time clocks and software licensing (Kronos).

94880

Granicus Agenda Management System

Administrative Services Fund	25,000	25,000	25,000	25,000	40,000	25,000	25,000	165,000
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This project will integrate the City's current video streaming services and meeting minutes production with a paperless agenda Management system. The project will address decreased support services provided by current agenda management program, Novus Agenda, and limited Information Technology staff resources. Video streaming services is currently provided by Granicus.

Annual Operating Costs: Costs include for service and licensing maintenance. Estimated average yearly costs will be \$15,000.

94883

Business Process Review & Improvement Project

Administrative Services Fund	100,000	100,000	150,000	150,000	150,000	150,000	150,000	800,000
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This project will support efforts to review, analyze and modify various business processes throughout the City enterprise. The project will place emphasis on processes in support of asset management and work order management activities, however, other operations may be reviewed as need and priority require.

M2007

City EOC Maintenance

Administrative Services Fund	25,000	25,000	25,000	25,000	25,000	25,000	50,000	175,000
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This project is for the ongoing maintenance of the City's emergency operating center and disaster recovery facility located at Fire Station # 48. This facility includes a CAT-5 data center, emergency call center and communications studio to support mission critical City operations during an emergency or disaster conditions.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

MISCELLANEOUS

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
C2006								
ADA Transition Plan								
	General Fund	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

This project provides funding for a review and improvements at City facilities (including parks), sidewalks, intersections, programs, services, policies, website and means of communication pertaining to the requirements of the Americans with Disabilities Act.

C2007

Citywide Audio/Video Solutions

	General Fund	75,000	—	—	—	—	—	75,000
	Administrative Services Fund	—	75,000	100,000	100,000	100,000	100,000	475,000

This project provides for the upgrade and replacement of audio/visual solutions and upgrade of meeting and training facilities to support increased use of online services, electronic media and wireless collaborations.

Total Miscellaneous:	2,105,000	1,855,000	1,855,000	1,755,000	1,695,000	1,705,000	10,970,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

STORMWATER UTILITY

This Stormwater Utility section includes projects that support the Stormwater Utility operations of the City.

Projects in the Stormwater Utility section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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ENST180001

Storm Pipe System Improvements

Stormwater Fund	1,515,030	1,572,940	1,802,240	1,094,640	2,693,750	2,593,350	11,271,950
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This project provides for repair and restoration of any stormwater conveyance or storage components. This project may require technical evaluation and improvement or may involve replacement in kind. A significant portion of this project will be lining or replacement of existing deteriorating pipe.

Comprehensive Plan Objective: (D.3.6) Continue to provide sound fiscal management of the stormwater management systems to include maintenance, operation and construction in accordance with the watershed management plans and concurrent with its implementation.

ENST180003

Stormwater System Expansion

Stormwater Fund	53,750	225,660	244,160	179,270	363,230	509,010	1,575,080
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This project provides for reduction of structure, street and property flooding or improvements to water quality through property acquisition and/or expansion of the existing stormwater system. Property acquisition may be exercised where it is determined that flooding may be alleviated or area for water quality treatment is provided.

Comprehensive Plan Objective: (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

STORMWATER UTILITY

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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ENST180004

Stevenson Creek

Stormwater Fund	1,123,460	1,205,920	944,710	481,030	1,773,060	1,998,280	7,526,460
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This project provides for the implementation of water quantity and quality projects within the Stevenson Creek watershed, including those identified in the Stevenson Creek Watershed Management Plan, to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost-efficient programs for Stormwater management, including Stormwater quantity and quality. These plans should also address any projects included in the Pinellas County Surface Water Management Plan for the implementation of all stormwater management, as well as recommended funding sources.

ENST180005

Coastal Basins Projects

Stormwater Fund	1,447,390	1,031,850	1,017,280	1,091,080	1,430,430	1,574,100	7,592,130
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This project provides for the implementation of water quantity and quality projects within the City's coastal basins to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objectives: (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.5) Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans.

ENST180006

Alligator Creek Watershed Projects

Stormwater Fund	1,123,460	1,205,920	944,710	481,030	1,867,100	1,998,280	7,620,500
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This project provides for the implementation of water quantity and quality projects within the Alligator Creek watershed. Including those identified in the Alligator Creek Watershed Management Plan, to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost-efficient programs for stormwater management, including stormwater quantity and quality. These plans should also address any projects included in the Pinellas County Surface Water Management Plan for the implementation of all stormwater management, as well as recommended funding sources.

C1908

Stormwater Vehicles & Equipment

Stormwater Fund	800,000	1,258,340	1,307,550	1,358,200	1,500,000	1,500,010	7,724,100
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This project provides for the purchase of new and replacement of vehicles and equipment for Stormwater operations.

Comprehensive Plan Objective: (D.3.6) Continue to provide sound fiscal management of the stormwater management systems to include maintenance, operation, and construction in accordance with the watershed management plans and concurrent with its implementation.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

STORMWATER UTILITY

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
ENST180002								
Allen's Creek Improvements								
	Stormwater Fund	—	—	697,360	905,460	479,210	490,370	2,572,400

This project provides for the implementation of water quantity and quality projects within the Allens Creekwatershed, including those identified in the Allen's Creek Watershed Management Plan, to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost-efficient programs for stormwater management, including stormwater quantity and quality. These plans should also address any projects included in the Pinellas County Surface Water Management Plan for the implementation of all stormwater management, as well as recommended funding sources.

Total Stormwater Utility:	6,063,090	6,500,630	6,958,010	5,590,710	10,106,780	10,663,400	45,882,620
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

GAS SYSTEM

The Gas System section includes projects that support the Gas System operation for the City. The majority of these projects are maintenance projects to maintain the system. Also, included in this section are several projects for the continued expansion of the system. All projects are funded by the Gas Fund.

Projects in the Gas Utility section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96365								
Line Relocation Pinellas - Maintenance								
	Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This is a continuing project to fund the removal of abandoned gas lines/offsets and maintenance of existing capitalized lines.

96367

Gas Meter Changeout - Pinellas Capitalized

Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues.

96374

Line Relocation Pinellas - Capitalized

Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This is a continuing project to relocate gas mains for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized.

96376

Line Relocation Pasco - Maintenance

Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This is a continuing project to fund the removal of abandoned gas lines/offsets and maintenance of existing capitalized lines.

GAS SYSTEM

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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96377

Pinellas New Mains & Service Lines

Gas Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pinellas County. It will fund related activities such as capital replacement of obsolete cast iron, steel, galvanized mains, and liquid propane service. This project will also provide funding match for federal gas monies under the potential economic stimulus program.

96378

Pasco New Mains & Service Lines

Gas Fund	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pasco County. It will fund related activities such as capital replacement of obsolete cast iron and galvanized mains, liquid propane service.

96379

Gas Meter Change Out - Pasco Capitalized

Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues. Funding of this project will come from available gas system revenues.

96381

Line Relocation Pasco - Capitalized

Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This is a continuing project to relocate gas main for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the Gas System and is therefore capitalized. Funding for this project will come from available gas system revenues.

96386

Expanded Energy Conservation

Gas Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
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This project provides funding for gas load building objectives to include a System-wide Neighborhood Expansion program and any other capital marketing programs.

96387

Natural Gas Vehicle

Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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This project provides funding for a Natural Gas Vehicle program to include natural gas filling stations, the conversion of vehicles to natural gas fuel, and any other capital NGV marketing programs.

GAS SYSTEM

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96389								
Future IMS Software and Hardware								
	Gas Fund	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000

This project provides funding for the purchase, configuration and utilization of mobile technology to enhance our field processes, specifically for employees to interface with existing City software applications and computer databases while working in the field. Funding for this project will come from available gas system revenues.

96391								
Gas System - Pasco Building								
	Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000

This project provides funding for the purchase of property and a new office building at a location to be determined in Pasco County. Funding for this project will come from available Gas system revenues.

M1904								
Pinellas Building: Equipment Replacement and Repair								
	Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

This project provides funding to make necessary repairs and or replacement of building infrastructure / equipment at the Gas System's main facility located at 777 Maple Street, Clearwater.

Total Gas System:	8,800,000	8,800,000	8,550,000	8,550,000	8,550,000	8,550,000	8,550,000	51,800,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SOLID WASTE AND RECYCLING

The Solid Waste and Recycling section includes projects that support the Solid Waste and Recycling operations of the City. Included in this section are projects for new facilities, facility maintenance and major repairs, as well as equipment and container replacements. All projects are funded by Solid Waste or Recycling revenues.

Projects in the Solid Waste and Recycling Utility section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Efficiency

- Optimize use of employees, assets, and resources.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96426								
Facility R & R								
	Solid Waste Revenue	125,000	125,000	125,000	125,000	125,000	125,000	750,000

This project provides for the repair or modification of site and land improvements, buildings, machinery and equipment at the two (2) Solid Waste facilities. The Transfer Station and the Solid Waste Complex frequently require replacement of necessary components to maintain and/or upgrade the current equipment.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

96443

Residential Container Acquisition

Solid Waste Revenue	100,000	125,000	125,000	125,000	125,000	125,000	725,000
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This project includes the replacement of approximately 10% of the 26,800 automated containers in the field, and the acquisition of new automated containers of various sizes to meet the anticipated less than 1% annual growth of residential customers. Experience indicates that as many as 2,500 containers are required annually, at a current cost of approximately \$50 each. Also, included in this project is the cost of replacement parts, when automated containers can be repaired.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96444								
Commercial Container Acquisition								
	Solid Waste Revenue	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000

This is an ongoing project for the purchase and replacement of roll-off containers, compactors and dumpsters for approximately 3,200 commercial accounts. This project includes the replacement of containers damaged or deteriorated during their normal useful life of five (5) years, the acquisition of additional containers (compactors, roll-offs or dumpsters) to meet system growth, and the acquisition of replacement parts for containers that can be repaired.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

96445								
Solar Trash and Recycling Kiosks								
	Solid Waste Revenue	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This is an ongoing project for the purchase of trash and recycling kiosks to be placed in areas within the City that benefit from high foot traffic. Each two-station kiosk includes a recycling container to provide desirable public space recycling and a litter container that compacts the trash to provide a 3 to 1 compaction ratio. The discreet solar panel provides the current to charge an internal battery that powers the compactor and a real-time monitoring system that measures the fullness of the containers. This monitoring system then provides information regarding the equipment's status to any web-enabled device.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

96448								
Solid Waste CNG Station								
	Solid Waste Revenue	—	—	1,350,000	—	—	—	1,350,000

This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a new compressed natural gas (CNG) vehicle refueling station. The refueling station would be located at the Solid Waste Complex on Hercules Avenue. The initial budget of \$150,000.00 was approved by City Council during fiscal year 2016/17.

Comprehensive Plan Objective: (D.2.1) Continue to maintain adequate levels of service for existing and future populations through the year 2020. (D.2.2) On an ongoing basis, continue to develop collection and transport strategies which minimize costs and use optimally located waste transfer facilities.

96804								
Recycling Container Acquisition								
	Recycling Revenue	90,000	90,000	90,000	90,000	100,000	100,000	560,000

This project provides for the purchase, replacement, or repair of the containers used in the City's three Recycling Programs – Residential, Multi-Family and Commercial.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

SOLID WASTE AND RECYCLING

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96805								
Recycling Expansion R & R & Participation Programs								
	Recycling Revenue	10,000	10,000	10,000	10,000	10,000	10,000	60,000

This project provides for the upkeep of the recycling processing center to include facility maintenance, major repairs, equipment refurbishment or replacement, processing enhancements, and to promote recycling participation and marketing.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

C2005								
Underground Refuse Program								
	Solid Waste Revenue	125,000	125,000	125,000	125,000	125,000	125,000	750,000

This is an extension of a pilot project planned in fiscal year 2019/2020 which will provide funding for fourteen underground refuse containers and two above ground refuse containers. This system saves space above ground by featuring a secure kiosk appropriate for accepting large amounts of solid waste while keeping the trash in a large (up to 10 cubic yards) underground container which prevents over-flowing above ground containers, wind blown litter, and nuisance animals. This system has been proven successful in Europe in high water table, densely populated areas

Annual Operating Costs: Annual operating expenditures in the amount of \$127,100.00 to be funded by Solid Waste revenues.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Total Solid Waste and Recycling:	725,000	750,000	2,100,000	750,000	760,000	760,000	760,000	5,845,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

UTILITIES MISCELLANEOUS

The Utilities Miscellaneous section includes Utilities projects that support more than one utility operation. These projects are typically funded by one or more of the utility operations depending on which operation the project supports.

