

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET CITY OF CLEARWATER 2024/2025



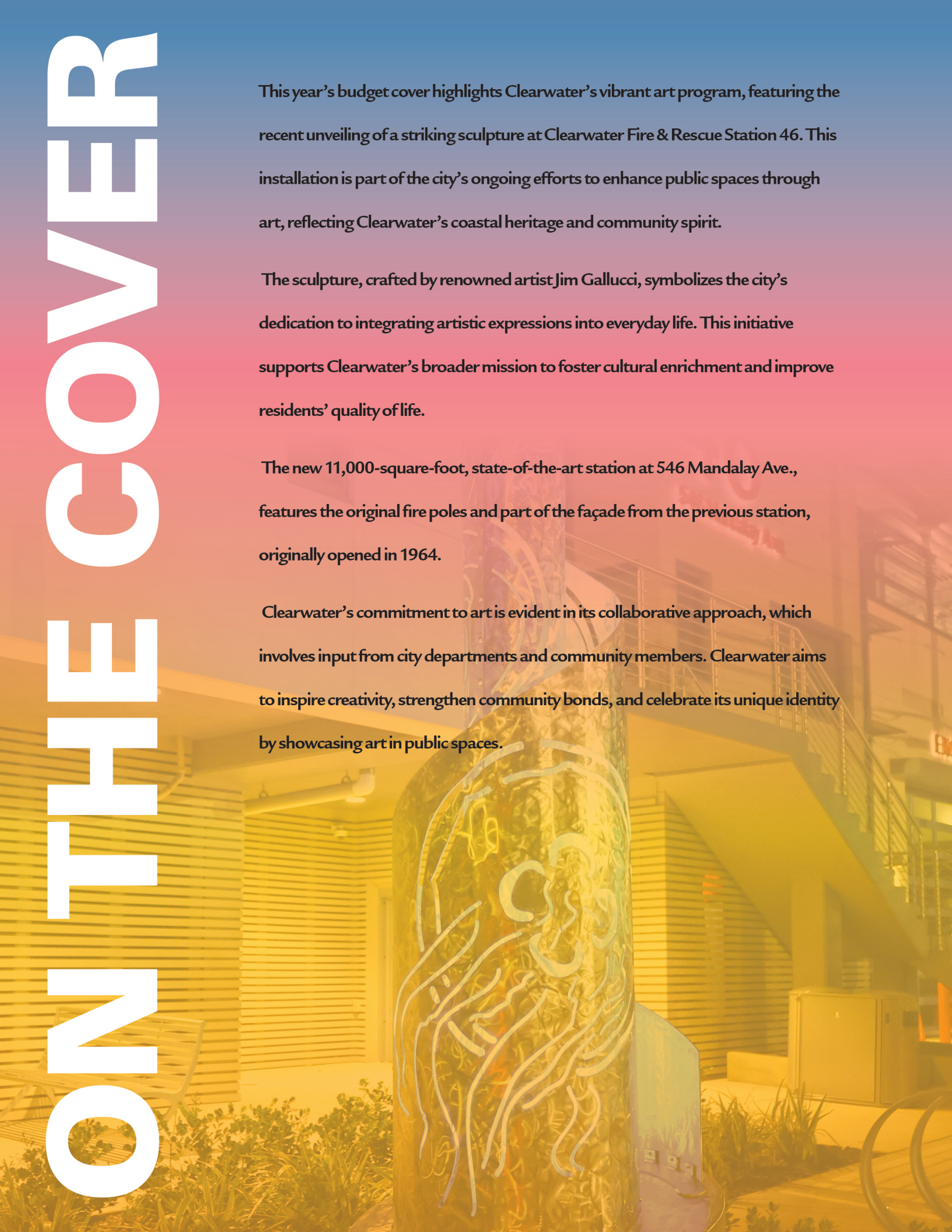
ON THE COVER

This year's budget cover highlights Clearwater's vibrant art program, featuring the recent unveiling of a striking sculpture at Clearwater Fire & Rescue Station 46. This installation is part of the city's ongoing efforts to enhance public spaces through art, reflecting Clearwater's coastal heritage and community spirit.

The sculpture, crafted by renowned artist Jim Gallucci, symbolizes the city's dedication to integrating artistic expressions into everyday life. This initiative supports Clearwater's broader mission to foster cultural enrichment and improve residents' quality of life.

The new 11,000-square-foot, state-of-the-art station at 546 Mandalay Ave., features the original fire poles and part of the façade from the previous station, originally opened in 1964.

Clearwater's commitment to art is evident in its collaborative approach, which involves input from city departments and community members. Clearwater aims to inspire creativity, strengthen community bonds, and celebrate its unique identity by showcasing art in public spaces.



CITY OF CLEARWATER, FLORIDA

2024 – 2025 Annual Operating
and Capital Improvement Budget



BRUCE RECTOR
Mayor

DAVID ALLBRITTON
Councilmember

RYAN COTTON
Councilmember

MIKE MANNINO
Councilmember

LINA TEIXEIRA
Councilmember

JENNIFER POIRRIER
City Manager



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CITY MANAGER

CITY OF CLEARWATER

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September 30, 2024

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 2024/25. The budget for 2024/25 is \$753,521,697 for citywide services and capital improvement projects, a decrease of \$61.1 million in comparison to the final amended fiscal year 2023/24 budget. The General Fund budget reflects expenditures of \$226,606,480, an increase of 8% from the 2023/24 final amended budget of \$210,322,723. A millage rate of 5.8850 mills is proposed to fund General Fund expenditures in this budget, the same rate as the current year.

Over the past year, we have focused on implementing our newly adopted strategic plan while maintaining our steadfast approach toward executing the policy priorities and objectives that are guided by this direction. I would like to recognize both the City Council and our exceptional staff for diligently working toward the continued achievement of Clearwater's vision of being a community that thrives from Bay to Beach. This year has been especially noteworthy, with the election of a new Mayor and two Council members. We remain committed to addressing the community's needs through exceptional public service offerings and fostering an inclusive and responsive government that prioritizes the well-being of all residents.

The proposed budget focuses on providing first-class public services necessary to achieve our shared mission and values, which are reflected in our strategic priorities. In preparation of the budget, staff have reviewed our current operations to carefully balance recommendations that adjust staffing and resources within the proposed budget. This strategy will allow us to remain attentive to reserve balances across all funds and the implications that additional resources may have on future millage rates.

In developing this budget, staff met with the City Council in a special meeting in January and at a strategy retreat in May to review our Strategic Plan and long-term financial forecasts. We also reviewed our departmental work plan and capital project priorities for fiscal year 2024/2025. As a result of our strategic planning session, this budget provides a balanced approach to delivering our operating and significant capital priorities, with a focus on maintaining and, where appropriate, replacing aging public infrastructure and major road and transportation projects. This proposed budget establishes an expenditure plan that responsibly allocates our property value growth amidst escalating costs across citywide operations.

To achieve our work plan priorities and strategic objectives, a total of 17.6 new full-time equivalent (FTE) positions are recommended for fiscal year 2024/25. The additional staffing resources included in this proposed budget are reflected in operational areas that have substantial growth and resource demands resulting from our upcoming work plan priorities and capital project needs. My focus remains on continually balancing existing positions and recognizing opportunities for reallocating resources where available, while ensuring that our service delivery remains responsive and that capital projects are consistently completed.

Additionally, this proposed budget carefully balances the implementation of our most recent classification and compensation study that was completed in the prior fiscal year. The approved salary adjustments, incorporated within the second quarter of fiscal year 2023/24, will be fully realized as adjusted wages across impacted employee classifications in fiscal year 2024/25. Furthermore, while the final agreement terms are unknown, this budget anticipates funding requirements for the ongoing contract and wage negotiations of employees represented by both public safety labor unions. Through the maintenance of a competitive compensation plan, our city remains well-positioned to align with our strategic priority of delivering superior public service.

The city continues to recognize stable and, in some cases, increasing revenue streams. Property (ad valorem) taxes saw recurrent value growth again this year for local real estate. However, increasing operating expenses and capital construction costs continue to outpace revenue growth. These increasing costs include an escalating supply chain demand for materials and labor that continue to affect our resources and impact our ability to be responsive to daily operational demands. City staff remain focused on overcoming these issues and creating solutions to improve operating and staffing efficiencies.

National, State and Local Economic News

The nation has experienced consistent economic growth during 2024, with an increase in gross domestic product for both the first and second quarters, and higher consumer spending through August. Despite these positive markers, consumers remain cautious due to high interest rates and energy costs, supply chain issues, geopolitical tensions, and the potential for economic volatility as a result of the upcoming election. To combat these challenges, the nation's policymakers continue to introduce measures to control inflation and support long-term economic stability.

Florida's economy has continued to enjoy faster growth in comparison to the national average, with a strong job market, low unemployment rates, wage growth, and a housing market that has boomed in the last several years. Additionally, the state's tourism industry improved, with visitation to Florida surpassing pre-pandemic levels for the first time as of March 2024.

These positive real estate and tourism impacts are also being realized locally in Clearwater, with the influx of visitors significantly boosting local businesses and generating substantial tax revenues. New developments in the hospitality and entertainment industries are also creating jobs and further stimulating the local economy. Through various programs and incentives, the City of Clearwater continues to promote an environment that is supportive of economic opportunity and growth.

Future Plans and Priorities

Looking to the future, the City of Clearwater will begin work on several projects focused on improving city facilities and infrastructure. Notable projects include the construction of a new City Hall building, the consolidation of wastewater treatment plants, and various stormwater improvements. These projects are designed to maintain and enhance public infrastructure, ensuring reliable services for the community.

The city is currently engaged in ongoing negotiations with the Philadelphia Phillies organization regarding the renewal of our spring training facility use agreement. At this stage, the final budgetary implications, including capital contributions and operating requirements, remain undetermined.