Projects in the Public Utility section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96526								
Public Utilities Administration Building Upgrades/Improvements								
	Sewer Revenue	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Water Revenue	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding for the building and equipment upgrades for the Public Utilities Complex to include the Public Utilities Administration Building, Motor Shop, Meter Shop and Supervisors Building.

Total Utilities Miscellaneous:	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SEWER SYSTEM

The Sewer System section includes projects that support the Sewer System operations for the City. All projects, are included either in the current rate study or a future rate study.

Projects in the Sewer System section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96212								
Sanitary Sewer Upgrades/Improvements								
	Sewer Revenue	2,696,960	1,360,000	1,250,000	1,250,000	1,000,000	—	7,556,960
	Penny IV	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000

This project provides funding for future upgrades and improvements to the sanitary sewer system within the City of Clearwater service area.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96213

Marshall Street Upgrade/Improvements

Future W & S Bond Issue	—	8,000,000	—	3,201,000	—	—	—	11,201,000
Sewer Revenue	4,350,000	800,000	3,750,000	—	4,050,000	—	—	12,950,000

This project provides funding for future upgrades and improvements to the Marshall Street Water Reclamation Facility infrastructure.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SEWER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96214								
East Plant Upgrades/Improvements								
Future W & S Bond Issue		—	—	2,500,000	—	1,100,000	—	3,600,000
Sewer Revenue		—	—	—	701,000	—	—	701,000
Utility R & R		1,320,000	1,350,000	—	—	—	—	2,670,000

This project provides funding for future upgrades and improvements to the East Plant Water Reclamation Facility infrastructure.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96215

North East Plant Upgrades/Improvements

Sewer Revenue	6,274,000	2,400,000	2,122,220	1,407,400	3,007,400	—	15,211,020
Other Governmental	343,520	814,570	1,137,240	592,600	592,600	—	3,480,530

This project provides funding for future upgrades and improvements to the Northeast Plant Water Reclamation Facility infrastructure.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96217

Pump Station R & R

Utility R & R	—	50,000	900,000	1,550,000	1,800,000	1,500,000	5,800,000
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This project provides funding to repair and replace existing pump stations systems, and their related force mains to current industry and regulatory requirements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96630

Sanitary Sewer Extensions

Sewer Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sewer Revenue	187,540	187,540	187,540	187,540	187,540	187,540	1,125,240

This project provides new sanitary sewer service to residents within the City of Clearwater service area. Remaining septic areas will be addressed based upon priority in subsequent years.

Comprehensive Plan Objective: (D.1.1) To maintain adequate levels of service for existing and future populations through the year 2020. (D.1.3.5) Extend force mains, lift station capacity, and the gravity wastewater collection system to serve existing development as well as new infill development.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SEWER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96634								
Sanitary Utility Relocation Accommodation								
	Utility R & R	210,000	60,000	60,000	60,000	60,000	60,000	510,000

The project provides funding for the relocation of sanitary sewer infrastructure to accommodate roadway improvements by Florida DOT, Pinellas County, and the City of Clearwater and various City initiatives related to Stormwater and Traffic Improvements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96654								
Facilities Upgrade & Improvement								
	Sewer Revenue	1,575,000	—	—	300,000	300,000	—	2,175,000

The project provides funding for upgrades at the City’s three WET plants and bio-solids facilities.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96664								
Water Pollution Control R & R								
	Utility R & R	2,691,000	2,895,000	1,775,000	1,115,000	400,000	—	8,876,000
	Sewer Revenue	—	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	Future W & S Bond Issue	—	500,000	7,500,000	5,000,000	—	—	13,000,000

The project provides for the design, repair, rehabilitation, and replacement of Water Pollution Control Plant and bio-solids facility items such as presses, pumps, motors, associated plumbing, instruments, and minor facility repair to return or maintain the Water Pollution Control facilities to or at designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate levels of service for existing and future populations through the year 2020.

96665								
Sanitary Sewer R & R								
	Utility R & R	940,000	1,150,000	1,100,000	1,200,000	2,000,000	3,000,000	9,390,000
	Sewer Revenue	4,600,000	5,100,000	4,900,000	4,900,000	2,000,000	3,000,000	24,500,000

The project provides general system wide condition inspections, and repair and replacements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate levels of service for existing and future populations through the year 2020.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SEWER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96686								
Pump Station Replacement								
	Future W & S Bond Issue	—	2,852,500	800,000	2,200,000	—	—	5,852,500
	Sewer Revenue	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	—	11,000,000

This project provides funding to upgrade pump stations systems, their related force mains, and telemetry systems to adhere to current industry and regulatory requirements.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

M1905

Marshall Street Plant R&R								
	Utility R & R	—	1,760,000	3,300,000	1,500,000	1,000,000	—	7,560,000

Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate levels of service for existing and future populations through the year 2020.

M1906

Northeast Plant R&R								
	Utility R & R	—	3,445,000	1,070,000	2,800,000	1,500,000	—	8,815,000

Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

SEWER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
M1907								
East Plant R&R								
	Utility R & R	750,000	525,000	625,000	230,000	500,000	—	2,630,000

This project provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate levels of service for existing and future populations through the year 2020.

Total Sewer System: 30,988,020 39,299,610 39,027,000 34,244,540 25,547,540 11,797,540 180,904,250

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

WATER SYSTEM

The Water System section includes projects that support the Water System operations for the City. All projects, are included either in the current rate study or a future rate study. All projects are funded by the Water and Sewer Utility Fund.

Projects in the Water System section of the six-year plan support the City of Clearwater's Vision and the Strategic Direction to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
96721								
System R & R - Maintenance								
	Utility R & R	1,030,000	2,000,000	1,750,000	2,500,000	1,500,000	2,500,000	11,280,000

This is an ongoing program relating to repair or replacement of water mains, service lines, valves, fire hydrants, miscellaneous equipment, damaged facilities, and maintenance of thirty-one (31) existing wells and eight new wells. Work involves, repair and replacement of facilities that do not involve upgrading.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96722

Line Relocation Maintenance

Utility R & R	1,650,000	800,000	1,400,000	600,000	1,100,000	—	5,550,000
Water Revenue	850,000	850,000	750,000	750,000	500,000	500,000	4,200,000

This is an ongoing program relating to repair or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

WATER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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96739

Reclaimed Water Distribution System

Water Revenue	650,000	950,000	450,000	2,450,000	500,000	500,000	5,500,000
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This project provides for the continued expansion of the City’s Reclaimed Water System based on the Reclaimed Water Master Plan Update.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96742

Line Relocation - Improvements

Water Revenue	—	200,000	200,000	200,000	200,000	—	800,000
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This provides funding for upgrades to the potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater. Planned work includes various city initiatives related to Stormwater and Traffic Improvement.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96744

System Expansion

Water Impact	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Water Revenue	80,000	76,000	76,000	76,000	76,000	76,000	460,000

This project provides funding and capitalizes Water Division labor, equipment and material expenses relating to additions to Clearwater’s distribution system, including new meters, backflow prevention devices, main extensions, etc. Location of work areas is determined by customer demand.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

WATER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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96764

R.O. Plant Expansion Res # 1

Water Revenue	1,200,000	400,000	1,600,000	250,000	250,000	—	3,700,000
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This project is to provide funding for the expansion of the City's existing R.O. plant, which includes plant equipment and piping modifications.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

(D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96767

Reverse Osmosis Plant at Reservoir #2

Future W & S Bond Issue	—	6,400,000	9,000,000	6,400,000	—	6,400,000	28,200,000
Water Revenue	—	90,000	75,000	—	500,000	—	665,000

Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96773

Groundwater Replenishment Facility

Other Governmental	—	—	—	6,358,000	10,000,000	—	16,358,000
Water Revenue	—	—	—	17,900,000	—	—	17,900,000

This project provides funding for a Microfiltration, Reverse Osmosis, Advanced Oxidation 3.0 MGD Water Purification Plant, purified water pipelines, with injection wells to replenish the local aquifer.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

(D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

Annual Operating Costs: Annual operating costs, once complete, will approximately amount to \$1,630,000 which includes ten (10) new FTE's.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

WATER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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96782

Reverse Osmosis Plant at WTP #3

Future W & S Bond Issue		—	4,000,000	3,800,000	—	—	—	7,800,000
Water Revenue		—	—	500,000	500,000	500,000	—	1,500,000

This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids (TDS) including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

Annual Operating Costs: Annual operating costs, once complete, will approximately amount to \$1,480,000, which includes eight (8) new FTE's.

96783

Water System Upgrades/Improvements

Future W & S Bond Issue		—	500,000	500,000	500,000	500,000	—	2,000,000
Water Revenue		2,150,000	650,000	1,090,000	900,000	900,000	—	5,690,000
Utility R & R		1,804,600	—	—	—	—	—	1,804,600

This project provides funding for future upgrades and improvements to the water distributive systems and infrastructures.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

(D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96784

Reclaimed Water Distribution System R & R

Utility R & R		—	500,000	1,100,000	100,000	100,000	—	1,800,000
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This project provides funding for ongoing program relating to repair, and replacements of the City's Reclaimed Water System.

Comprehensive Plan Objective: (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96785

Feasibility Studies/Evaluations - Water System

Utility R & R		50,000	50,000	50,000	50,000	50,000	—	250,000
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and to maximize efficiencies for the water distribution systems.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

CAPITAL IMPROVEMENT PROGRAM 2021 THROUGH 2026

WATER SYSTEM

Project # / Project Name	Funding Source	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
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96786

Devices/Equipment - Water System

Water Revenue	—	400,000	75,000	1,025,000	—	—	1,500,000
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This project provides funding for the purchase of equipment and devices, configuration and utilization of mobile technology to enhance our field processes for the water division.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

(D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

M1908

Reverse Osmosis #1 R&R

Utility R & R	—	815,000	500,000	500,000	500,000	—	2,315,000
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This is an ongoing program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

M1909

Reverse Osmosis #2 R&R

Utility R & R	—	50,000	25,000	25,000	1,025,000	—	1,125,000
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This is an ongoing program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

M1910

Water Treatment Plant #3 R&R

Utility R & R	130,000	500,000	500,000	500,000	500,000	—	2,130,000
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This is an ongoing program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate levels of service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

Total Water System:	9,754,600	19,391,000	23,601,000	41,744,000	18,861,000	10,136,000	123,487,600
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Total By Category

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Police Protection	11,075,000	2,175,000	675,000	675,000	675,000	675,000	15,950,000
Fire Protection	1,996,380	482,880	1,465,370	1,404,460	3,607,060	1,250,060	10,206,210
Major Street and Sidewalk Maintenance	4,596,470	5,292,440	5,395,790	5,136,720	6,798,010	6,475,170	33,694,600
Intersections	315,390	315,390	315,390	315,390	315,390	315,390	1,892,340
Parking	834,000	999,000	429,000	10,994,000	384,000	464,000	14,104,000
Miscellaneous Engineering	5,191,500	1,541,500	221,500	221,500	221,500	273,000	7,670,500
Parks Development	7,665,100	6,705,000	8,010,000	14,720,000	4,480,000	4,360,000	45,940,100
Marine Facilities	1,460,000	1,460,000	8,470,000	8,225,000	730,000	740,000	21,085,000
Airpark Facilities	175,000	25,000	6,035,000	3,061,600	25,000	25,000	9,346,600
Libraries	135,000	135,000	135,000	135,000	135,000	135,000	810,000
Garage	5,899,300	5,944,270	6,242,730	6,625,370	6,937,890	7,266,030	38,915,590
Maintenance of Buildings	2,665,000	2,315,000	2,365,000	2,415,000	2,415,000	2,415,000	14,590,000
General Public City Building	—	—	—	1,853,570	14,903,500	1,585,410	18,342,480
Miscellaneous	2,105,000	1,855,000	1,855,000	1,755,000	1,695,000	1,705,000	10,970,000
Stormwater Utility	6,063,090	6,500,630	6,958,010	5,590,710	10,106,780	10,663,400	45,882,620
Gas System	8,800,000	8,800,000	8,550,000	8,550,000	8,550,000	8,550,000	51,800,000
Solid Waste & Recycling	725,000	750,000	2,100,000	750,000	760,000	760,000	5,845,000
Utilities Miscellaneous	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Sewer System	30,988,020	39,299,610	39,027,000	34,244,540	25,547,540	11,797,540	180,904,250
Water System	9,754,600	19,391,000	23,601,000	41,744,000	18,861,000	10,136,000	123,487,600
	100,543,850	104,086,720	121,950,790	148,516,860	107,247,670	69,691,000	652,036,890

Summary of General Fund Revenue

Program	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Police Protection	75,000	675,000	675,000	675,000	675,000	675,000	3,450,000
Fire Protection	506,420	392,100	476,240	414,460	2,826,160	438,230	5,053,610
Major Street & Sidewalk Maint.	—	595,630	595,630	230,110	1,747,840	1,425,000	4,594,210
Miscellaneous Engineering	1,191,500	1,541,500	221,500	221,500	221,500	241,500	3,639,000
Park Development	2,265,000	5,005,000	4,635,000	5,595,000	2,580,000	3,210,000	23,290,000
Marine Facilities	560,000	560,000	560,000	310,000	310,000	310,000	2,610,000
Libraries	135,000	135,000	135,000	135,000	135,000	135,000	810,000
Maintenance of Buildings	2,590,000	2,215,000	2,265,000	2,315,000	2,315,000	2,315,000	14,015,000
Miscellaneous	445,000	370,000	370,000	370,000	370,000	370,000	2,295,000
Total General Fund	7,767,920	11,489,230	9,933,370	10,266,070	11,180,500	9,119,730	59,756,820

POLICE PROTECTION:	P1802 - Police Equipment	75,000	75,000
FIRE PROTECTION:	91229 - Replace & Upgrade Air Packs	39,390	
	91260 - Thermal Imaging Cameras	31,060	
	91261 - Personal Protective Equipment	237,530	
	91264 - Fire Hose Replacement	48,440	
	M2005 - Fire Training Tower	150,000	506,420
MISC ENGINEERING:	ENGF180003 - Miscellaneous Engineering	35,000	
	ENGF180004 - Survey Equipment Replacement	6,500	
	C2004 - Lift Stations	1,150,000	1,191,500
PARK DEVELOPMENT:	93203 - Carpenter Field Infrastructure Repairs & Improvements	60,000	
	93205 - Spectrum Field Infrastructure Repairs & Improvements	200,000	
	93247 - Fitness Equipment Replacement	30,000	
	93271 - Swimming Pool Renovations & Repairs	100,000	
	93278 - Long Center Infrastructure Repairs	75,000	
	93286 - Parking Lot/Bicycle Path Resurfacing & Improvements	150,000	
	93604 - Boardwalk & Docks Repair & Replacement	60,000	
	93618 - Miscellaneous Park & Recreation Contract Svcs	30,000	
	93620 - Outdoor Sports Field Lighting	150,000	
	93633 - Pier 60 Park & Beachwalk Repairs and Improvements	200,000	
	93634 - Concrete Sidewalk & Pad Repair & Replacement	60,000	
	93635 - Park Amenity Purchase, Repair & Replacement	330,000	
	93636 - Tennis & Basketball Court Resurfacing	70,000	
	93637 - Playground & Fitness Equip Purchase & Replacement	200,000	
	93638 - Fencing Replacement Program	175,000	
	93654 - Recreation Centers Infrastructure Repairs	150,000	
	93672 - Clearwater Beach Infrastructure Repair & Improve	50,000	
	M2002 - Environmental Park Remediation and Protection	50,000	
	M2006 - Right of Way Tree Management Program	125,000	2,265,000
MARINE FACILITIES:	ENGF180006 - Citywide Docks & Seawall Replacement	300,000	
	93415 - Waterway Maintenance	100,000	
	93422 - Dredging of City Waterways	100,000	
	93499 - Pier 60/Sailing Center Maintenance	60,000	560,000

Summary of General Fund Revenue

LIBRARIES:	93532 - Library Maker Space Maintenance and Upgrade	25,000	
	93534 - Library F.F. & E. R&R	60,000	
	94861 - Library Technology	50,000	135,000
MAINTENANCE OF BUILDINGS:	GSBM180001 - Air Conditioners - City Wide Replcmt	600,000	
	GSBM180002 - Flooring for Facilities	175,000	
	GSBM180003 - Roof Repair and Replacement	400,000	
	GSBM180004 - Painting of Facilities	100,000	
	GSBM180005 - Fencing of Facilities	15,000	
	GSBM180006 - Light Replacement & Repair	200,000	
	GSBM180007 - Elevator Refurbish & Modernization	100,000	
	GSBM180008 - Building Systems	350,000	
	GSBM180009 - New A/C System Chiller	500,000	
	GSBM180011 - Generator Maintenance	50,000	
	GSBM180012 - General Facility Building Renovations	100,000	2,590,000
MISCELLANEOUS:	ENGF180010 - Pollutant Storage Tank Removal/Replcmt	20,000	
	ENGF180011 - Environmental Assessment & Clean-up	50,000	
	C2006 - ADA Transition Plan	300,000	
	C2007 - Citywide Audio/Video Solutions	75,000	<u>445,000</u>
TOTAL GENERAL FUND FY 2020/21:			<u>7,767,920</u>

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
GENERAL SOURCES							
General Fund Revenue							
P1802 - Police Equipment	75,000	75,000	75,000	75,000	75,000	75,000	450,000
C22PD1 - Police CAD Replacement	—	600,000	600,000	600,000	600,000	600,000	3,000,000
91229 - Replace & Upgrd Air Packs	39,390	40,570	41,790	43,040	44,340	45,670	254,800
91260 - Thermal Imaging Cameras	31,060	31,990	32,950	33,940	34,960	36,000	200,900
91261 - Personal Protective	237,530	244,650	251,990	259,550	267,340	275,400	1,536,460
91263 - Extrication Tools	—	—	73,120	—	—	—	73,120
91264 - Fire Hose Replacement	48,440	49,890	51,390	52,930	54,520	56,160	313,330
M2005 - Fire Training Tower	150,000	25,000	25,000	25,000	25,000	25,000	275,000
C25FD1 - Fire Command Bus Replc	—	—	—	—	800,000	—	800,000
C25FD2 - Fire Squad Unit Replc	—	—	—	—	1,600,000	—	1,600,000
ENGF200001 - Redesign Ft Harrison	—	595,630	595,630	230,110	1,747,840	1,425,000	4,594,210
ENGF180003 - Misc Engineering	35,000	35,000	35,000	35,000	35,000	35,000	210,000
ENGF180004 - Survey Equip Rplc	6,500	6,500	6,500	6,500	6,500	6,500	39,000
C2004 - Lift Stations	1,150,000	1,500,000	180,000	180,000	180,000	200,000	3,390,000
93203 - Carpenter Infrast R&I	60,000	100,000	100,000	160,000	160,000	60,000	640,000
93205 - Spectrum Field Repair/Imprv	200,000	200,000	200,000	200,000	200,000	750,000	1,750,000
93247 - Fitness Equip Purch&Rplc	30,000	50,000	50,000	50,000	50,000	60,000	290,000
93271 - Swimming Pool Renovations	100,000	150,000	150,000	150,000	150,000	150,000	850,000
93278 - Long Center Infrastructure	75,000	150,000	200,000	200,000	200,000	200,000	1,025,000
93286 - Parking Lot/Bike Path R&I	150,000	75,000	100,000	100,000	100,000	100,000	625,000
ENGF180006 - Docks/Seawall Rplc	300,000	300,000	300,000	50,000	50,000	50,000	1,050,000
93415 - Waterway Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93422 - Dredging of City Waterways	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93499 - Pier 60/Sailing Center Maint	60,000	60,000	60,000	60,000	60,000	60,000	360,000
93532 - Library Maker Space Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
93534 - Library FF&E R&R	60,000	60,000	60,000	60,000	60,000	60,000	360,000
93604 - Boardwalks & Docks R&R	60,000	40,000	50,000	50,000	60,000	100,000	360,000
93618 - Misc. P&R Contracts	30,000	30,000	30,000	30,000	30,000	40,000	190,000
93620 - Outdoor Field Lighting	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93633 - Pier 60 Park/Beachwalk R&I	200,000	170,000	180,000	180,000	180,000	200,000	1,110,000
93634 - Concrete/Sidewalk R&R	60,000	60,000	75,000	75,000	75,000	75,000	420,000
93635 - Park Amenity Purchase &	330,000	300,000	300,000	300,000	300,000	300,000	1,830,000
93636 - Tennis/Basketball Court R&R	70,000	250,000	250,000	250,000	250,000	250,000	1,320,000
93637 - Playgrnd/Fitness Equip R&R	200,000	150,000	250,000	150,000	150,000	250,000	1,150,000
93638 - Parks Fencing Replacement	175,000	150,000	175,000	175,000	175,000	175,000	1,025,000
93654 - Recreation Centers R&R	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93672 - Clw Beach Infrast R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M2002 - Envrnmntl Pk Remediation	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M2006 - Right of Way Tree Mgmt	125,000	125,000	125,000	125,000	100,000	100,000	700,000
C22PR1 - Long Center Major Reno	—	2,000,000	2,000,000	3,000,000	—	—	7,000,000
C22PR2 - Ross Nrtm Skate Prk Reno	—	110,000	—	—	—	—	110,000
C22PR3 - Soccer Reno EC Moore	—	495,000	—	—	—	—	495,000
GSBM180001 - A/C Replacements	600,000	425,000	425,000	425,000	425,000	425,000	2,725,000
GSBM180002 - Flooring of Facilities	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
GSBM180003 - Roofing Rpr & Replc	400,000	350,000	350,000	350,000	350,000	350,000	2,150,000
GSBM180004 - Painting of Facilities	100,000	100,000	100,000	100,000	100,000	100,000	600,000
GSBM180005 - Fencing of Facilities	15,000	15,000	15,000	15,000	15,000	15,000	90,000
GSBM180006 - Lighting Rpr & Rplc	200,000	150,000	150,000	150,000	150,000	150,000	950,000
GSBM180007 - Elevator Rpr & Rplc	100,000	100,000	100,000	100,000	100,000	100,000	600,000
GSBM180008 - Building Systems	350,000	350,000	350,000	400,000	400,000	400,000	2,250,000
GSBM180009 - New A/C Chiller	500,000	350,000	350,000	350,000	350,000	350,000	2,250,000
GSBM180011 - Generator Maint	50,000	50,000	50,000	50,000	50,000	50,000	300,000
GSBM180012 - General Bldg Reno	100,000	150,000	200,000	200,000	200,000	200,000	1,050,000
ENGF180010 - Pollutant Storage	20,000	20,000	20,000	20,000	20,000	20,000	120,000
ENGF180011 - Environmental	50,000	50,000	50,000	50,000	50,000	50,000	300,000