Groundbreaking for the new City Hall construction is scheduled for October 2024. The 40,000-square-foot, 2-story building will have a state-of-the-art training room and second floor City Council Chambers. It will also house several city departments, and is designed to enhance efficiency and provide a welcoming space for residents to engage with various city services. Completion of this project is expected by July 2026.

Florida Senate Bill SB64, in effect since 2021, seeks to eliminate the discharge of effluent, reclaimed, or reuse water by surface water discharge by 2032. To meet these requirements, the City of Clearwater is currently in the early planning phase for the consolidation of wastewater treatment plants, which will ensure that wastewater plants are located at sufficiently high elevations to eliminate surface water discharge into local waterways. Similarly, the city is planning to complete stormwater improvements in North Beach to prevent surface stormwater discharge in that area. Both of these projects could take up to a decade to complete, but they will ensure Clearwater's natural environment remains bright and beautiful.

In the near future, opportunities for business development will emerge as a result of the planned relocation of the Pinellas County government headquarters. This organizational move by the county will leave several buildings vacant, which could encourage a transformation of the downtown Clearwater area.

Award for Distinguished Budget

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, annually recognizes budgets that meet certain rigorous standards. GFOA has awarded the City of Clearwater this recognition for each of the past 38 years. To receive the budget award, a government must publish a budget document that meets program criteria as a policy document, a financial plan, an operations guide, and 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 Annual Comprehensive 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 at the City Council meeting on July 15, 2024, at which time the City Council set the tentative millage rate. A special budget work session was held on August 14, 2024, which provided the City Council with an opportunity to fully discuss the proposed budget and capital plan with staff present.

The first public hearing on the tentative millage rate and operating and capital budgets was held on September 4, 2024. The second and final public hearing to adopt the millage rate and fiscal year 2024/25 operating and capital improvement budget was held on September 17, 2024. The budget agenda and all pertinent documents were available to citizens in advance of these meetings on the City's website.

As we eagerly anticipate the future, the fiscal year 2024/25 budget symbolizes another significant opportunity for exciting progress for the City of Clearwater. By building on a foundation of productive dialogue and collaborative efforts, we are committed to envisioning success and overcoming challenges together. This upcoming fiscal year offers us a chance to reach new heights, achieve significant milestones, and drive positive change in our city. We are confident that by working together, we can create a vibrant and prosperous future for all residents of Clearwater.

Respectfully submitted,



Jennifer Poirrier
City Manager

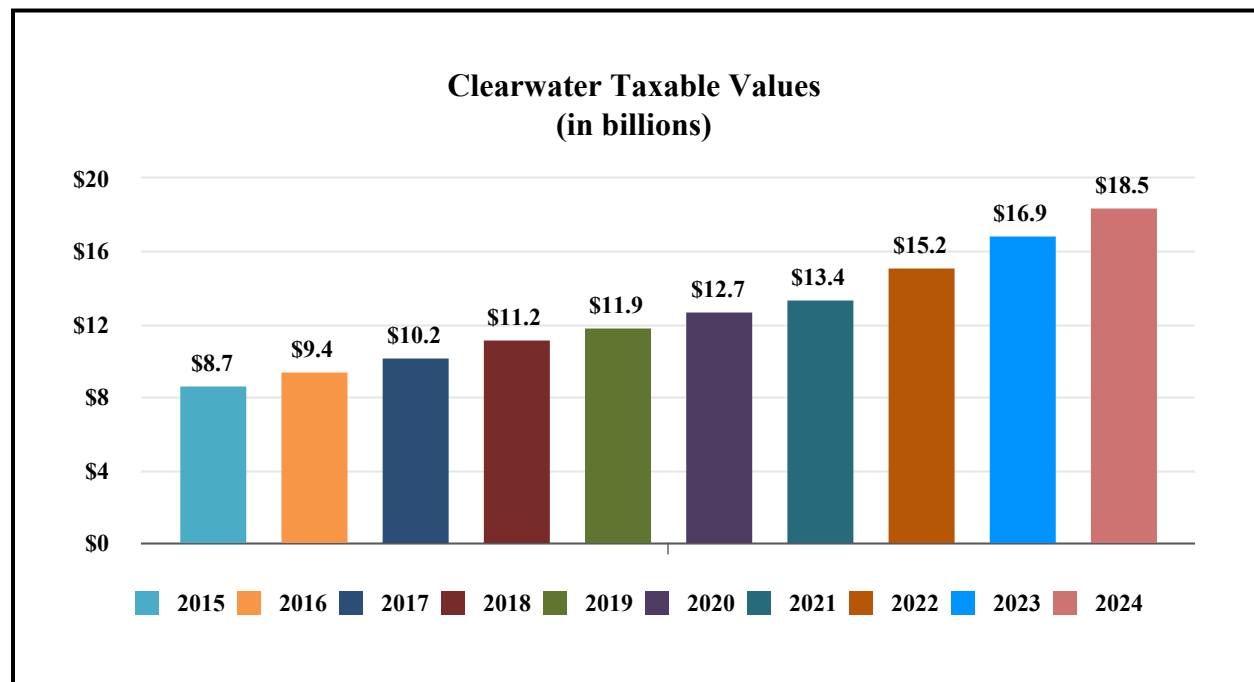
Executive Summary

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

Taxable Values

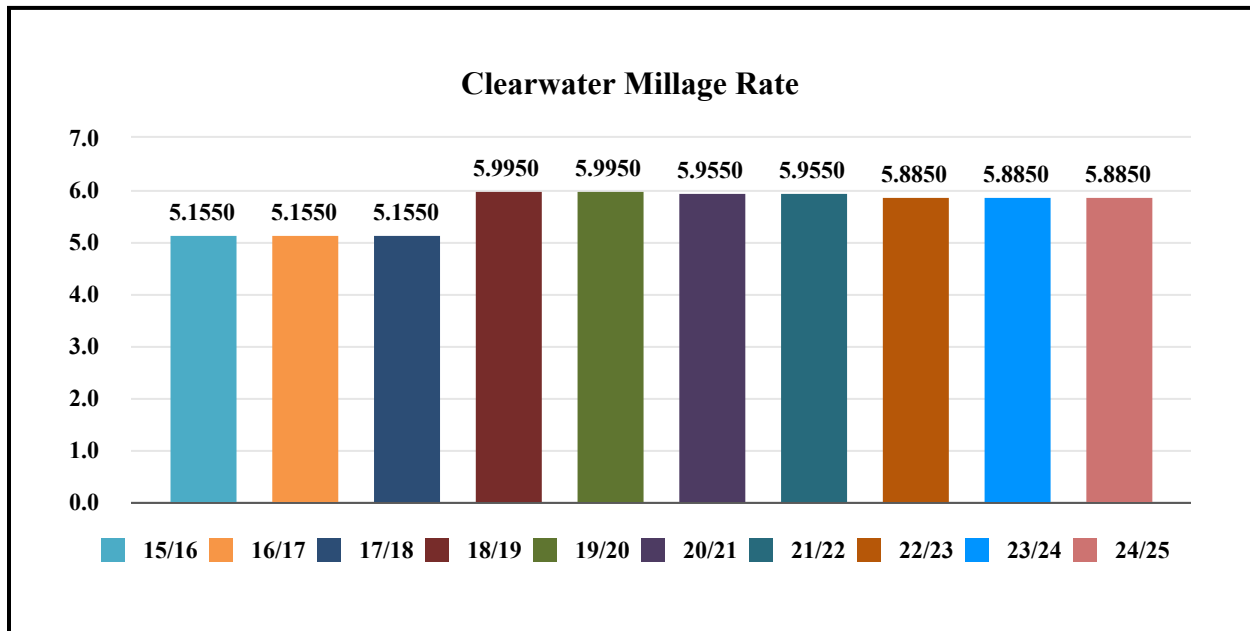
Taxable property values for 2024 have increased by approximately 9.6%, from \$16.9 billion to \$18.5 billion, including new construction. The bulk of this increase (\$1.2 billion) is related to increases in current values, while the value of new construction and annexations totals \$413.6 million. Taxable values have experienced another year of considerable growth due to the real estate market in the Tampa Bay area. Clearwater residents that qualify for homestead will recognize the Save Our Homes cap, which limits the increase in assessed value to a cap of 3%, well below the actual growth in the real estate market.

City of Clearwater Taxable Values			
2024 Taxable Value	\$	18,462,598,259	
2023 Taxable Value		<u>16,851,009,206</u>	
Net Increase	\$	1,611,589,053	9.6%
<u>Analysis of Taxable Value Increase:</u>			
Increase in Current Values	\$	1,197,943,905	
New Construction and Annexations		<u>413,645,148</u>	
Total Increase in Taxable Value	\$	1,611,589,053	



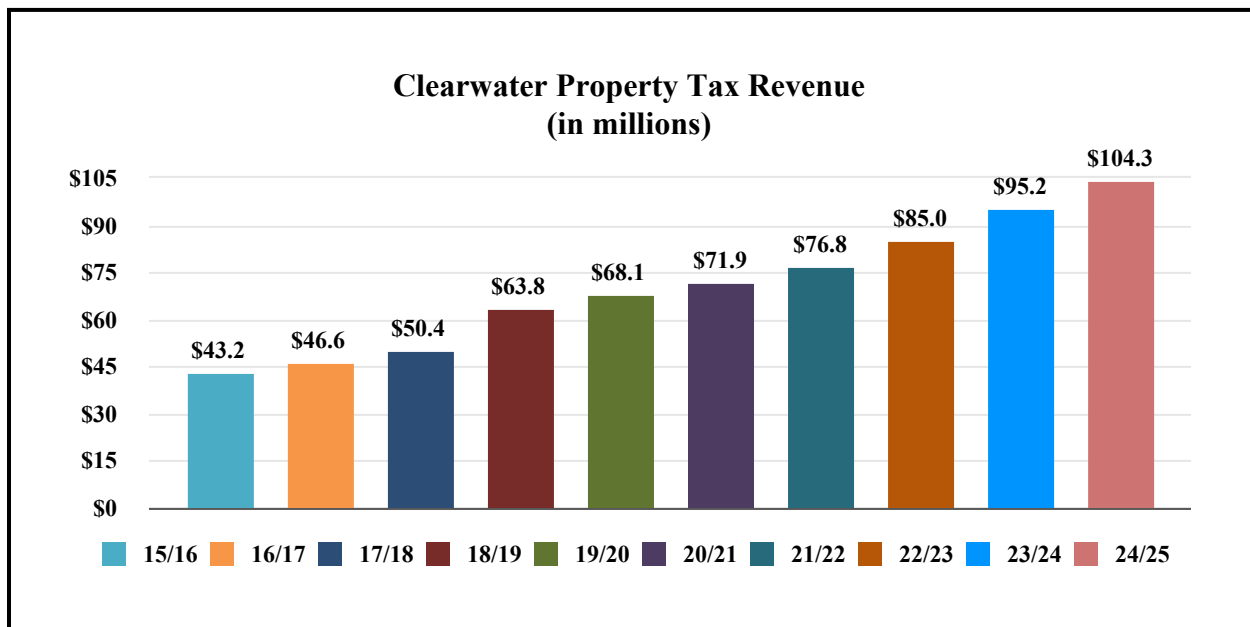
City Millage Rate

The following table provides ten years of history of the City's millage rate. This budget proposes a millage rate of 5.8850 mills for fiscal year 2024/25, the same rate levied in the current year.