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
General Fund Revenue (continued)							
C2007 - City Audio/Video Solutions	75,000	—	—	—	—	—	75,000
94861 - Library Technology	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C2006 - ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Subtotal General Revenue	7,767,920	11,489,230	9,933,370	10,266,070	11,180,500	9,119,730	59,756,820
Road Millage							
ENGF200001 - Redesign Ft Harrison	250,000	—	—	—	—	—	250,000
ENRD180004 - Streets & Sidewalks	3,049,720	3,400,060	3,503,410	3,609,860	3,753,420	3,753,420	21,069,890
ENRD180005 - City Intersections	37,690	37,690	37,690	37,690	37,690	37,690	226,140
ENRD180007 - Traffic Safety Infrst	7,300	7,300	7,300	7,300	7,300	7,300	43,800
Subtotal Road Millage	3,344,710	3,445,050	3,548,400	3,654,850	3,798,410	3,798,410	21,589,830
Infrastructure Sales Tax/Penny							
91218 - Fire Engine Replacement	1,350,000	—	720,000	720,000	750,000	780,000	4,320,000
93272 - Bicycle Paths-Bridges	—	—	1,250,000	1,250,000	—	—	2,500,000
94238 - Police Vehicles	100,000	100,000	150,000	200,000	200,000	200,000	950,000
96212 - Sanitary Sewer Upgrd/Imprv	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
C1905 - Beach Marina Upgrade	—	—	7,500,000	7,500,000	—	—	15,000,000
C2001 - Athletic Fields/Fac R&I	5,000,000	1,000,000	1,500,000	500,000	600,000	600,000	9,200,000
C2003 - Neighborhood Park	—	400,000	400,000	400,000	400,000	400,000	2,000,000
C25xx - New City Hall	—	—	—	—	6,300,000	—	6,300,000
ENGF180012 - Public Works Cmplx	—	—	—	—	4,600,000	—	4,600,000
ENGF180013 - Imagine Clearwater	4,000,000	—	—	—	—	—	4,000,000
G23xx - Aviation Operations Center	—	—	760,000	—	—	—	760,000
M2002 - Envrnmntl Pk Remediation	—	—	—	750,000	750,000	—	1,500,000
P21xx - Public Safety Equip Facility	—	1,500,000	—	—	—	—	1,500,000
Subtotal Infrast Sales Tax/Penny	12,450,000	5,000,000	14,280,000	13,320,000	15,600,000	3,980,000	64,630,000
Multi-Modal Impact Fees							
ENRD180005 - City Intersections	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180006 - Signal Renovation	40,000	40,000	40,000	40,000	40,000	40,000	240,000
ENRD180007 - Traffic Safety Infrst	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal Multi-Modal Impact Fees	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Local Option Fuel Tax							
ENGF200001 - Redesign Ft Harrison	750,000	—	—	—	—	—	750,000
ENRD180002 - Bridge Maint&Imprv	396,750	1,146,750	1,146,750	1,146,750	1,146,750	1,146,750	6,130,500
ENRD180003 - Traffic Calming	150,000	150,000	150,000	150,000	150,000	150,000	900,000
ENRD180005 - City Intersections	15,200	15,200	15,200	15,200	15,200	15,200	91,200
ENRD180006 - Signal Renovation	100,000	100,000	100,000	100,000	100,000	100,000	600,000
ENRD180007 - Traffic Safety Infrst	15,200	15,200	15,200	15,200	15,200	15,200	91,200
Subtotal Local Option Fuel Tax	1,427,150	1,427,150	1,427,150	1,427,150	1,427,150	1,427,150	8,562,900
Special Program Fund							
93602 - Special Events Equip R & R	30,000	30,000	50,000	50,000	50,000	50,000	260,000
C22PR2 - Ross Nrtn Skate Prk Reno	—	95,000	—	—	—	—	95,000
Subtotal Special Program	30,000	125,000	50,000	50,000	50,000	50,000	355,000
Grants - Other Agencies							
G23xx - Aviation Operations Center	—	—	5,000,000	—	—	—	5,000,000
G2108 - Security System Upgrade	120,000	—	—	—	—	—	120,000
G23xx - Apron Relayment	—	—	200,000	2,429,280	—	—	2,629,280
Subtotal Grants - Other Agencies	120,000	—	5,200,000	2,429,280	—	—	7,749,280

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Other Governmental Revenue							
91236 - Rescue Vehicle (Fire)	112,500	62,500	240,000	240,000	—	—	655,000
96215 - NE Plant Upgrade/Improve	343,520	814,570	1,137,240	592,600	592,600	—	3,480,530
96773 - Grndwtr Replenish Facility	—	—	—	6,358,000	10,000,000	—	16,358,000
Subtotal Other Governmental	456,020	877,070	1,377,240	7,190,600	10,592,600	—	20,493,530
Donations							
M1901 - Countryside Complex Reno	50,000	50,000	50,000	50,000	—	—	200,000
Subtotal Donation Revenue	50,000	50,000	50,000	50,000	—	—	200,000
Subtotal General Sources	25,785,800	22,553,500	36,006,160	38,527,950	42,788,660	18,515,290	184,177,360
SELF-SUPPORTING FUNDS							
Marina Revenue							
93418 - Utilities Service Replacement	50,000	50,000	50,000	50,000	50,000	50,000	300,000
93420 - Fuel System R & R	40,000	40,000	40,000	40,000	40,000	40,000	240,000
C1905 - Beach Marina Upgrade	500,000	500,000	—	—	—	—	1,000,000
M1902 - Marine Maint & Dock R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Marina Revenue	690,000	690,000	190,000	190,000	190,000	190,000	2,140,000
Clearwater Harbor Marina Fund							
93410 - Clw Harbor Marina Maint	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C1906 - Clw Harbor Mar Rpl&Upgrd	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Clw Harbor Revenue	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Airpark Revenue							
94817 - Airpark Maint & Repair	25,000	25,000	25,000	25,000	25,000	25,000	150,000
G22xx - Security System Upgrade	30,000	—	—	—	—	—	30,000
G23xx - Apron Relayment	—	—	50,000	607,320	—	—	657,320
Subtotal Airpark Revenue	55,000	25,000	75,000	632,320	25,000	25,000	837,320
Parking Revenue							
ENGF200002 - Bch Grd Admin Bld	—	40,000	45,000	—	—	—	85,000
ENGF190002 - Beach Guard Towers	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180001 - Prkng Lot Resurface	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180002 - Parking Lot Improve	300,000	450,000	150,000	150,000	150,000	150,000	1,350,000
ENPK180003 - Parking Facilities	484,000	459,000	184,000	294,000	184,000	264,000	1,869,000
ENPK180004 - Downtown Pk Garage	—	—	—	10,500,000	—	—	10,500,000
M2102- Seminole Launch Maint	10,000	10,000	20,000	25,000	30,000	40,000	135,000
Subtotal Parking Revenue	894,000	1,059,000	499,000	11,069,000	464,000	554,000	14,539,000

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Water Revenue							
96526 - Utilities Admin Upgrd/Imprv	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96722 - Line Relocation Maintenance	850,000	850,000	750,000	750,000	500,000	500,000	4,200,000
96739 - Reclaimed Water System	650,000	950,000	450,000	2,450,000	500,000	500,000	5,500,000
96742 - Line Relocations - Improve	—	200,000	200,000	200,000	200,000	—	800,000
96744 - System Expansion	80,000	76,000	76,000	76,000	76,000	76,000	460,000
96764 - R.O. Plant Expansion Res #1	1,200,000	400,000	1,600,000	250,000	250,000	—	3,700,000
96767 - R.O. Plant @ Res #2	—	90,000	75,000	—	500,000	—	665,000
96773 - Grndwtr Replenish Facility	—	—	—	17,900,000	—	—	17,900,000
96782 - R.O. Plant at WTP #3	—	—	500,000	500,000	500,000	—	1,500,000
96783 - Water System Upgrd/Imprv	2,150,000	650,000	1,090,000	900,000	900,000	—	5,690,000
96786 - Devices/Equip Water System	—	400,000	75,000	1,025,000	—	—	1,500,000
ENGF180012 - Public Works Cmplx	—	—	—	—	4,000,000	1,556,790	5,556,790
Subtotal Water Revenue	4,980,000	3,666,000	4,866,000	24,101,000	7,476,000	2,682,790	47,771,790
Sewer Revenue							
96212 - Sanitary Sewer Upgrd/Imprv	2,696,960	1,360,000	1,250,000	1,250,000	1,000,000	—	7,556,960
96213 - Marshall Street Upgrd/Imprv	4,350,000	800,000	3,750,000	—	4,050,000	—	12,950,000
96214 - East Plant Upgrd/Imprv	—	—	—	701,000	—	—	701,000
96215 - NE Plant Upgrd/Imprv	6,274,000	2,400,000	2,122,220	1,407,400	3,007,400	—	15,211,020
96526 - Utilities Admin Upgrd/Imprv	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96630 - Sanitary Sewer Extensions	187,540	187,540	187,540	187,540	187,540	187,540	1,125,240
96654 - Facilities Upgrd/Imprv	1,575,000	—	—	300,000	300,000	—	2,175,000
96664 - Water Pollution Control R&R	—	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
96665 - Sanitary Sewer R&R	4,600,000	5,100,000	4,900,000	4,900,000	2,000,000	3,000,000	24,500,000
96686 - Pump Station Replacement	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000	—	11,000,000
ENGF180012 - Public Works Cmplx	—	—	—	—	—	—	—
M2008 - Vehicles/Equipment Sewer	—	—	—	—	—	—	—
Subtotal Sewer Revenue	22,733,500	13,897,540	16,259,760	12,795,940	14,594,940	5,237,540	85,519,220
Water Impact Fees							
96744 - System Expansion	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Subtotal Water Impact Fees	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Sewer Impact Fees							
96630 - Sanitary Sewer Extensions	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal Sewer Impact Fees	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Utility R&R							
96214 - East Plant Upgrd/Imprv	1,320,000	1,350,000	—	—	—	—	2,670,000
96217 - Pump Station R&R	—	50,000	900,000	1,550,000	1,800,000	1,500,000	5,800,000
96634 - Sanitary Utility Relocation	210,000	60,000	60,000	60,000	60,000	60,000	510,000
96664 - Water Pollution Control R&R	2,691,000	2,895,000	1,775,000	1,115,000	400,000	—	8,876,000
96665 - Sanitary Sewer R&R	940,000	1,150,000	1,100,000	1,200,000	2,000,000	3,000,000	9,390,000
96721 - System R&R - Maintenance	1,030,000	2,000,000	1,750,000	2,500,000	1,500,000	2,500,000	11,280,000
96722 - Line Relocation Maintenance	1,650,000	800,000	1,400,000	600,000	1,100,000	—	5,550,000
96783 - Water System Upgrd/Imprv	1,804,600	—	—	—	—	—	1,804,600
96784 - Reclaimed System R&R	—	500,000	1,100,000	100,000	100,000	—	1,800,000
96785 - Feasibility Studies - Water	50,000	50,000	50,000	50,000	50,000	—	250,000
M1905 - Marshall Street Plant R&R	—	1,760,000	3,300,000	1,500,000	1,000,000	—	7,560,000
M1906 - Northeast Plant R&R	—	3,445,000	1,070,000	2,800,000	1,500,000	—	8,815,000
M1907 - East Plant R&R	750,000	525,000	625,000	230,000	500,000	—	2,630,000
M1908 - R.O. Plant #1 R&R	—	815,000	500,000	500,000	500,000	—	2,315,000
M1909 - R.O. Plant #2 R&R	—	50,000	25,000	25,000	1,025,000	—	1,125,000
M1910 - Water Treatment Plant #3	130,000	500,000	500,000	500,000	500,000	—	2,130,000
Subtotal Utility R&R	10,575,600	15,950,000	14,155,000	12,730,000	12,035,000	7,060,000	72,505,600

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Stormwater Utility Revenue							
C1908 - Stormwater Vehicle & Equip	800,000	1,258,340	1,307,550	1,358,200	1,500,000	1,500,010	7,724,100
ENGF180004 - Survey Equip Rplc	—	—	—	—	—	31,500	31,500
ENGF180012 - Public Works Cmplx	—	—	—	1,853,570	3,500	28,620	1,885,690
ENST180001 - Storm System Imprv	1,515,030	1,572,940	1,802,240	1,094,640	2,693,750	2,593,350	11,271,950
ENST180002 - Allens Creek Imprv	—	—	697,360	905,460	479,210	490,370	2,572,400
ENST180003 - Storm Syst Expansion	53,750	225,660	244,160	179,270	363,230	509,010	1,575,080
ENST180004 - Stevenson Creek	1,123,460	1,205,920	944,710	481,030	1,773,060	1,998,280	7,526,460
ENST180005 - Coastal Basins	1,447,390	1,031,850	1,017,280	1,091,080	1,430,430	1,574,100	7,592,130
ENST180006 - Alligator Creek	1,123,460	1,205,920	944,710	481,030	1,867,100	1,998,280	7,620,500
Subtotal Stormwater Utility	6,063,090	6,500,630	6,958,010	7,444,280	10,110,280	10,723,520	47,799,810
Gas Revenue							
96365 - Line Relo Pinellas-Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96367 - Gas Meter Change Pinellas	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96374 - Line Relo Pinellas Cap	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96376 - Line Relo Pasco-Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96377 - Pinellas New Mains & Srvc	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
96378 - Pasco New Mains & Service	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
96379 - Gas Meter Change Pasco	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96381 - Line Relo Pasco Cap	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96386 - Expanded Energy Consvr	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
96387 - Natural Gas Vehicle	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
96389 - IMS Software/Hardware	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000
96391 - Gas System - Pasco Building	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
M1904 - Pinellas Build Equip R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Subtotal Gas Revenue	8,800,000	8,800,000	8,550,000	8,550,000	8,550,000	8,550,000	51,800,000
Solid Waste Revenue							
96426 - Facility R & R	125,000	125,000	125,000	125,000	125,000	125,000	750,000
96443 - Residential Container Acq	100,000	125,000	125,000	125,000	125,000	125,000	725,000
96444 - Commercial Container Acq	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96445 - Solar Trash/Recycling Kiosks	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96448 - Solid Waste CNG Station	—	—	1,350,000	—	—	—	1,350,000
C2005 - Underground Refuse Prgm	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Subtotal Solid Waste Revenue	625,000	650,000	2,000,000	650,000	650,000	650,000	5,225,000
Recycling Revenue							
96804 - Recycling Container Acq	90,000	90,000	90,000	90,000	100,000	100,000	560,000
96805 - Recycl Expan R&R Program	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Subtotal Recycling Revenue	100,000	100,000	100,000	100,000	110,000	110,000	620,000
Subtotal Self-Supporting Funds	55,876,190	51,698,170	54,012,770	78,622,540	54,565,220	36,142,850	330,917,740
INTERNAL SERVICE FUNDS							
General Services Fund Revenue							
GSBM180010 - General Svcs R&R	75,000	100,000	100,000	100,000	100,000	100,000	575,000
Subtotal General Services Revenue	75,000	100,000	100,000	100,000	100,000	100,000	575,000
Garage Fund Revenue							
94233 - Motorized Equip Rplc-Cash	198,300	208,220	218,630	229,560	241,040	253,090	1,348,840
GSFL180001 - Fleet Facility R & R	300,000	75,000	40,000	75,000	75,000	75,000	640,000
M2010 - P25 Radio Equip & Infrast	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Garage Revenue	598,300	383,220	358,630	404,560	416,040	428,090	2,588,840
Administrative Services Revenue							

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
94729 - Citywide Connectivity Infrast	300,000	200,000	200,000	100,000	50,000	50,000	900,000
94736 - Geographic Information Sys	25,000	25,000	25,000	50,000	50,000	50,000	225,000
94828 - Financial System Upgrades	50,000	50,000	100,000	100,000	100,000	100,000	500,000
94829 - CIS Upgrades	200,000	100,000	75,000	75,000	50,000	50,000	550,000
94830 - MS/Licensing Upgrades	50,000	50,000	75,000	75,000	100,000	100,000	450,000
94833 - Computer Monitors	10,000	10,000	10,000	10,000	10,000	10,000	60,000
94857 - Accela Permit/Code Upgrd	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Cameras System	25,000	50,000	25,000	25,000	25,000	25,000	175,000
94874 - City Time Keeping System	25,000	25,000	25,000	25,000	25,000	25,000	150,000
94880 - Granicus Agenda Mgmt Sys	25,000	25,000	25,000	25,000	40,000	25,000	165,000
94883 - Business Process R&I Project	100,000	100,000	150,000	150,000	150,000	150,000	800,000
M1911 - IT Disaster Recovery Equip	25,000	25,000	25,000	50,000	50,000	50,000	225,000
M1912 - Network Infrast/Server R&R	75,000	75,000	75,000	75,000	100,000	100,000	500,000
M2007 - City EOC Maintenance	25,000	25,000	25,000	25,000	25,000	50,000	175,000
C2007 - City Audio/Video Solutions	—	75,000	100,000	100,000	100,000	100,000	475,000
Subtotal Administrative Services	985,000	885,000	985,000	935,000	925,000	935,000	5,650,000
Central Insurance Fund Revenue							
91257 - Auto External Defib Program	27,460	28,280	29,130	30,000	30,900	31,830	177,600
M2006 - Right of Way Tree Mgmt	125,000	125,000	125,000	125,000	100,000	100,000	700,000
Subtotal Central Insurance	152,460	153,280	154,130	155,000	130,900	131,830	877,600
Subtotal Internal Service Funds	1,810,760	1,521,500	1,597,760	1,594,560	1,571,940	1,594,920	9,691,440
<u>BORROWING</u>							
<u>GENERAL SOURCES</u>							
Lease Purchase - General Fund							
L1901 - P&R Vehicles & Equip	195,100	—	—	—	—	—	195,100
Subtotal Lease Purchase - GF	195,100	—	—	—	—	—	195,100
Interfund Loan - General Fund							
PD00180001 - PD District 3 Station	11,000,000	—	—	—	—	—	11,000,000
C2001 - Athletic Fields/Fac R&I	—	—	—	6,000,000	—	—	6,000,000
Subtotal Interfund Loan - GF	11,000,000	—	—	6,000,000	—	—	17,000,000
Subtotal Borrowing/General	11,195,100	—	—	6,000,000	—	—	17,195,100
<u>SELF-SUPPORTING FUNDS</u>							
Future Bond Issue - Water & Sewer							
96213 - Marshall Street Upgrd/Imprv	—	8,000,000	—	3,201,000	—	—	11,201,000
96214 - East Plant Upgrd/Imprv	—	—	2,500,000	—	1,100,000	—	3,600,000
96664 - Water Pollution Control R&R	—	500,000	7,500,000	5,000,000	—	—	13,000,000
96686 - Pump Station Replacement	—	2,852,500	800,000	2,200,000	—	—	5,852,500
96767 - R.O. Plant @ Res #2	—	6,400,000	9,000,000	6,400,000	—	6,400,000	28,200,000
96782 - R.O. Plant @ WTP #3	—	4,000,000	3,800,000	—	—	—	7,800,000
96783 - Water System Upgrd/Imprv	—	500,000	500,000	500,000	500,000	—	2,000,000
Subtotal Bond Issue Water & Sewer	—	22,252,500	24,100,000	17,301,000	1,600,000	6,400,000	71,653,500
Subtotal Borrowing/Self	—	22,252,500	24,100,000	17,301,000	1,600,000	6,400,000	71,653,500

Summary of Funding Sources

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
INTERNAL SERVICE FUNDS							
Lease Purchase - Garage							
L1910 - Motorized Equip Replc-L/P	5,201,000	5,461,050	5,734,100	6,020,810	6,321,850	6,637,940	35,376,750
Subtotal Lease Purchase - Garage	5,201,000	5,461,050	5,734,100	6,020,810	6,321,850	6,637,940	35,376,750
Lease Purchase - Administrative							
L1906 - Telecommunications Upgrd	250,000	200,000	100,000	50,000	50,000	50,000	700,000
L1907 - IT Disaster Recovery Equip	75,000	50,000	50,000	50,000	50,000	50,000	325,000
L1908 - Network Infrast/Server R&R	350,000	350,000	350,000	350,000	300,000	300,000	2,000,000
Subtotal Lease Purchase - Admin.	675,000	600,000	500,000	450,000	400,000	400,000	3,025,000
Subtotal Borrowing/Internal	5,876,000	6,061,050	6,234,100	6,470,810	6,721,850	7,037,940	38,401,750
TOTAL: ALL FUNDING SOURCES	100,543,850	104,086,720	121,950,790	148,516,860	107,247,670	69,691,000	652,036,890



Accrual Basis	The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.
Ad Valorem Tax	Meaning “according to value”, an ad valorem tax is levied in proportion to the assessed value of real property (taxable land and improvements thereon). This tax is also known as property tax.
Adopted Budget	The financial plan for the fiscal year beginning October 1. Required to be approved by the City Council at the second of two public hearings in September.
Amendment 1	Legislation adopted by the citizens of Florida in January 2009 providing: <ul style="list-style-type: none">• An additional \$25,000 homestead exemption for homeowners with assessed values between \$50,000 and \$75,000,• The ability for homesteaded property owners to transfer up to \$500,000 of the Save Our Homes benefit to a new homestead upon certain conditions,• A \$25,000 exemption for each tangible personal property return,• A 10% assessment cap for non-homestead properties, which will take effect with the 2009 tax roll.
Annual Financial Report	Financial compendium published subsequent to the close of each fiscal year, encompassing all funds and financial activities of the City during the previous year, including balance sheets, comparative listing of revenues and expenditures and statements of bonded indebtedness.
Appropriation	Legal authorization granted by a legislative body (City Council) to make expenditures and incur financial obligations for specific purposes.
Assessed Value	Dollar value given to real estate, utilities and personal property, on which taxes are levied.
Assets	Resources owned or held which have monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the fiscal year.
Balanced Budget	A budget in which estimated revenues equal estimated expenditures.
Bond (Debt Instrument)	A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.
Bonded Indebtedness	That portion of a governmental unit's indebtedness that is represented by outstanding bonds.
Brownfields Program	Brownfields are sites that are generally abandoned, idled, or underused industrial or commercial properties where expansion or redevelopment is complicated by actual or perceived environmental contamination. The Clearwater Brownfields program seeks to turn these sites into productive Economic Development or Community Development Projects.
Budget	Financial plan consisting of estimated revenues and expenditures (and purposes) for a specified time. The operating budget provides for direct services and support functions of the City (e.g. Police, Fire, Public Services, etc.). The capital budget (Capital Improvement Program) provides for improvements to the City's infrastructure and facilities and utilizes long-term financing instruments as well as operating revenues.

Budget Amendment	Legal means by which an adopted expenditure authorization or limit is increased; includes publication, public hearing and Council approval.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.
Budget and Finance Policies	The City's policies with respect to budgeting, taxation, spending, reserve requirements, asset maintenance, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Budget Calendar	The schedule of key dates which a government follows in the preparation and adoption of the budget.
Budget Hearing	Public hearings conducted by the City Council to consider and adopt the Clearwater budget.
Capital Expenditures	An expenditure which leads to the acquisition of a physical asset with a cost of at least \$5,000 up to \$25,000, with a useful life of at least one year. Such expenditures are charged through an individual department's operating budget and do not include those provided for in the Capital Improvement Project Budget.
Capital Improvement Project Budget	A long-range plan for the purchase or construction of physical assets such as buildings, streets and sewers. Capital Improvement Projects (CIP) cost in excess of \$25,000 and have a useful life of at least five years.
Cash Basis	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
CDBG	Acronym for "Community Development Block Grant".
CGS	Acronym for "Clearwater Gas System".
Charge for Services	Charges for a specific governmental service which cover the cost of providing that service to the user (e.g. – building permits, parking fees).
CHM	Acronym for "Clearwater Harbor Marina".
CIP	Acronym for "Capital Improvement Program".
City Council	Elected representatives that set policy, approve budget, determine ad valorem tax rates on property within City limits, and evaluate job performance of City Manager and City Attorney.
City Manager	The City Manager is a professional administrator appointed by the City Council and serves as chief executive officer. The City Manager carries out policies determined by the City Council.
COLA	Acronym for "Cost of Living Adjustment".
Community Redevelopment Agency	The Community Redevelopment Agency (CRA) is a public agency created for the purpose of undertaking activities and projects in a designated redevelopment area. Incremental tax revenues raised in the designated area are mandated for use in the Community Redevelopment Agency district only.
Comprehensive Plan	A method to utilize and strengthen the existing role, processes and powers of local governments to establish and implement comprehensive planning programs which guide and control future development.
Contingency	A budgetary reserve set aside for emergency or unanticipated expenditures. The City Council must approve all contingency expenditures.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost Center	An organizational budget/operating unit within each City department or program, i.e., Traffic Enforcement Unit is a cost center within the Police Department's Patrol program.

Cost-of-Living Adjustment	An increase in salaries to offset the adverse effect of inflation on compensation.
CPD	Acronym for “Clearwater Police Department”.
CPI	Acronym for “Consumer Price Index”.
CRA	Acronym for “Community Redevelopment Agency”.
CWA	Acronym for “Communications Workers of America”.
DDB	Acronym for “Downtown Development Board”.
Debt	An obligation resulting from the borrowing of money for the purchase of goods and services.
Debt Service	The payment of principal and interest on borrowed funds and required contributions to accumulate monies for future retirement of bonds.
Department	Organizational unit of government that is functionally unique in delivery of services.
Distinguished Budget Award	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.
Downtown Development Board	The Downtown Development Board (DDB) is an independent special taxing district. The board is an aid to the City, the Clearwater Redevelopment Agency and the citizens to see that city services are properly planned for the downtown area. The board assists in preparing and maintaining an analysis of the economic condition and changes; assists in formulating short and long range plans for improving and developing Clearwater downtown and advises on policies and procedures which succeed in bringing business and residents into the downtown district, improving its tax base and overall economic condition.
Employee Health Center	City provided clinical services to City employees, retirees, and their dependents enrolled in the City’s medical insurance plan.
EMS	Acronym for “Emergency Medical Services”.
EOC	Acronym for “Emergency Operation Center”.
Encumbrance	An amount of money committed for the payment of goods and services not yet received.
Enterprise Funds	Funds established to account for operations that are financed and operated in a manner similar to private enterprises. The independent funds used to account for ongoing organizations and activities, which are supported primarily by user charges. The Enterprise Funds of the City are: Gas, Marina, Airpark, Parking, Clearwater Harbor Marina, Solid Waste and Recycling, Stormwater, and the Water and Sewer fund.
Enterprise Zone	An Enterprise Zone is a geographic area targeted for economic revitalization. The Clearwater Enterprise Zone program provides incentives and assistance to business and property owners in this area to assist them to redevelop the area.
ERU	Acronym for “Equivalent Residential Unit”.
Expenditure	Payment for goods and/or services provided including operating expenses, capital outlays, and debt service.
Expenditure Categories	Clearwater's expenditure categories encompass the following: Personal Services: Expenditures relating to personnel and associated costs (e.g., medical insurance, life insurance, pension, social security, workers' compensation).