Property Tax Revenue

The property tax millage rate of 5.8850 mills will generate approximately \$104.3 million in fiscal year 2024/25. Property tax revenues that support General Fund operations are budgeted at \$99.3 million, an increase of approximately \$8.4 million, or 9%, from the amended 2023/24 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 \$5.0 million in 2024/25, an increase of \$426,760.



Change in Full-time Equivalents (FTE)

Total full-time equivalent (FTE) positions for 2024/25 are budgeted at 1,904.3 FTEs for all City operations, a net increase of 17.6 FTEs from the 2023/24 amended budget. In the General Fund, this represents a net increase of 6.3 for a total of 1,174.1 FTEs. All other funds total 730.2 FTEs, an increase of 11.3 FTEs.

The overall increase in positions is discussed in detail at the end of this section, beginning on page 21.

Employee Wages

The current contracts for the Fraternal Order of Police (FOP), FOP Supervisors, and International Association of Fire Fighters (IAFF) unions expire on September 30, 2024. Negotiations are currently underway with both City and union leadership. The proposed budget for these departments do not include funding for wage increases for FOP and IAFF union employees.

For all permanent employees not included in bargaining units, general wage increases of 4% were included in the proposed budget for fiscal year 2024/25.

A contingency fund was included in the General Fund Non-Departmental budget to provide for increases to the General Fund as the result of pending contract negotiations for the FOP, FOP Supervisors, and IAFF unions.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2024, indicates that a minimum required City contribution of \$16.2 million, 14.42% of total covered payroll, is required for fiscal year 2024/25. This is an increase of approximately \$2.5 million from the City's fiscal year 2023/24 required final contribution of \$13.5 million.

The plan's credit balance, which reflects actual contributions in excess of actuarial required contributions in prior years, increased from \$35.6 million to \$38.1 million during the calendar year 2023, primarily due to interest earned on the credit balance. This credit balance is available to subsidize volatile employer contribution requirements during future investment market downturns.

Due to negotiated differences in pension benefits, the actuary provides separate contribution rates for non-hazardous and hazardous employees. The budget plans for a contribution rate of 9.16% for non-hazardous and 22.56% for hazardous covered payroll in fiscal year 2024/25, as provided in the actuary's valuation. In an effort to reduce the impact of pension costs on the city's budget, the fiscal year 2024/25 budget includes a reduced contribution rate recognizing the use of approximately \$2.5 million of pension credit balance, which represents the estimated interest earnings for fiscal year 2024/25. This use of credit balance reduces the contribution rate to 6.94% for non-hazardous and 20.34% for hazardous covered payroll in fiscal year 2024/25.

Medical Benefit Costs

For fiscal year 2024/25, the cost of medical care for employees is budgeted at \$24.2 million across all City operations; this includes an estimated 4% increase. Included in this total is \$1.8 million to fund the operating costs of the employee health clinic. The budgeted cost for medical care to the General Fund is estimated at \$15.1 million, an increase of \$608,341, or 4%, over the current budget. The total cost of health insurance, to include coverage for dependents and retirees, is estimated at \$25.7 million, which is budgeted in the Central Insurance Fund. Revenues from payroll and pension deductions are budgeted to offset this expense.

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 celebrate its 14th anniversary in July 2024. 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. The City also administers a robust wellness program that promotes healthier lifestyles and early detection of chronic diseases that can decrease medical expenses.

Property and Liability Insurance

The City's budget for property and liability risks for fiscal year 2024/25 is estimated at \$8.9 million in the Central Insurance Fund. The method of allocating insurance costs across all city departments is based upon actual activity (premiums and claims) paid in the prior fiscal year (2022/23) adjusted for market changes. The total allocated to departments for fiscal year 2024/25 is \$7.7 million, a 7% increase from the 2023/24 allocation of \$7.3 million. The allocation charged to the General Fund is \$3.5 million, a 6% increase from fiscal year 2023/24. The budgeted amount provides for insurance coverage on all City properties individually as well as \$75.0 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 2024/25, is estimated at \$2.1 million in the Central Insurance Fund. The method of allocating worker's compensation costs across all city departments is based upon actual activity (claims) paid in the prior fiscal year (2022/23) adjusted for market changes. The total allocated to departments for fiscal year 2024/25 is \$2.6 million, an increase of 10% from the 2023/24 allocation of \$2.3 million. Worker's 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 claim experience. In the General Fund, the allocation for worker's compensation is \$1.8 million, an increase of 9% from fiscal year 2023/24. The City is insured for workers compensation losses under an excess policy with a self-insured retention of \$600,000 per claim.

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 the retirements of General Fund long-term employees during the given fiscal year.

The proposed budget includes the planned use of \$8.3 million of General Fund reserves to balance the budget. This represents funding of \$7.5 million for the Long Center renovation project and \$800,000 for the Edgewater Drive Park Improvements project. Based on the proposed General Fund budget and allowing for the use of reserves as noted, the City will maintain a General Fund unassigned fund balance (reserve) of approximately \$51.7 million, or 23% of the fiscal year 2024/25 proposed operating budget. This maintains the City's General Fund reserve at approximately \$32.4 million (or 14%) over the required minimum reserve policy.

Changes to Approved Budget

The preliminary budget was released on June 28, 2024, and was presented at the Council Work Session held on July 15, 2024, where members of the public had the opportunity to comment. The City Council met for a special budget work session on August 14th to discuss the proposed budget and specific topics that were requested by members of the City Council. No changes were requested at these meetings.

While preparing for final adoption a few errors were discovered in the preliminary figures. The following updates were corrected for final adoption; these changes were discussed with the Council both at the special meeting on August 14th and at the two public hearings in September. In the General Fund, miscellaneous revenue was decreased and transfer-in revenues were increased by \$81,450 each, netting to zero, to properly account for revenues in the correct category. In the Public Utilities department, transfer-out expenditures were increased by \$7,811,800 in the wastewater collection program to account for transfers to the capital improvement fund that were mistakenly left out of the proposed operating budget. This expenditure increase to the Water and Sewer Fund required a revenue increase of \$3,053,470 to recognize the use of reserve funds necessary to balance the budget as planned in the approved rate study.

In addition to the changes listed above, managerial changes were made, transferring the responsibilities of our "Neighborhoods Team" from the City Manager's office to Public Communications. This change resulted in a transfer of \$361,047 between these two departments.

General Fund Expenditures

General Fund expenditures for the fiscal year 2024/25 budget are estimated at \$226,606,480; an increase of approximately 8% from the 2023/24 amended budget.

Personnel costs reflect a net increase of 7% across all operations in comparison to the amended fiscal year 2023/24 budget. These costs include wages for all full-time, part-time and temporary employees budgeted to support General Fund departments for fiscal year 2024/25 as well as all other benefits, including pension, medical, and worker compensation costs noted earlier in this summary. Also included for fiscal year 2024/25 are estimated general wage increases of 4% for all employees not included in labor unions, and a contingency fund to account for public safety union contracts that are currently in negotiations. This increase in overall personnel costs is related to the full impact of adjustments that were the result of the classification and compensation study implemented in January 2024, the general wage increase, and increases anticipated for medical insurance and workers compensation insurance. The budget for personnel costs is approximately 58.5% of total General Fund expenditures.

Operating costs are estimated at \$34.6 million for fiscal year 2024/25, a 6% increase from the amended 2023/24 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. Also included in operating costs are funds budgeted for outside agency support and special event grants, which total \$1,531,900. This includes funding of \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement; \$300,000 for homeless initiatives; \$150,000 to support the Clearwater Ferry; \$475,000 for special event contributions/grants; the Council's social support budget of \$70,000; \$25,000 to support the Clearwater Historical Society; \$30,000 to provide for Council attendance at community events, \$17,000 to support the Clearwater Lawn Bowl and Shuffleboard Club; \$10,000 for the Clearwater Arts Alliance; \$20,000 for public art grants, \$10,000 for community garden grants, and \$5,500 for Parks support of Clearwater for Youth.

Internal service costs are budgeted at \$24.6 million, a net increase of 5% for fiscal year 2024/25 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 increase is primarily related to rising cost for technology (systems & infrastructure) and increases in the cost of support from building and maintenance and fleet services.