Expenditure Categories (continued)	<p>Operating Expenses: Various costs incurred in the operation of a unit of government, including utility charges, office supplies, travel, postage, equipment rental, subscriptions, etc.</p> <p>Internal Services: Internal support services performed by the Information Technology, Finance, Human Resources and General Support Services Departments, and charged to the various operating and staff departments. These charges include: risk management, employee benefits, information technology services, telephone, fleet maintenance, radio communications, and building maintenance.</p> <p>Capital: Expenditures for the acquisition of capital equipment, machinery, and construction materials and services. These items have a cost of \$5,000-\$25,000 each. Items costing more than \$25,000 are budgeted as Capital Improvement Projects.</p> <p>Debt Service: Principal and interest on indebtedness and bond sinking fund requirements.</p> <p>Transfer: Payments from one department or fund to another, generally for Capital Improvement Projects.</p>
FBO	Acronym for “Fixed Base Operator”.
FDLE	Acronym for “Florida Department of Law Enforcement”.
FDOT	Acronym for “Florida Department of Transportation”.
FEMA	Acronym for “Federal Emergency Management Agency”.
Fiduciary Funds	Used to account for resources that are managed in a trustee capacity or as an agent for other parties or funds. These funds are the Employee’s Pension Fund, Firemen's Pension Fund, Police Supplemental Pension Fund, Firemen's Supplemental Pension, Deferred Compensation Fund, Rehabilitation Loan Fund, and Treasurer's Escrow Fund.
Fiscal Year	Any consecutive twelve-month period designated as the official budget year, and at the end of which a government determines its financial position and results of operation. The fiscal year (FY) for the City of Clearwater begins on October 1 and ends the next September 30th.
FOP	Acronym for “Fraternal Order of Police”.
Franchise Taxes/Fees	Charges levied against a corporation or individual by a local government in return for granting a privilege or permitting the use of public property.
Fringe Benefits	Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government’s share of costs for Social Security, retirement pension, medical, and life insurance plans.
FTE	Acronym for “Full Time Equivalent”.
Full Time Equivalent	Term used to convert the part-time employee positions to equate to full-time positions by dividing the total annual hours worked of the part-time employee by the total annual hours worked by the full-time employee (FTE).
Fund	A fiscal/accounting entity that is established to accomplish specific objectives and carry out specific activities. The operation of each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. In governmental accounting, all funds are classified into eight generic fund types; General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust & Agency.
Fund Balance	Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.

Funding Sources	The type or origination of funds to finance ongoing or one-time expenditures. Examples are ad valorem taxes, user fees and grants.
FY	Acronym for “Fiscal Year”.
GAAP	Acronym for “Generally Accepted Accounting Principles”.
GASB	Acronym for “Government Accounting Standards Board”.
General Fund	Fund used to account for resources, such as property taxes, which are not designated or dedicated for a specific purpose.
General Fund Reserve	City Council policy requires that the unappropriated retained earnings of the General Fund be maintained at no less than 8.5% of the subsequent year’s budgeted expenditures.
General Obligation Bonds	When the City pledges its full faith and credit to the repayment of the bonds it issues, than those bonds are general obligation bonds (GOB). In Florida, general obligation bonds must be authorized by public referendum.
Generally Accepted Accounting Principles	Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
GFOA	Acronym for “Government Finance Officers Association”.
GIS	Acronym for “Geographical Information System”.
Goal	A statement of a department/program's direction, purpose or intent based on the needs of the community. The City's established goals are specific and have a designated time for achievement.
Governmental Funds	Funds primarily used to account for tax-supported services (as distinguished from those services supported primarily from user charges). The five governmental fund types are the general, special revenue, debt service, capital projects, and special assessment funds.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds.
HOME	Acronym for “Home Investment Partnerships.
Homestead Exemption	Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home, which the owner occupies as principal residence, is exempt from property tax. With the approval of Amendment 1 in January 2008, home owners now have an additional \$25,000 exemption based on the assessed value between \$50,000 and \$75,000.
IAFF	Acronym for “International Association of Fire Fighters”.
Imagine Clearwater	A Master Plan for the downtown area of Clearwater utilizing the ‘Waterfront’ as the anchor.
Infrastructure	The physical assets of a government (e.g., streets, water and sewer systems, public buildings, parks, etc.).
Infrastructure Tax	Commonly referred to as “Penny for Pinellas”, this one-cent sales tax was initially approved by Pinellas County voters for a ten-year period starting in 1990. Since that time, citizens have voted three times to extend the infrastructure tax for an additional ten-year period ending in 2030. The funds may be spent only on capital infrastructure and specific public safety vehicle expenditures.
Interfund Transfers	Legally authorized transfer of monies between funds of the same governmental entity.
Intergovernmental Revenues	A major revenue category that includes all revenues received from federal, state, and other local government sources in the form of grants, shared revenues, and payment in lieu of taxes.
Internal Service Funds	Funds established to finance and account for services and commodities furnished by a designated department to other departments within the City or to other governmental entities on a cost basis. Internal Service Funds include: Garage Fund, Administrative Service Fund, General Service Fund, and Central Insurance Fund.

IT	Acronym for “Information Technology”.
Levy	To impose taxes for the support of government activities.
Long-Term Debt	Debt with a maturity of more than one year including General Obligation Bonds, revenue bonds, special assessment bonds, notes, leases and contracts.
Mandate	A requirement imposed by a legal act of the federal, state, or local government.
MGD	Acronym for “Million Gallons per Day”.
Millage Rate	The tax rate on real property, which generates ad valorem revenue. The millage rate is established annually and is based on \$1 per \$1,000 of taxable value. See also “Taxing Authorities”.
Modified Accrual Accounting	Accounting method where expenditures are recognized in the accounting period when the liability is incurred, if measurable, but revenues and other resources are recognized in the accounting period when they become available and measurable.
MPO	Acronym for “Metropolitan Planning Organization”.
MSB	Acronym for “Municipal Services Building”.
Net Budget	The legally adopted budget less all interfund transfers and inter-departmental charges.
Operating Budget	Plan of current expenditures and the proposed means of financing them. Operating expenditures include salaries, supplies, employee travel, postage, current debt service and transfers. (See Expenditure Categories)
Ordinance	A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.
Overlapping Debt	The proportionate share of the debts of local governmental units located wholly or in part within the limits of the City (such as the County and School Board) that must be borne by the property owners within the City.
Payment in Lieu of Taxes	Charges to an Enterprise Fund which are intended to replace General Fund revenues that the City would receive if the Enterprise were a private sector operation. The rate is 5.5% of prior year gross revenues. These charges are a result of Council policy and details are addressed in Budget and Financial Policies section of this document under City Council Policy “I”.
Penny	Short name for “Penny for Pinellas” local option infrastructure sales tax.
Penny for Pinellas	Florida State Sales Tax was increased from 6% to 7% in Pinellas County effective in February 1990 due to voter approval of a 1% local option infrastructure sales tax. Initially approved for a ten- year period, the tax has been extended by the voters for three additional ten-year periods ending in 2030. The Penny tax only applies to the first \$5,000 of a single purchase. This revenue is also known as “Infrastructure Tax” or “Penny” and may be used only for capital infrastructure and specific public safety vehicle expenditures.
Per Capita	Cost per unit of population to provide a particular service in the community.
Performance Measure	Data collected to measure how effective or efficient a program is in achieving its objectives (performance indicators).
PILOT	Acronym for “Payment in Lieu of Taxes”.

Prior Year Encumbrances	Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
Program	A distinct function of city government provided to the public or a function providing support to the direct services of other city departments.
Program Based Budget	A budget which accounts for revenues and expenditures by specific program (activity or service) rather than by department or division.
Property Tax	A tax levied in proportion to the assessed value of real property (taxable land and improvements thereon). Also known as ad valorem tax.
Property Tax Levy	The total amount of taxes authorized by local government. (Total taxable property value x millage rate = total tax levy) Local government cannot budget less than 95% of the proposed levy.
Proprietary Funds	Used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector operating on a "for profit" basis. These include the Enterprise and Internal Service Funds.
PSTA	Acronym for "Pinellas Suncoast Transit Authority".
REH	Acronym for "Ruth Eckerd Hall".
Revenue	Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g. sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g. federal and state grants). The four main types of local revenue are taxes, user fees, licenses and permits, and intergovernmental revenue.
Revised Budget	A department's authorized budget as modified by Council action, through appropriation transfers from contingency, or transfers from or to another department or fund.
Road Millage	Per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects.
Rolled-Back Millage Rate	The millage rate which when applied to the tax base, exclusive of new construction, would provide the same tax revenue to the City as was levied in the prior year.
R&R	Acronym for "Repair and Replacement".
Ruth Eckerd Hall	A performing arts venue which is part of the Richard B. Baumgardner Center for the Performing Arts. The concert hall seats 2,180 for concerts, recitals, plays and special events and the Marcia P. Hoffman Performing Arts Institute accommodates the center's on-site educational programs.
SAMP	Supervisory, Administrative, Management, and Professional employees. These are all positions outside of the City union contracts.
Save Our Homes (SOH)	State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes by a maximum of 3% or the annual change in the Consumer Price Index, whichever is less.
SCBA	Acronym for "Self - Contained Breathing Apparatus".
Second Century Clearwater	Capital Improvement projects derived from strategies and actions identified in the East Gateway District Vision Plan, the North Marina Area Master Plan, the Clearwater Comprehensive Boating Plan and the Waterfront/Buff Master Plan.
Special Assessment	A special tax on property owners benefited by specific public improvements (paving, drainage, etc.) to defray costs of such improvements. Costs are apportioned according to the presumed relative benefits to the property.

Special Development Fund	A special revenue fund established to account for: all types of impact fees; proceeds from the sale and leasing of land (except land accounted for in the Proprietary Funds); property taxes restricted by City policy to be used for road maintenance and improvements; infrastructure sales tax; local option tax; and any revenue resources that are restricted legally, or by Council policy, to be used only for certain Capital Improvement Projects.
SHIP	Acronym for “State Housing Initiatives Partnership”.
Strategic Direction	A description of what strategy is needed to fulfill the Strategic Vision. The two strategies are 1) Facilitate development of the economy and 2) Provide cost effective municipal services and infrastructure.
Strategic Vision	A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful.
Surplus	An excess of the assets of a fund over its liabilities and reserved equity.
Tax	Compulsory charge levied by a government to finance services performed for the common benefit.
Tax Roll	The master list of the assessed value of all taxable property within the government’s jurisdiction. The list is certified to all local taxing authorities by the property appraiser by July 1 of each year.
Taxable Value	The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.
Tax Collection Ratio	Ratio of ad valorem taxes collected to total ad valorem taxes levied.
TIF	Acronym for “Tax Increment Financing”.
Trend	A systematic, measurable drift in a series of data, either positively or negatively, over a sustained period of time.
TRIM Act	The "Truth in Millage" Act, incorporated in Florida Statutes 200.065, requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings, and the content and order of business of the hearings.
Trust and Agency	These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Use of these funds facilitates the discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.
UCS	Acronym for “Utility Customer Service”.
ULI	Acronym for “Urban Land Institute.” The Urban Land Institute is an independent global nonprofit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
Unassigned Fund Balance	The funds remaining from prior years that are available for appropriation and expenditure in the current year in Governmental Funds.
Unrestricted Net Assets	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
User Fee	Charges for specific services provided only to those using such services. Examples would be sewer service charges and dock fees.
Utility Funds	The grouping of the City’s Water & Sewer fund, Gas fund, Solid Waste & Recycling fund and the Stormwater fund.
Utility Tax	A tax levied on the consumers on various utilities such as electricity, gas, water, etc.

User Fees	The payment of a fee for a direct receipt of a public service by the party benefiting from the service. Also known as Charges for Service.
WPC	Acronym for “Water Pollution Control”.
WWTP	Acronym for “Waste Water Treatment Plant”.

**MILLAGE ORDINANCE
ORDINANCE NO. 9407-20**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.9550 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.9550 MILLS CONSTITUTES A 5.12% INCREASE FROM THE ROLLED BACK RATE OF 5.6649 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2020, and ending September 30, 2021, from ad valorem taxes is \$71,918,560; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.9550 mills are necessary to generate \$71,918,560; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF
CLEARWATER, FLORIDA:

Section 1. It is hereby determined that a tax of 5.9550 mills against the non-exempt real and personal property within the City is necessary to raise the sums to be appropriated for operation purposes, including pensions, debt service, and road capital improvement projects, for the fiscal year beginning October 1, 2020.

Section 2. The levy of 5.9550 mills constitutes a 5.12% increase from the rolled back rate.

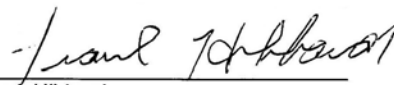
Section 3. This ordinance shall take effect October 1, 2020

PASSED ON FIRST READING

SEP 03 2020

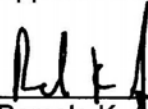
PASSED ON SECOND AND FINAL READING
AND ADOPTED

Sep. 17, 2020



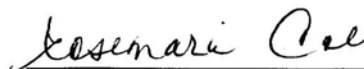
Frank Hibbard
Mayor

Approved as to form:



Pamela K. Akin
City Attorney

Attest:



Rosemarie Call
City Clerk



Ordinance No. 9407-20

OPERATING BUDGET ORDINANCE

ORDINANCE NO. 9408-20

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE SERVICE PROGRAMS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONIES AND PROGRAMS AMONG THE DEPARTMENTS AND ACTIVITIES WITHIN ANY FUND AS PROVIDED BY CHAPTER 2 OF THE CLEARWATER CODE OF ORDINANCES; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager has submitted an estimate of the expenditures necessary to carry on the City government for the fiscal year beginning October 1, 2020, and ending September 30, 2021; and

WHEREAS, an estimate of the revenues to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the operating budget, and notice of the times and places where copies of the budget message and operating budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in City Hall on September 3, 2020, upon said budget and tax levy; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA;

Section 1. Pursuant to the City Manager's Annual Budget Report for the fiscal year beginning October 1, 2020, and ending September 30, 2021, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the operation of the City, a copy of which is attached as Exhibit A, and a summary of which is attached as Exhibit 8.

Section 2. The budget as adopted shall stand and be the budget of the City for said fiscal year, subject to the authority of the City Council to amend or change the budget as provided by Section 2.519 of the Clearwater Code of Ordinances.

Section 3. The City Manager is authorized and directed to issue such instructions and directives that are necessary to achieve and accomplish the service programs authorized by the adoption of this budget.

Section 4. The City Manager is authorized for reasons of economy or efficiency to transfer part or all of any unencumbered appropriation balance among programs within an operating fund, provided such action does not result in the discontinuance of a program.

Section 5. It is the intent of the City Council that this budget, including amendments thereto, is adopted to permit the legal appropriation and encumbering of funds for the purposes set forth in the budget. All appropriated and encumbered but unexpended funds at the end of the fiscal year may be expended during the subsequent fiscal year for the purposes for which they were appropriated and encumbered, and such expenditures shall be deemed to have been spent out of the current budget allocation. It shall not be necessary to reappropriate additional funds in the budget for the subsequent fiscal year to cover valid open encumbrances outstanding as of the end of the current fiscal year.

Section 6. Should any provision of this ordinance be declared by any court to be invalid, the same shall not affect the validity of the ordinance as a whole, or any provision thereof, other than the provision declared to be invalid.

Section 7. This ordinance shall take effect October 1, 2020.

PASSED ON FIRST READING

PASSED ON SECOND AND FINAL READING
AND ADOPTED

SEP 03 2020

Sep. 17, 2020

Frank Hibbard

Frank Hibbard
Mayor

Approved as to form:

Pamela K. Akin

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call

Rosemarie Call
City Clerk



**EXHIBIT A
CITY OF CLEARWATER
2020-21 BUDGET**

GOVERNMENTAL FUNDS	General Fund	Special Development Fund	Special Program Fund	Other Housing Assistance Trust Funds	Total Governmental Funds
Balances Brought Forward	25,123,713	11,665,573	8,693,718	3,256,144	48,739,148
Budgeted Revenues					
Ad Valorem Taxes	68,492,140	3,426,420			71,918,560
Utility Taxes	15,230,000				15,230,000
Local Option, Fuel & Other Taxes	6,350,000	13,271,980			19,621,980
Franchise Fees	10,104,770				10,104,770
Other Permits and Fees	2,309,000				2,309,000
Intergovernmental Revenue	18,862,910		837,360	431,440	20,131,710
Charges for Services	15,780,380	150,000			15,930,380
Judgments, Fines and Forfeits	1,354,000				1,354,000
Miscellaneous Revenues	2,643,956	550,000	100,000		3,293,956
Transfers In	11,052,684		722,904		11,775,588
Other Financing Sources					
TOTAL BUDGETED REVENUES	152,179,840	17,398,400	1,660,264	431,440	171,669,944
TOTAL REVENUES, TRANSFERS, AND BALANCES	177,303,553	29,063,973	10,353,982	3,687,584	220,409,092
Budgeted Expenditures					
City Council	395,821				395,821
City Manager's Office	1,275,890				1,275,890
City Attorney's Office	1,809,585				1,809,585
City Audit	226,432				226,432
CRA Administration	468,480				468,480
City Clerk	1,215,681				1,215,681
Economic Development and Housing	1,828,948				1,828,948
Engineering	8,230,947				8,230,947
Finance	2,637,681				2,637,681
Fire	30,293,051				30,293,051
Human Resources	1,562,078				1,562,078
Library	8,000,965				8,000,965
Non-Departmental	7,784,508				7,784,508
Parks and Recreation	31,136,988				31,136,988
Planning and Development	6,458,802				6,458,802
Police	47,259,323		300,794		47,560,117
Public Communications	1,196,190				1,196,190
Public Utilities	398,470				398,470
General Government Services			337,380		337,380
Economic Environment			686,120	323,580	1,009,700
Human Services			1,500		1,500
Culture and Recreation			70,000		70,000
Transfers Out		17,361,860	194,470	107,860	17,664,190
TOTAL BUDGETED EXPENDITURES	152,179,840	17,361,860	1,590,264	431,440	171,563,404
Fund Balances/Reserves/Net Assets	25,123,713	11,702,113	8,763,718	3,256,144	48,845,688
TOTAL EXPENDITURES AND BALANCES	177,303,553	29,063,973	10,353,982	3,687,584	220,409,092

Ordinance No. 9408-20

**EXHIBIT A
CITY OF CLEARWATER
2020-21 BUDGET**

UTILITY FUNDS	Water & Sewer Fund	Stormwater Utility Fund	Solid Waste & Recycling Fund	Gas Fund	Total Utility Funds
Balances Brought Forward	57,968,487	29,954,457	18,494,583	10,264,058	116,681,585
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,350		1,350
Intergovernmental Revenue					
Charges for Services	93,969,645	16,910,500	26,090,000	47,003,340	183,973,485
Judgments, Fines and Forfeits	271,000	73,000	103,000	153,100	600,100
Miscellaneous Revenues	1,835,000	916,390	936,000	631,700	4,319,090
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	96,075,645	17,899,890	27,130,350	47,788,140	188,894,025
TOTAL REVENUES, TRANSFERS, AND BALANCES	154,044,132	47,854,347	45,624,933	58,052,198	305,575,610
Budgeted Expenditures					
Water & Sewer Fund					
Public Utilities Administration	1,703,374				1,703,374
Wastewater Collection	13,506,904				13,506,904
Public Utilities Maintenance	9,060,046				9,060,046
WPC Plant Operations	33,737,721				33,737,721
WPC Laboratory Operations	1,594,863				1,594,863
WPC Industrial Pretreatment	1,042,918				1,042,918
Water Distribution	18,805,229				18,805,229
Water Supply	18,336,027				18,336,027
Reclaimed Water	4,502,398				4,502,398
Stormwater Fund					
Stormwater Management		10,647,663			10,647,663
Stormwater Maintenance		6,058,657			6,058,657
Solid Waste & Recycling Fund					
Administration			1,036,817		1,036,817
Solid Waste Collection			17,853,129		17,853,129
Solid Waste Transfer			2,354,091		2,354,091
Solid Waste Container Maintenance			944,923		944,923
Recycling Residential			1,401,597		1,401,597
Recycling Multi Family			460,267		460,267
Recycling Commercial			1,652,106		1,652,106
Gas Fund					
Administration and Supply				21,830,658	21,830,658
Pinellas Gas Operations				9,775,059	9,775,059
Pasco Gas Operations				6,709,495	6,709,495
Gas Marketing and Sales				6,942,168	6,942,168
TOTAL BUDGETED EXPENDITURES	102,289,480	16,706,320	25,702,930	45,257,380	189,956,110
Fund Balances/Reserves/Net Assets	51,754,652	31,148,027	19,922,003	12,794,818	115,619,500
TOTAL EXPENDITURES AND BALANCES	154,044,132	47,854,347	45,624,933	58,052,198	305,575,610

Ordinance No. 9408-20

**EXHIBIT A
CITY OF CLEARWATER
2020-21 BUDGET**

OTHER ENTERPRISE FUNDS	Airpark Fund	Marine Fund	Clearwater Harbor Marine Fund	Parking Fund	Total Other Enterprise Funds
Balances Brought Forward	897,409	1,841,232	1,864,589	16,352,838	20,956,068
<u>Budgeted Revenues</u>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					—
Charges for Services	18,500	5,133,210	872,870	6,230,560	12,255,140
Judgments, Fines and Forfeits		6,000	1,600	800,000	807,600
Miscellaneous Revenues	329,360	138,000	47,500	300,000	814,860
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	347,860	5,277,210	921,970	7,330,560	13,877,600
TOTAL REVENUES, TRANSFERS, AND BALANCES	1,245,269	7,118,442	2,786,559	23,683,398	34,833,668
<u>Budgeted Expenditures</u>					
<u>Airpark Fund</u>					
Airpark Operations	340,770				340,770
<u>Marine Fund</u>					
Marina Operations		5,119,120			5,119,120
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations			854,430		854,430
<u>Parking Fund</u>					
Parking System				4,552,380	4,552,380
Parking Enforcement				800,000	800,000
Beach Guard Operations				950,920	950,920
Seminole Street Boat Ramp				132,840	132,840
TOTAL BUDGETED EXPENDITURES	340,770	5,119,120	854,430	6,436,140	12,750,460
Fund Balances/Reserves/Net Assets	904,499	1,999,322	1,932,129	17,247,258	22,083,208
TOTAL EXPENDITURES AND BALANCES	1,245,269	7,118,442	2,786,559	23,683,398	34,833,668

**EXHIBIT A
CITY OF CLEARWATER
2020-21 BUDGET**

INTERNAL SERVICE FUNDS	Administrative Service Fund	General Service Fund	Garage Fund	Central Insurance Fund	Total
Balances Brought Forward	5,767,651	6,557,103	5,716,881	27,249,418	45,291,053
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	13,125,520	6,009,230	17,494,420	23,271,960	59,901,130
Judgments, Fines and Forfeits					
Miscellaneous Revenues	180,000	185,000	1,030,000	900,000	2,295,000
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	13,305,520	6,194,230	18,524,420	24,171,960	62,196,130
TOTAL REVENUES, TRANSFERS, AND BALANCES	19,073,171	12,751,333	24,241,301	51,421,378	107,487,183
Budgeted Expenditures					
<u>Administrative Services Fund</u>					
Information Technology/Administration	408,735				408,735
Network Services	4,703,533				4,703,533
Software Applications	3,272,530				3,272,530
Telecommunications	862,372				862,372
Courier	191,630				191,630
Utility Customer Service	3,815,660				3,815,660
<u>General Services Fund</u>					
Administration		443,624			443,624
Building and Maintenance		5,718,756			5,718,756
<u>Garage Fund</u>					
Fleet Maintenance			17,760,211		17,760,211
Radio Communications			1,155,979		1,155,979
<u>Central Insurance Fund</u>					
Risk Management				426,880	426,880
Employee Benefits				426,370	426,370
Employee Health Center				1,702,340	1,702,340
Non-Departmental				23,502,640	23,502,640
TOTAL BUDGETED EXPENDITURES	13,254,460	6,162,380	18,916,190	26,058,230	64,391,260
Fund Balances/Reserves/Net Assets	5,818,711	6,588,953	5,325,111	25,363,148	43,095,923
TOTAL EXPENDITURES AND BALANCES	19,073,171	12,751,333	24,241,301	51,421,378	107,487,183