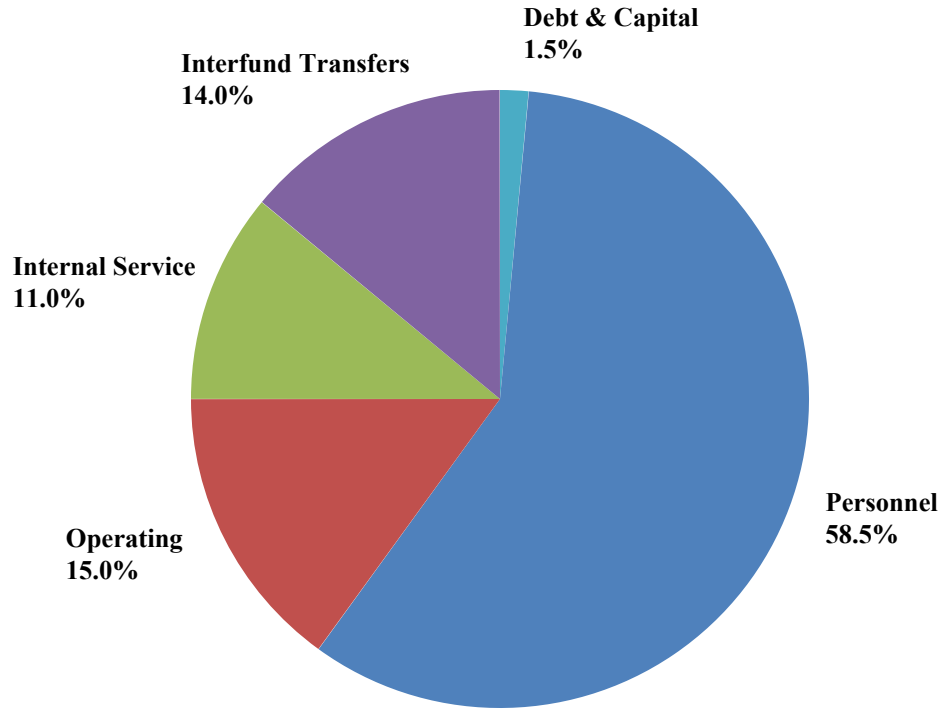
Interfund transfers in the General Fund are budgeted at \$31.9 million for fiscal year 2024/25. This represents an increase of 17% from the fiscal year 2023/24 amended budget. Transfers to capital funds include \$14.4 million for ongoing capital repair and replacement projects and \$12.7 million for "one-time" major facility renovations and road construction projects; and transfers for special programs total \$758,900. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at \$3.4 million for the Downtown CRA and \$473,000 for the new North Greenwood CRA for fiscal year 2024/25.

Debt service costs are budgeted at \$2.4 million, a 3% decrease from the amended fiscal year 2023/24 budget. This includes debt costs estimated at \$1.8 million for Imagine Clearwater's non-ad valorem revenue bonds due in fiscal year 2024/25. Other debt costs are budgeted for payments of new vehicles and equipment added to the City's fleet, estimated at \$617,631.

Capital costs are budgeted at \$784,480 for fiscal year 2024/25. This reflects a 3% decrease from amended fiscal year 2023/24 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases in other General Fund departments.

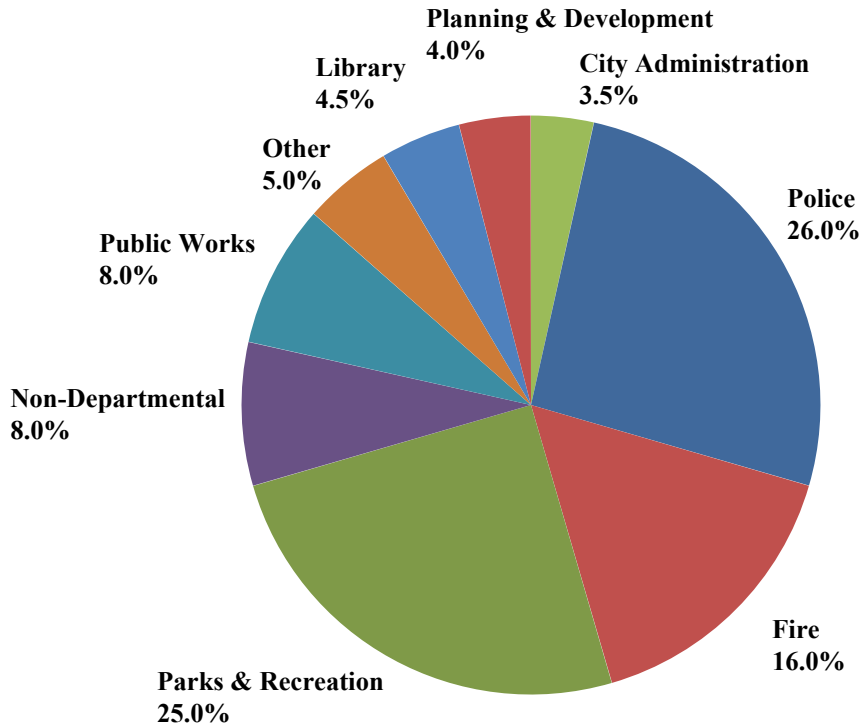
The tables and graphics provided on the following pages provide insight as to budget impacts by department and by major General Fund category.

General Fund Expenditures by Category



Category	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Personnel	\$103,985,500	\$111,590,136	\$123,644,911	\$132,232,862	7%
Operating	26,224,666	29,114,215	32,749,653	34,647,665	6%
Internal Service	18,313,130	22,233,412	23,383,039	24,593,467	5%
Interfund Transfers	53,461,546	34,823,925	27,227,263	31,908,445	17%
Debt Service	851,931	2,311,584	2,505,477	2,439,561	(3)%
Capital	780,405	863,770	812,380	784,480	(3)%
Total Operating Budget	\$203,617,178	\$200,937,042	\$210,322,723	\$226,606,480	8%

General Fund Expenditures by Department



Department	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Police	\$50,254,919	\$53,755,687	\$58,038,213	\$58,679,490	1%
Fire	31,687,566	34,570,967	36,177,633	35,817,579	(1)%
Parks and Recreation	37,206,825	39,337,937	45,609,955	56,857,045	25%
Non-Departmental	45,649,351	27,843,536	18,980,723	18,799,898	(1)%
Public Works (3)	8,492,000	11,780,468	15,051,391	17,975,099	19%
Library	8,416,841	9,445,675	9,391,098	10,090,842	7%
Planning & Development Svc	7,457,846	7,605,355	8,875,995	9,434,077	6%
City Administration (1)	6,031,486	7,457,274	8,138,369	7,793,658	(4)%
Finance (2)	2,800,310	2,938,832	3,346,999	3,574,985	7%
Economic Development (2)	2,042,554	1,982,010	2,200,993	2,400,886	9%
Human Resources (2)	1,904,855	2,233,506	2,254,202	2,416,584	7%
Public Communications (2)	1,274,555	1,573,275	1,811,572	2,254,207	24%
Public Util. Facility Maint (2)	398,070	412,520	445,580	512,130	15%
Total Operating Budget	\$203,617,178	\$200,937,042	\$210,322,723	\$226,606,480	8%

- (1) Includes budgets of City Council, City Manager's Office, City Attorney's Office, City Audit, City Clerk, CRA Administration. The Office of Innovation is included for fiscal years 2022/23-2023/24.
- (2) These programs are reflected in the category of "Other" on the above graph.
- (3) The Public Works Department was created as part of departmental reorganization in fiscal year 2022/23. Budgeted expenditures through fiscal year 2021/22 were part of the former Engineering and Parks departments.

General Fund Revenues

Ad Valorem tax revenues represent 44% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$99.3 million, up from \$91.0 million received in fiscal year 2023/24. This increase will provide an additional \$8.4 million to the General Fund, which is approximately a 9% increase due to growth in taxable property values.

Utility tax revenues represent approximately 9% of the General Fund's total revenue. Utility taxes collected on power and utility services are anticipated to be \$20.7 million. This is a 3% increase from the amended 2023/24 budget due to truing up estimates with current revenue trends. This revenue source has shown consistent growth, with increases averaging 5% over the prior five fiscal years.

The category of Local Option, Fuel and Other Tax revenues represents approximately 3.0% of total General Fund revenue. This category includes business tax revenues, budgeted at \$2.1 million, and communication services tax revenues budgeted at \$4.1 million for fiscal year 2024/25. Total revenues in this category are estimated at \$6.2 million, reflecting a 1% decrease in comparison to the amended 2023/24 budget.

The Franchise Fee revenues category represents franchise fees collected on electric and gas utilities in Clearwater. Although these revenues fluctuate, primarily due to energy conservation and weather patterns, they have remained stable for the past few years. Budgeted revenues for fiscal year 2024/25 are projected at \$12.6 million. This revenue source represents approximately 5.5% 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. Although permit revenues are still a consistent revenue stream due to strong construction/building activity, our receipts have leveled out showing decreases year over year from their peak in fiscal year 2021/22. Revenues in this category are estimated at \$3.3 million, a 7% decrease from amended fiscal year 2023/24 budgeted revenues.

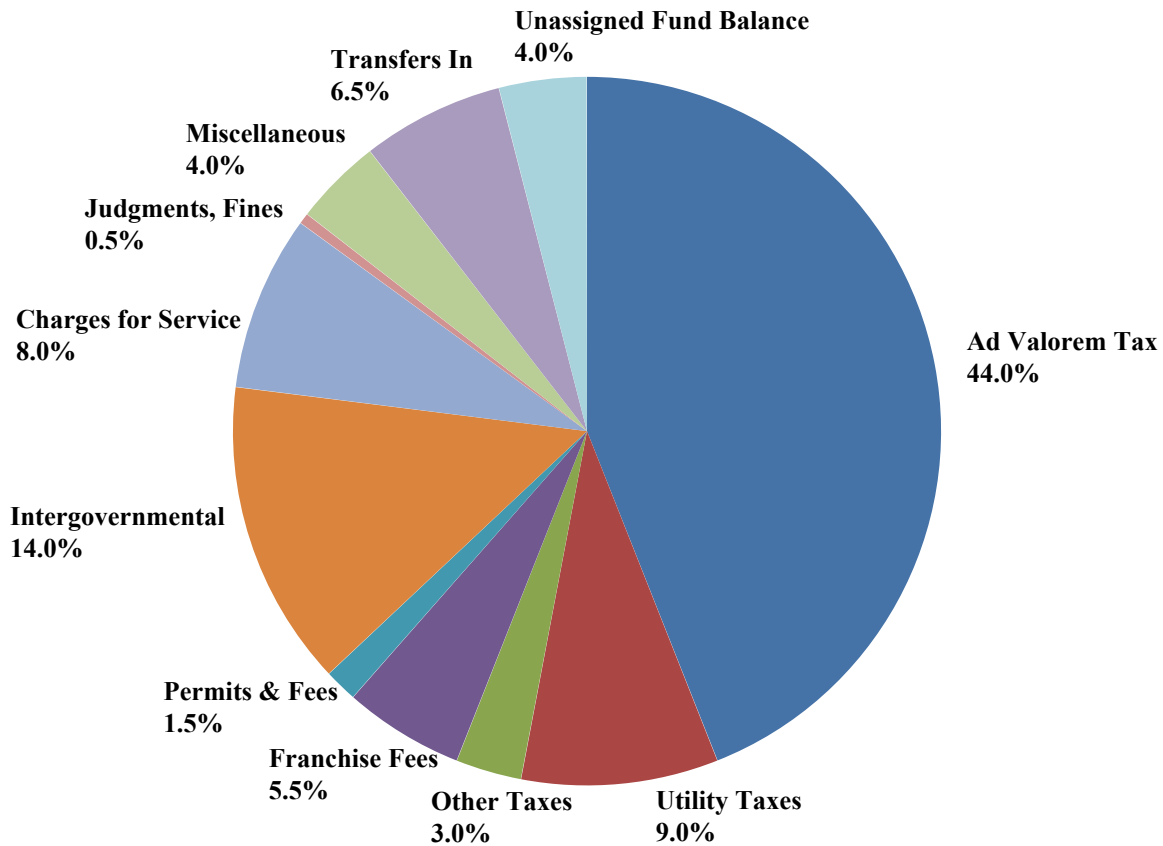
Intergovernmental revenues are received from federal, state, or local governments and account for \$32.3 million, or 14% of General Fund revenue. This category reflects a 4% increase in comparison to fiscal year 2023/24 amended revenues. Primary receipts in this category include sales tax revenue, state 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. For fiscal year 2024/25, revenues are projected at \$9.7 million for sales tax; \$5.1 million for state revenue sharing; county fire and EMS revenues are estimated at \$11.9 million; state public safety pension revenues are estimated at \$2.9 million; and Pinellas County library cooperative revenues are projected at \$1.1 million.

The category of revenue recognized as Charges for Services accounts for approximately \$18.5 million and represents 8% 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 by 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 Public Works/Engineering. This category of revenues is budgeted at a 7% increase from the amended fiscal year 2023/24 budget. This category also includes a charge of \$750,000 to the parking fund to allocate a portion of parking fees collected at Clearwater Beach to offset the cost of Police Officers added in response to the development and tourism growth on Clearwater Beach.

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 (federal housing grants) and the Community Redevelopment Agency (CRA) administrative staff. The combined receipts provided by transfers to the General Fund from other funds are approximately \$15.0 million, representing 6.5% of total General Fund revenues. These revenue sources reflect a 21% decrease from fiscal year 2023/24 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 4.5% of General Fund revenues. Major revenues in the judgments and fines category include the City’s portion of court fines, which are estimated at \$530,000, and red-light camera fines revenues estimated at \$500,000 for fiscal year 2024/25. In the miscellaneous revenue category, major revenues include an estimate of \$3.4 million in interest earnings; \$2.8 million in revenues for rental agreements on Clearwater Beach; and \$1.2 million in revenues anticipated from ticket sales and \$489,250 anticipated for naming rights at The BayCare Sound performance venue at Coachman Park.

GENERAL FUND REVENUES



Revenue Source	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Ad Valorem Taxes	\$73,183,836	\$82,044,210	\$90,966,200	\$99,346,030	9%
Utility Taxes	17,750,000	19,180,090	20,068,000	20,693,870	3%
Local Opt, Fuel & Other Taxes	6,155,000	6,230,000	6,200,000	6,160,000	(1)%
Franchise Fees	11,270,000	11,806,100	12,085,000	12,600,000	4%
Other Permits & Fees	4,278,500	3,663,500	3,570,800	3,332,500	(7)%
Intergovernmental	28,399,234	30,289,583	31,148,640	32,331,010	4%
Charges for Service	16,199,810	17,643,270	17,277,795	18,479,320	7%
Judgments, Fines, & Forfeits	1,429,000	1,439,000	1,464,000	1,441,000	(2)%
Miscellaneous	4,474,726	5,713,482	8,551,220	8,892,340	4%
Transfers In	33,609,036	12,652,501	19,016,825	15,030,410	(21)%
Total Annual Revenue	\$196,749,142	\$190,661,736	\$210,348,480	\$218,306,480	4%
Transfer (to) from surplus	6,868,036	10,275,306	(25,757)	8,300,000	
Total Revenues	\$203,617,178	\$200,937,042	\$210,322,723	\$226,606,480	8%

Utility Funds

Fund	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Water & Sewer	\$110,251,710	\$100,828,010	\$115,754,540	\$115,202,440	—%
Gas	55,638,915	59,832,340	53,988,284	47,782,630	(11%)
Solid Waste & Recycling	28,044,120	29,137,980	36,730,915	34,182,440	(7%)
Stormwater	24,042,640	16,791,710	24,829,198	17,455,680	(30%)
Total	\$217,977,385	\$206,590,040	\$231,302,937	\$214,623,190	(7%)

Water and Sewer

The Water and Sewer Fund operating budget reflects expenditures of \$115.2 million for fiscal year 2024/25, a slight decrease from the 2023/24 amended budget, primarily due to increased transfers to the capital improvement fund. Operating revenues are budgeted at \$112.1 million, which will result in the use of approximately \$3.1 million to fund reserves. This use of reserves, which is estimated to decrease fund equity by 2% in fiscal year 2024/25, is planned in the rate analysis and approved rate structure to provide funding for capital infrastructure needs. The Public Utilities department is staffed with 202.0 FTEs, an increase of four FTEs from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 23.

A water and sewer rate study was completed by the outside consultant Stantec, in July 2022. Based on this rate study, 3% annual increases are planned. This rate structure was approved by the City Council in September 2022, with annual 3% increases effective each October 1, through fiscal year 2027. An interim rate study is currently taking place to address emergent capital project needs. A change to the current rate structure, if needed, will likely be addressed by the City Council the following fiscal year.

Gas

Estimated Gas Fund expenditures are \$47.8 million for fiscal year 2024/25, which reflects a decrease of 11% from the current year amended budget due to decreased gas commodity prices, the sale of the propane division, and transfers to the capital improvement fund. Operating revenues are budgeted at \$47.4 million for fiscal year 2024/25, which will result in the use of approximately \$338,680 of fund reserves. This use of reserves, which is estimated to decrease fund equity by 3% in fiscal year 2024/25, is due to the increased dividend payment to the General Fund (anticipated based on net income assumptions for fiscal year 2023/24). The Clearwater Gas department is staffed with 91.0 FTEs, the same level of staffing as in the amended fiscal year 2023/24.

A gas rate study was completed in December 2023, which projected the financial position of the Gas Fund through 2028 and a cost-of-service analysis for each of the various classes of customers served. A new rate structure was established, which was approved by the City Council in December 2023. These rates went into effect March 1, 2024.

Solid Waste and Recycling

The Solid Waste and Recycling Fund operating budget is estimated at \$34.2 million for fiscal year 2024/25. This is a 7% decrease from the current year's amended budget due to transfers to capital projects in fiscal year 2024/25. Budgeted revenues are estimated at \$36.2 million, which will result in a contribution of \$2.0 million, or 7% to fund reserves. The fund equity balance is planned in the approved rate structure to provide funding for capital infrastructure (future facility rebuild). The Solid Waste and Recycling operations are staffed with 131.8 FTEs, the same level of staffing as fiscal year 2023/24.

A solid waste and recycling rate study update was completed in August 2024 by the outside consultant Stantec. Based on this rate study, 3.75% annual increases are necessary through the planning period. This new rate structure was approved by the City Council in September 2024. Effective October 1, 2024, rates will increase by 3.75%, and will increase on October 1st of each subsequent year through fiscal year 2029.

Stormwater

Stormwater expenditures are budgeted at \$17.5 million for fiscal year 2024/25, a 30% decrease from the final amended 2023/24 budget. Operating revenues are budgeted at \$18.7 million in fiscal year 2024/25 which will result in an increase of \$1.3 million, or 3%, to fund reserves. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions, an increase of one FTE from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 23.

A stormwater rate study was completed by the outside consultant Stantec, in June 2024. Based on this rate study, and due to current capital and operating cost projections, 8% annual increases are necessary for the next five years. This new rate structure was approved by the City Council in August 2024. Effective October 1, 2024, rates will increase by 8%, and will increase on October 1st of each subsequent year through fiscal year 2029.