Ordinance No. 9408-20

**EXHIBIT B
CITY OF CLEARWATER
2020-21 BUDGET**

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Balances Brought Forward	48,739,148	116,681,585	20,956,068	45,291,053	231,667,854
<u>Budgeted Revenues</u>					
Ad Valorem Taxes	71,918,560				71,918,560
Utility Taxes	15,230,000				15,230,000
Local Option, Fuel & Other Taxes	19,621,980				19,621,980
Franchise Fees	10,104,770				10,104,770
Other Permits and Fees	2,309,000	1,350			2,310,350
Intergovernmental Revenue	20,131,710				20,131,710
Charges for Services	15,930,380	183,973,485	12,255,140	59,901,130	272,060,135
Judgments, Fines and Forfeits	1,354,000	600,100	807,600		2,761,700
Miscellaneous Revenues	3,293,956	4,319,090	814,860	2,295,000	10,722,906
Transfers In Other Financing Sources	11,775,588				11,775,588
TOTAL BUDGETED REVENUES	171,669,944	188,894,025	13,877,600	62,196,130	436,637,699
TOTAL REVENUES, TRANSFERS, AND BALANCES	220,409,092	305,575,610	34,833,668	107,487,183	668,305,553
<u>Budgeted Expenditures</u>					
City Council	395,821				395,821
City Manager's Office	1,275,890				1,275,890
City Attorney's Office	1,809,585				1,809,585
City Audit	226,432				226,432
CRA Administration	468,480				468,480
City Clerk	1,215,681				1,215,681
Economic Development and Housing	1,828,948				1,828,948
Engineering	8,230,947				8,230,947
Finance	2,637,681				2,637,681
Fire	30,293,051				30,293,051
Human Resources	1,562,078				1,562,078
Library	8,000,965				8,000,965
Non-Departmental	7,784,508				7,784,508
Parks and Recreation	31,136,988				31,136,988
Planning and Development	6,458,802				6,458,802
Police	47,560,117				47,560,117
Public Communications	1,196,190				1,196,190
Public Services	398,470				398,470
General Government Services	337,380				337,380
Economic Environment	1,009,700				1,009,700
Human Services	1,500				1,500
Culture and Recreation	70,000				70,000
Transfers Out	17,664,190				17,664,190
Water & Sewer Fund Expenditures					
Public Utilities Administration		1,703,374			1,703,374
Wastewater Collection		13,506,904			13,506,904
Public Utilities Maintenance		9,060,046			9,060,046
WPC Plant Operations		33,737,721			33,737,721
WPC Laboratory Operations		1,594,863			1,594,863
WPC Industrial Pretreatment		1,042,918			1,042,918
Water Distribution		18,805,229			18,805,229
Water Supply		18,336,027			18,336,027
Reclaimed Water		4,502,398			4,502,398
Stormwater Fund					
Stormwater Management		10,647,663			10,647,663
Stormwater Maintenance		6,058,657			6,058,657

Ordinance No. 9408-20

**EXHIBIT B
CITY OF CLEARWATER
2020-21 BUDGET**

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Budgeted Expenditures					
Solid Waste & Recycling Fund					
Administration		1,036,817			1,036,817
Solid Waste Collection		17,853,129			17,853,129
Solid Waste Transfer		2,354,091			2,354,091
Solid Waste Container Maintenance		944,923			944,923
Recycling Residential		1,401,597			1,401,597
Recycling Multi Family		460,267			460,267
Recycling Commercial		1,652,106			1,652,106
Gas Fund					
Administration and Supply		21,830,658			21,830,658
Pinellas Gas Operations		9,775,059			9,775,059
Pasco Gas Operations		6,709,495			6,709,495
Gas Marketing and Sales		6,942,168			6,942,168
Recycling Fund					
Airpark Fund					
Airpark Operations			340,770		340,770
Marine Fund					
Marina Operations			5,119,120		5,119,120
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations			854,430		854,430
Parking Fund					
Parking System			4,552,380		4,552,380
Parking Enforcement			800,000		800,000
Beach Guard Operations			950,920		950,920
Seminole Street Boat Ramp			132,840		132,840
Administrative Services Fund					
Information Technology/Administration				408,735	408,735
Network Services				4,703,533	4,703,533
Software Applications				3,272,530	3,272,530
Telecommunications				862,372	862,372
Courier				191,630	191,630
Clearwater Customer Service				3,815,660	3,815,660
General Services Fund					
Administration				443,624	443,624
Building and Maintenance				5,718,756	5,718,756
Garage Fund					
Fleet Maintenance				17,760,211	17,760,211
Radio Communications				1,155,979	1,155,979
Central Insurance Fund					
Risk Management				426,880	426,880
Employee Benefits				426,370	426,370
Employee Health Center				1,702,340	1,702,340
Non-Departmental				23,502,640	23,502,640
TOTAL BUDGETED EXPENDITURES	171,563,404	189,956,110	12,750,460	64,391,260	438,661,234
Fund Balances/Reserves/Net Assets	48,845,688	115,619,500	22,083,208	43,095,923	229,644,319
TOTAL EXPENDITURES AND BALANCES	220,409,092	305,575,610	34,833,668	107,487,183	668,305,553

Ordinance No. 9408-20

CAPITAL IMPROVEMENT ORDINANCE

ORDINANCE NO. 9409-20

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020, AND ENDING SEPTEMBER 30, 2021; APPROVING THE SIX-YEAR CAPITAL IMPROVEMENT PROGRAM WHICH SHALL BE REEVALUATED AT THE BEGINNING OF EACH FISCAL YEAR; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE CAPITAL IMPROVEMENTS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONEY BETWEEN PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM; APPROPRIATING AVAILABLE AND ANTICIPATED RESOURCES FOR THE PROJECTS IDENTIFIED; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager has submitted a proposed Six-Year Capital Improvement Program, and has submitted an estimate of the amount of money necessary to carry on said Capital Improvement Program for the fiscal year beginning October 1, 2020, and ending September 30, 2021; and

WHEREAS, an estimate of the resources available and income to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the Capital Improvement Budget, and notice of the times and places when copies of the budget message and capital budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in the City Hall upon said proposed budget on September 3, 2020; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA:

Section 1. Pursuant to the Capital Improvement Program Report and Estimated Budget for the fiscal year beginning October 1, 2020, and ending September 30, 2021, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the capital improvement fund for the City of Clearwater, a copy of which is attached hereto as Exhibit A.

Section 2. The Six-Year Capital Improvement Program and Budget, a summary of which is attached hereto, marked Exhibit B, is approved in its present form, but prior to the beginning of each fiscal year the City Council shall reevaluate priorities, hold public hearings and formally adopt additions or corrections thereto.

Section 3. The budget as adopted shall stand and be the Capital Improvement Program Budget of the City for said fiscal year, subject to the authority of the City Council to amend or change the budget as provided by Section 2.519 of the Clearwater Code of Ordinances.

Ordinance No. 9409-20

Section 4. The City Manager is authorized and directed to issue such instructions and directives that are necessary to achieve and accomplish the capital improvements authorized by the adoption of this budget.

Section 5. The City Manager is authorized to transfer appropriations within the capital budget, provided such transfer does not result in changing the scope of any project or the fund source included in the adopted capital budget.

Section 6. Should any provision of this ordinance be declared by any court to be invalid, the same shall not affect the validity of the ordinance as a whole, or any provision thereof, other than the provision declared to be invalid.

Section 7. This ordinance shall take effect October 1, 2020.

PASSED ON FIRST READING AS AMENDED

PASSED ON FIRST READING

PASSED ON SECOND AND FINAL READING
AND ADOPTED

SEP 03 2020

Sep. 17, 2020

Frank Hibbard

Frank Hibbard
Mayor

Approved as to form:

Pamela K. Akin

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call

Rosemarie Call
City Clerk



Exhibit A

CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2020/21

	Budgeted Revenues 2020/21
	<hr/>
GENERAL SOURCES:	
General Operating Revenue	7,767,920
Penny for Pinellas	12,450,000
Road Millage	3,344,710
Local Option Fuel Tax	1,427,150
Grants	120,000
Other Governmental Revenue	456,020
Multi-Modal Impact Fees	140,000
Special Program Fund	30,000
Donations	50,000
SELF SUPPORTING FUNDS:	
Parking Revenue	894,000
Marine Revenue	690,000
Clearwater Harbor Marina Fund	150,000
Airpark Revenue	55,000
Utility System:	
Water Revenue	4,980,000
Sewer Revenue	22,733,500
Utility R & R	10,575,600
Water Impact Fees	160,000
Sewer Impact Fees	50,000
Stormwater Utility Revenue	6,063,090
Gas Revenue	8,800,000
Solid Waste Revenue	625,000
Recycling Revenue	100,000
INTERNAL SERVICE FUNDS:	
Garage Revenue	598,300
Administrative Services Revenue	985,000
General Services Fund	75,000
Central Insurance Fund	152,460
BORROWING - GENERAL SOURCES:	
Lease Purchase - General Fund	195,100
Interfund Loan - General Fund	11,000,000
BORROWING - INTERNAL SERVICE FUNDS:	
Lease Purchase - Garage	5,201,000
Lease Purchase - General Fund	675,000
TOTAL ALL FUNDING SOURCES:	<hr/> \$100,543,850 <hr/>

Ordinance No. 9409-20

Exhibit A

CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2020/21

	Budgeted Expenditures 2020/21
FUNCTION:	
Police Protection	11,075,000
Fire Protection	1,996,380
Major Street and Sidewalk Maintenance	4,596,470
Intersections	315,390
Parking	834,000
Miscellaneous Engineering	5,191,500
Parks Development	7,665,100
Marine Facilities	1,460,000
Airpark Facilities	175,000
Libraries	135,000
Garage	5,899,300
Maintenance of Buildings	2,665,000
Miscellaneous	2,105,000
Stormwater Utility	6,063,090
Gas System	8,800,000
Solid Waste & Recycling	725,000
Utilities Miscellaneous	100,000
Sewer System	30,988,020
Water System	9,754,600
TOTAL PROJECT EXPENDITURES	\$100,543,850

Exhibit B

**CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION
FY 2020-2021 THROUGH FY 2025-2026 CAPITAL IMPROVEMENT FUND
CITY OF CLEARWATER**

Function	Schedule of Planned Expenditures						Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Police Protection	11,075,000	2,175,000	675,000	675,000	675,000	675,000	15,950,000
Fire Protection	1,996,380	482,880	1,465,370	1,404,460	3,607,060	1,250,060	10,206,210
Major Street and Sidewalk Maintenance	4,596,470	5,292,440	5,395,790	5,136,720	6,798,010	6,475,170	33,694,600
Intersections	315,390	315,390	315,390	315,390	315,390	315,390	1,892,340
Parking	834,000	999,000	429,000	10,994,000	384,000	464,000	14,104,000
Miscellaneous Engineering	5,191,500	1,541,500	221,500	221,500	221,500	273,000	7,670,500
Parks Development	7,665,100	6,705,000	8,010,000	14,720,000	4,480,000	4,360,000	45,940,100
Marine Facilities	1,460,000	1,460,000	8,470,000	8,225,000	730,000	740,000	21,085,000
Airpark Facilities	175,000	25,000	6,035,000	3,061,600	25,000	25,000	9,346,600
Libraries	135,000	135,000	135,000	135,000	135,000	135,000	810,000
Garage	5,899,300	5,944,270	6,242,730	6,625,370	6,937,890	7,266,030	38,915,590
Maintenance of Buildings	2,665,000	2,315,000	2,365,000	2,415,000	2,415,000	2,415,000	14,590,000
General Public City Buildings	—	—	—	1,853,570	14,903,500	1,585,410	18,342,480
Miscellaneous	2,105,000	1,855,000	1,855,000	1,755,000	1,695,000	1,705,000	10,970,000
Stormwater Utility	6,063,090	6,500,630	6,958,010	5,590,710	10,106,780	10,663,400	45,882,620
Gas System	8,800,000	8,800,000	8,550,000	8,550,000	8,550,000	8,550,000	51,800,000
Solid Waste & Recycling	725,000	750,000	2,100,000	750,000	760,000	760,000	5,845,000
Utilities Miscellaneous	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Sewer System	30,988,020	39,299,610	39,027,000	34,244,540	25,547,540	11,797,540	180,904,250
Water System	9,754,600	19,391,000	23,601,000	41,744,000	18,861,000	10,136,000	123,487,600
	100,543,850	104,086,720	121,950,790	148,516,860	107,247,670	69,691,000	652,036,890

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