Other Enterprise Funds

Fund	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Marine Fund	\$7,073,810	\$7,038,640	\$7,052,428	\$5,168,960	(27%)
Airpark Fund	333,690	773,990	187,925	151,110	(20%)
Harbor Marina Fund	909,680	1,003,610	1,149,081	1,168,400	2%
Parking Fund	8,352,932	19,000,395	22,700,077	42,285,720	86%
Total	\$16,670,112	\$27,816,635	\$31,089,511	\$48,774,190	57%

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately \$5.2 million in fiscal 2024/25, a 27% decrease from fiscal year 2023/24. Operating revenues are budgeted at \$5.1 million, which, will result in the use of approximately \$98,310 of fund reserves. This use of reserves, which will reduce fund equity by approximately 1% in fiscal year 2024/25, is the result of reduced revenue estimates resulting from operating disruptions during construction of the Beach Marina Upgrade project which is planned to break ground late in 2024. 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. Marine operations are supported by 18.5 full-time equivalent positions, a decrease of 0.3 FTEs from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 23.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of \$151,110 for fiscal year 2024/25, a 20% decrease from the 2023/24 amended budget due to capital transfers in fiscal year 2023/24. Operating revenues are budgeted at \$274,270, which will result in a contribution of approximately \$123,160 to fund reserves. This contribution to fund reserves, which increases fund equity by 15%, is planned to provide future funding for capital projects required at the Airpark. The fund is supported by 0.3 full-time equivalent positions, the same level of staffing as in fiscal year 2023/24. Staffing allocated to the Airpark represents administration support for management of the operating agreement.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is \$1.2 million for fiscal year 2024/25, a 2% increase from the 2023/24 amended budget. Operating revenues are anticipated at \$1.2 million, which will result in a small decrease (approximately \$16,700 or 1%) to fund reserves. The fund is supported by 10.1 full-time equivalent positions, a decrease of 0.3 from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 23.

Parking

The Parking Fund operating budget for fiscal 2024/25 reflects anticipated expenditures of \$42.3 million, an increase of 86% from the 2023/24 amended budget. Operating revenues are anticipated at \$12.2 million, which will result in the use of approximately \$30.0 million of fund reserves. This use of reserves, which will reduce fund equity by 112%, provides funding for the construction of a new parking garage in downtown Clearwater, funding for planning/design costs for a new parking garage on Clearwater Beach, and funding for the development agreement on the bluff property. While these large capital investments deplete Parking Fund reserves this year, restoration is planned with a budgeted operating surplus in the following years to include new revenues from these garages. Staffing levels in the Parking Fund reflect 46.2 full-time equivalent positions, an increase of 0.6 FTE from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 23.

Internal Service Funds

Fund	Amended 2021/22	Amended 2022/23	Approved 2023/24	Approved 2023/24	% Change
Administrative Services	\$15,025,984	\$16,069,230	\$17,589,756	\$20,153,590	15%
General Services	6,146,260	6,462,980	7,732,538	8,668,890	12%
Garage Fund	17,595,180	19,470,400	22,381,016	18,432,510	(18%)
Central Insurance Fund	32,285,530	35,752,330	44,504,983	40,039,250	(10%)
Total	\$71,052,954	\$77,754,940	\$92,208,293	\$87,294,240	(5%)

Administrative Services Fund

The Administrative Services Fund budget is approximately \$20.2 million in fiscal year 2024/25, an increase of 15% from the 2023/24 amended budget due to salary adjustments and increased technology costs. Revenues from department chargebacks and interest earnings are budgeted at \$20.2 million, which will result in a small increase of \$32,730 to fund reserves. The Administrative Services Fund, which supports Information Technology, Utility Customer Service, and the City's Courier, is staffed by 81.8 full-time equivalent positions, an increase of two FTEs from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 24.

General Services Fund

The General Services fund budget is approximately \$8.7 million in fiscal year 2024/25, a 12% increase from the 2023/24 amended budget, primarily due to salary adjustments and increased building supply costs. Operating revenues from department chargebacks and interest earnings are estimated at \$8.7 million. The General Services Fund, which provides building and maintenance services to all city facilities, is supported by 36 full-time equivalent positions, an increase of two FTEs from fiscal year 2023/24. Changes in FTEs are described at the end of this section on page 24.

Garage Fund

The Garage Fund budget is approximately \$18.4 million in fiscal year 2024/25, an 18% decrease from the 2023/24 amended budget, primarily due to decreased debt payments. Operating revenues from department charges and interest earnings are budgeted at \$18.4 million, which will result in a small increase of \$12,690 to fund reserves. Garage Fund operations, which oversee the purchase, replacement, and maintenance of all city vehicles and motorized equipment as well as the operations of radio communications, are supported by 38 full-time equivalent positions, an increase of two FTEs from the 2023/24 budget. Changes in FTEs are described at the end of this section on page 24.

Central Insurance Fund

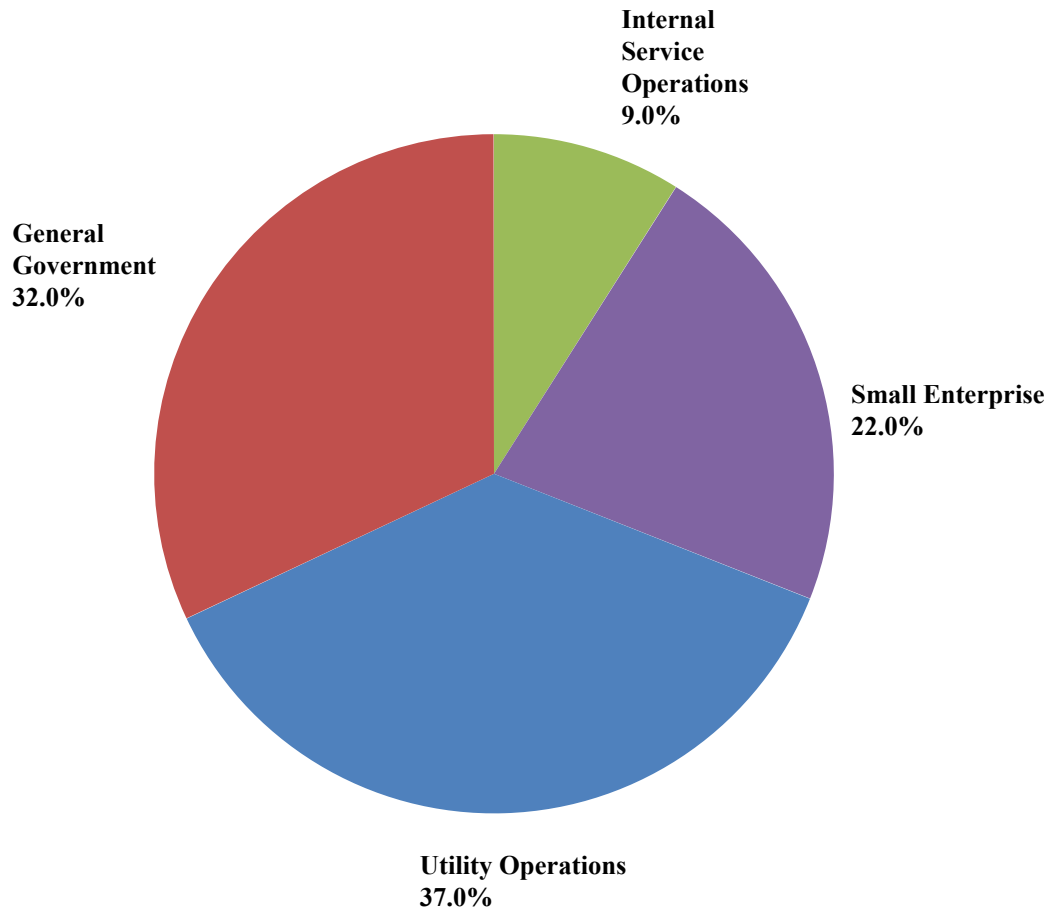
The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$40.0 million in fiscal year 2024/25, a decrease of 10% from the 2023/24 amended budget. Expenditures include \$3.2 million estimated as the employee and retiree portion of medical insurance, this is offset by revenues budgeted from payroll/pension withholding. Operating revenues from department and payroll chargebacks and interest earnings are estimated at \$40.0 million. Departmental costs (chargebacks) for both property/liability insurance and workers compensation are based on actual premiums and claims paid in fiscal year 2022/23 and market adjustments for increased premiums. Expenditures budgeted for fiscal year 2024/25 are estimates of policy premiums, which are anticipated to increase, and a rolling average of claims paid over the last five years. The Central Insurance Fund is supported by 6.5 full-time equivalent positions, the same level of staffing as the fiscal year 2023/24 budget.

Capital Improvement Program

The capital improvement program budget is \$152.8 million for fiscal year 2024/25, and the six-year plan totals \$1.4 billion. Of the total projects planned for 2024/25, approximately 37% of the projects, or \$56.3 million, are projects supporting one of the City's four utility operations, which include Water and Sewer, Stormwater, Solid Waste & Recycling, and Gas. Projects that total \$48.2 million, 32% of the total, 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 \$14.4 million allocated to internal service operation projects supports the replacement of City vehicles and the maintenance of all telephone, radio, computer, and other information systems. And small enterprise projects, budgeted at \$33.9 million, are those projects that support the City's parking, airport, and marine operations.

Capital Improvement Program Expenditures



CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2021/22	Amended 2022/23	Amended 2023/24	Approved 2024/25	% Change
Utility Operations	67,922,769	58,077,107	80,983,828	56,338,990	(30%)
General Government	53,898,350	50,118,988	45,249,188	48,249,690	7%
Internal Service Operations	9,380,980	12,804,902	26,372,782	14,371,020	(46%)
Small Enterprise	3,813,957	26,848,591	51,690,110	33,879,000	(34%)
Total	135,016,056	147,849,588	204,295,908	152,838,700	(25%)

The capital improvement program budget for fiscal year 2024/25 is \$152.8 million. This represents a decrease of 25% from the 2023/24 final 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

Total funding for utility projects reflects a 30% decrease from the fiscal year 2023/24 amended budget. Planned Water and Sewer Fund infrastructure projects are budgeted at \$39.2 million in fiscal year 2024/25, a decrease of approximately \$6.9 million from the amended 2023/24 capital budget. Projects for the Gas utility are funded at \$8.2 million, a decrease of \$4.8 million in comparison to the prior year; Stormwater utility projects are funded at \$6.6 million, an \$8.1 million decrease from prior year amended funding; and Solid Waste and Recycling utility projects are budgeted at \$2.4 million, a \$4.8 million decrease from the prior year.

General Government

The General Government category includes all projects related to police, fire, parks and recreation facilities, libraries, streets, sidewalks, and the maintenance of City buildings and facilities that operate general government functions. Funding for projects in this category are budgeted at \$48.2 million for fiscal year 2024/25. This is a 7% increase from the 2023/24 budget due to increased funding for planned projects.

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 2024/25, the budget for citywide fleet vehicle replacement is \$11.6 million; projects to support our information technology infrastructure are budgeted at \$1.9 million; and funding for General Services and Fleet facilities is \$300,000. This reflects a 46% decrease from the amended fiscal year 2023/24, primarily related to vehicle purchase costs.

Small Enterprise Operations

Funding for Small Enterprise Operation projects includes all projects related to our Beach Marina, Airpark, Clearwater Harbor Marina (CHM), and Parking operations. Project funding in fiscal year 2024/25 is budgeted at \$33.9 million, a 34% decrease from the 2023/24 amended budget. Funding for fiscal year 2024/25 includes routine repair and maintenance projects which total \$150,000 for the Beach Marina Fund, \$35,000 for the Airpark, \$175,000 for the CHM, and \$1.1 million for Parking projects. For fiscal year 2024/25, the capital budget includes "one-time" funding for the following large construction projects for parking; \$7.0 million for the downtown parking garage, \$3.0 million to fund the planning/design of a new parking garage at the beach marina, and \$22.0 million to fund the development agreement for bluff properties.

ANALYSIS OF FTE CHANGES

Approved 2024/25 Budget

With the adoption of a new Strategic Plan in May 2023, current operations and initiatives are being continually examined to identify opportunities for improvement and alignment with the City of Clearwater's strategic priorities. This budget proposes additional resources to supplement existing levels of service and enhance programs through new full time equivalent (FTE) positions, while realigning resources to meet present and future needs through the repurposing of existing positions. The proposed FTE increases have been categorized by strategic priority area for the purpose of this addition:

- **High Performing Government** - these positions are added to ensure the effective and efficient delivery of service through optimizing City assets and resources.
- **Economic & Housing Opportunity** - these positions are added to ensure the development of a prosperous and enduring economy that promotes opportunity for all.
- **Community Well-Being** - these positions are added to support the fostering of exceptional communities and neighborhoods where everyone can thrive.
- **Environmental Stewardship** - these positions are added to support the implementation of proactive solutions and emerging technologies for a sustainable and resilient community.
- **Superior Public Service** - these positions are added to promote a diverse and talented workforce through competitive opportunity, employee wellness, and rewarding career growth.

The table below provides a description of these FTE changes by department and operating fund. The strategic priorities identified above for new positions are also included.

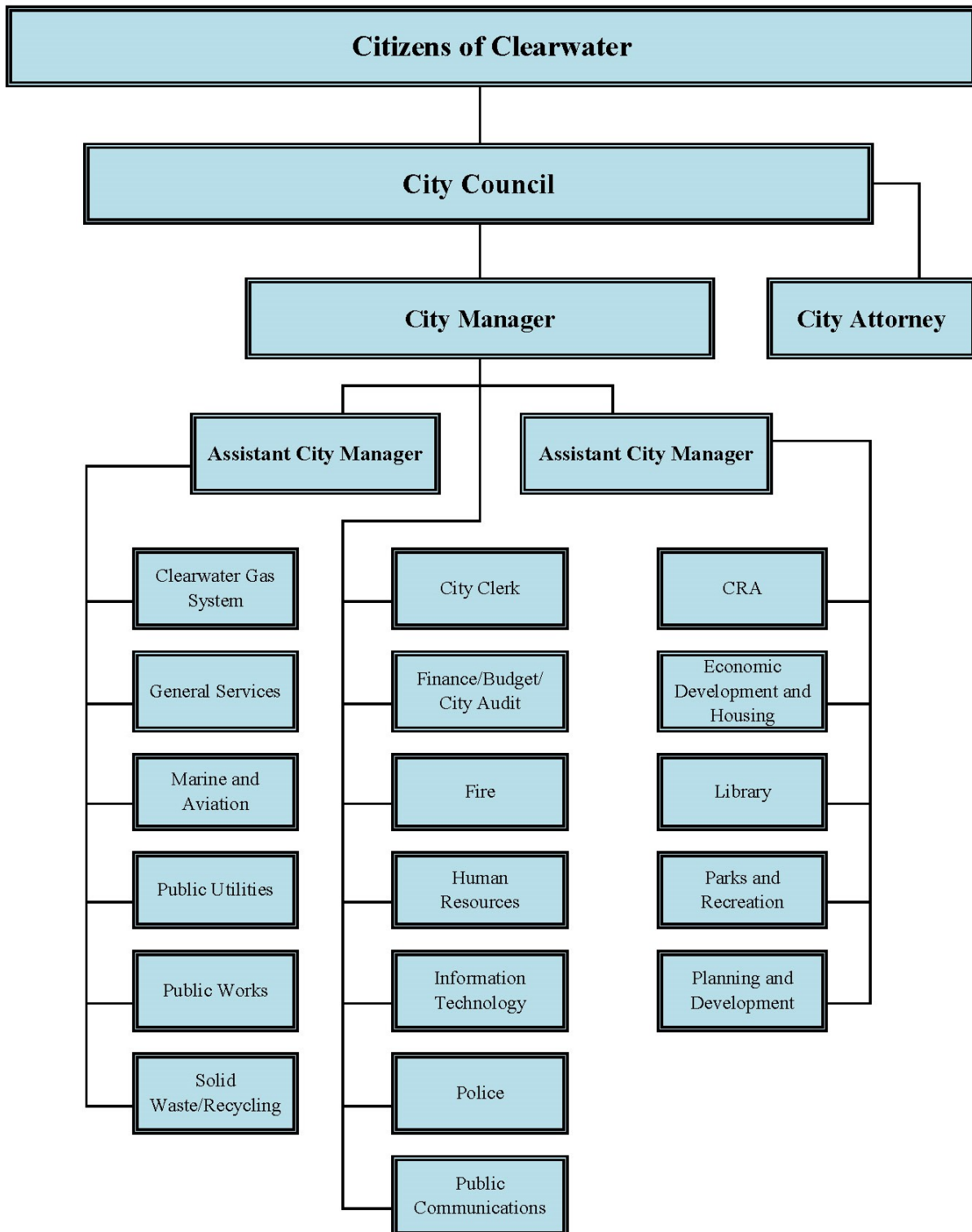
Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
General Fund				
<u>City Manager's Office</u>		(3.0)	Community Well-Being	The neighborhoods division (3 FTE's) are transferred to Public Communications.
<u>City Clerk</u>		(0.5)	High Performing Government	The shared staff assistant with Economic Development and Housing (ED&H) is now fully supporting ED&H.
<u>Economic Development & Housing</u>		0.5	High Performing Government	The shared staff assistant with the City Clerk's Office is now fully supporting ED&H.
				<u>Human Resources Analyst</u> - This position is added to provide support in response to the increased volume of employee interactions that resulted from the dissolution of the CWA bargaining unit. This position will assist the department with timely responses to compensation proposals, offer clarification and guidance on procedural inquiries that were formerly buffered by the E-board.
<u>Human Resources</u>	1.3		Superior Public Service	<u>Human Resources Technician (0.3)</u> - a part time position is being increased to full-time to assist with the increased workload related to position activity (new hires, terminations, position reclassifications, etc.)

Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
				<p><u>Variable Police Aide (1.8)</u> - This request is to increase by three additional (0.6 FTE/each) Police Aides. The program is designed to aid in police officer recruitment by establishing a career path to become a sworn officer. We seek applicants who are interested in law enforcement careers. We allow them to participate in training activities, provide them mentorship, and expose them to multiple scenarios, while they provide support to police operations.</p> <p><u>Police Service Technician (0.2)</u> - This increase of hours to the existing part-time position will provide the hours needed to fully support the red-light camera (RLC) program including hours needed to attend hearings and traffic court. This position is fully funded by the RLC fine revenues.</p>
<u>Police</u>	2.0		High Performing Government	
<u>Public Communications</u>		3.0	Community Well-Being	The neighborhoods division (3 FTE's) are transferred from the City Manager's Office.
				<p><u>Engineer (2)</u> - These positions are added to support the workload of current projects coupled with the priorities approved in Council's strategic planning sessions.</p> <p><u>Business System Analyst II</u> - This position is added in response to to the planned implementation of the new asset management software City Works. This position will assist in building the critical framework needed for a successful implementation.</p>
<u>Public Works</u>	3.0		High Performing Government	
Total General Fund	6.3	0.0		

Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
Utility Funds				
				<u>Business System Analyst II (2)</u> - These positions are added in response to the planned implementation of the new asset management software City Works. These positions are necessary to provide the department with adequate resources to maintain and develop the software and assist in training staff. These positions support City Works as well as other utilities software.
				<u>Warehouse Supervisor</u> - This position is added to provide oversight and administrative support for materials and inventory management at all Public Utilities locations.
				<u>Contracts & Procurement Specialist</u> - This position is added to provide needed contract management and procurement support to the utilities engineering team.
<u>Public Utilities</u>	4.0		High Performing Government	
				<u>Construction Inspector II</u> - This position is added to provide inspections for both right of way and erosion and sediment control. This inspector will enable reduced operating costs (reactionary cleaning), improved water quality, and improved road repairs and construction.
<u>Public Works - Stormwater</u>	1.0		High Performing Government	
Total Utility Funds	5.0	0.0		
Enterprise Funds				
<u>Marine Fund</u>		(0.3)	High Performing Government	A shared part-time Parking and Security Aide (0.3 FTE) is transferred to fully support the Seminole Street Boat Ramp.
<u>Clearwater Harbor Marina Fund</u>		(0.3)	High Performing Government	A shared part-time Parking and Security Aide (0.3 FTE) is transferred to fully support the Seminole Street Boat Ramp.
<u>Parking Fund - Seminole Street Boat Ramp</u>		0.6	High Performing Government	A shared part-time Parking and Security Aide (0.6 FTE) is transferred from the Beach and Harbor Marinas to fully support the Seminole Street Boat Ramp.
Total Enterprise Funds	0.0	0.0		

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
Internal Service Funds				
<u>General Services Fund</u>	2.0		High Performing Government	<u>Skilled Tradesworker III (2)</u> - These positions are added to provide needed support to maintain existing/aging facilities. This increase to staff will improve our "technician to square footage" ratio and allow more timely completion of work orders. Our goal is to shift to proactive maintenance, which is currently unattainable.
<u>Garage Fund - Fleet Maintenance</u>	2.0		High Performing Government	<u>Fleet Mechanic (2)</u> - These positions are added to provide needed support to fleet services solid waste (SW) team. The current asset demand for SW vehicles exceeds the work hours available and is frequently outsourced. The addition of these mechanics will address the backlog and reduce downtime for SW vehicles.
<u>Administrative Services Fund - Information Technology</u>	2.0		High Performing Government	<u>Staff Assistant II</u> - This position is added to provide needed administrative staff to support the high volume of technology related procurement/invoicing functions that support City operations. <u>Network Analyst III</u> - This position is added to support mission critical network and identity management functions of our organization. The position will be responsible for supporting users and devices across the network both on premise and in the field; and administration and enforcement of network and user policies.
Total Internal Service Funds	6.0	0.0		
Special Program Funds				
<u>Special Program Fund</u>	0.3		Community Well-Being	<u>Recreation Leader (0.3)</u> - This part-time position is added to accommodate more youth and after school programs at North Greenwood Recreation Center. This position is fully funded by revenues from the Juvenile Welfare Board.
Total Special Program Funds	0.3	0.0		
Total All Funds	17.6	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 01, 2023

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, 2023.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, a financial plan, an operations guide, and 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 38th year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2023/2024. 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 Annual Comprehensive Financial Report.

HISTORY

Literally translated "Clear Water" from the Native American "Pocotopaug", the area was named for its abundant fresh springs along the shore. Settled by colonists in the mid-1830s, it was not until the 1890s that Clearwater gained a reputation as a resort community.

When this area was home to only the Native Americans, clear springs gurgled from the banks into the bay. The springs, long since gone, were located along the high bluffs upon which Downtown Clearwater are now situated. Early settlers called it Clear Water Harbor, by which it was known until 1895 when Clearwater became one word. Harbor was dropped in 1906.

Florida became a territory in 1822. During the Seminole Indian Wars of 1835, the government built the original Fort Harrison as a recuperation center for soldiers, and not as a defensive fort. It was located on the bluffs where Harbor Oaks neighborhood is located now. The fort was abandoned in 1841 and is commemorated by a plaque on Druid Road.

The Federal Armed Occupation Act of 1842 gave 160 acres to any head of family or single man over 18 who would bear arms and cultivate the land. The "father of Clearwater," James Stevens, and Samuel Stevenson were among the first settlers. After a visit in 1841, James Parramore McMullen and his six brothers settled in the Clearwater area. They and their descendants held many important governmental positions throughout the early years.

Clearwater grew steadily throughout the early part of the century. Tourists and settlers were drawn to the area because of the climate.

- 1914: Morton F. Plant, the son of well-known Henry Plant, donated and raised money for the first hospital
- May 27, 1915: The city of Clearwater was incorporated.
- 1916: The first library was built with a grant from Andrew Carnegie.
- 1916: The city built the first wooden bridge to Clearwater Beach, opening it up for development.
- 1921: The Capitol Theatre opened in Downtown Clearwater.
- 1940: The Philadelphia Phillies professional baseball team began spring training.

The population continued to steadily climb. After World War II, several soldiers who had trained here returned to live. From 1950, with 15,000 residents, the population continued to grow until it reached the number of citizens that we have today.

CITY OVERVIEW

Clearwater, nestled on the Pinellas Peninsula along Florida's west coast, boasts a prime location directly on the Gulf of Mexico. Just 20 miles west of Tampa and 20 miles north of St. Petersburg, this vibrant city serves as the county seat of Pinellas County. Its defining feature? Those dramatic coastal bluffs that offer an awe-inspiring dual vista: one side overlooks the Intercoastal Waterway, while the other showcases the sparkling Gulf of Mexico.

Clearwater, situated in a semitropical zone, basks in nearly ideal weather conditions. The average high temperature hovers around 82 degrees Fahrenheit, while the lows settle at a comfortable 66 degrees Fahrenheit. Mild winters and warm summers, complemented by refreshing afternoon showers and southerly breezes from the Gulf, make it a magnet for vacationers seeking a delightful climate.

Tourism indeed reigns as Clearwater's largest industry, drawing visitors from far and wide to its sun-kissed shores. Beyond the beach umbrellas and flip-flops, Clearwater hosts a diverse array of industries. From cutting-edge software technology to aerospace and defense, high-tech manufacturing, and the financial sector, it's a hub of economic activity. So, whether you're soaking up the sun or crunching numbers, Clearwater has something for everyone!

The St. Petersburg-Clearwater International Airport offers direct flights to various U.S. and Canadian destinations. Just 15 minutes to the east, Tampa International Airport serves global travelers efficiently. The Clearwater Airpark, located slightly over a mile from downtown, caters to private plane owners with its 4,108-foot runway and hangar facilities. Ground transportation includes the Pinellas Suncoast Transit Authority (PSTA) bus service, which operates 32 local routes and three express routes crossing Tampa Bay. Additionally, the iconic Jolley Trolley, reminiscent of San Francisco's cable cars, shuttles passengers to Clearwater Beach, Island Estates, and more. And for a scenic water taxi experience, the Clearwater Beach Ferry connects Downtown Clearwater to various locations, including Clearwater Beach Marina and Dunedin. Whether you're flying, trolley-hopping, or cruising by ferry, Clearwater keeps you moving!

The Tampa Bay area has a great variety of resources for quality health care, including fifteen hospitals in Pinellas County, as well as various nursing homes 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 and 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 proudly earned the prestigious title of a "Coast Guard City"—one of only 21 cities in the United States to hold this distinction as of 2023. Clearwater is home to the U.S. Coast Guard Station Sand Key and the Air Station Clearwater, which stands as the largest and busiest U.S. Coast Guard air station nationwide. Additionally, Clearwater hosts the U.S. Coast Guard Auxiliary Flotilla 11-1, providing vital support to Coast Guard operations. This designation reflects the unwavering community support for Coast Guard personnel and their families, fostering a strong and enduring relationship between Clearwater and the Coast Guard.

Clearwater Beach

Clearwater's beach is on a barrier island, which stretches for approximately 2.5 miles along the Gulf of Mexico and is connected to downtown by the 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.

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. It is 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.

The Clearwater Beach Marina is a 200-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 pastime in Florida. Visitors may be interested in chartering one of the 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 freshwater 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, weather permitting. From two hours before until two hours after sunset, artisans and performers are featured. The three-acre Pier 60 Park features a concession stand, a covered play area, restrooms and a pavilion for special events, concerts and continuous visitor entertainment. The Clearwater Regional Chamber (Amplify), 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, so be on the lookout for them as they are scattered all over the city.

Events at the beach, including Spring Break, Sugar Sand, Clearwater Offshore Nationals, ReliaQuest 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, 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. Sadly, on November 11, 2021, Winter The Dolphin passed away due to an intestinal abnormality. Her legacy lives on as an inspiration for marine conservation efforts and the incredible work done at CMA.

The Clearwater and Pinellas County areas boast 35 miles of stunning beaches, many of which have earned prestigious awards. Clearwater Beach was named USA Today’s “Best Beach Town” in Florida in 2013 and won the 2014 USA TODAY/10 Best Readers’ Choice Award for “Best Place to Watch a Sunset.” In 2016, 2018, and 2019, TripAdvisor Travelers’ Choice Awards voted it the #1 Best Beach in the United States and placed it among the Top 10 Beaches in the World. It was also ranked the second-best “Spring Break” beach in America in 2018. In addition, Travel + Leisure included it on their 2021 list of Florida’s Best Beaches. More recently, USA Today recognized Clearwater Beach as the #1 Beach in the South in 2023. HGTV further highlighted Pier 60 on Clearwater Beach as one of the country’s 25 best family-friendly beaches.

Downtown

Clearwater is seeing its own downtown resurgence, with new residences available within the downtown core along with new retail and 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.

Clearwater’s waterfront downtown, perched atop a 30-foot bluff overlooking Clearwater Harbor, stands as one of its most attractive and unique assets. After three years of construction, the newly renovated downtown waterfront Coachman Park opened to the public on June 28th, 2023. Among its features is the 4,000-seat covered amphitheater, Baycare Sound, which has quickly become a must-see destination in the Tampa Bay area. Designed to connect the waterfront with the Downtown Clearwater community, Coachman Park boasts an expansive park, recreational spaces, a gateway plaza, a bluff walk linking the park to downtown, a bay walk promenade with views of the Intracoastal Waterway, a lake area with picnic shelters, and an ocean-themed play zone featuring an interactive pop-jet water feature. The addition of the amphitheater ensures a year-round performance schedule, further solidifying Clearwater’s reputation as a premier location for diverse live entertainment.

Clearwater Harbor Marina, a 127-slip public Marina located on the downtown waterfront, has created a 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 historic Capitol Theater is located on downtown Clearwater's beautiful Cleveland Street. The old Capitol Theatre, built in 1921, was renovated by the city in partnership with Ruth Eckerd Hall. Re-opening in 2013, this 747-seat theatre was transformed into a mid-size performing arts 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.

Sports & Culture

Clearwater maintains a commitment to high-quality recreation, parks, and cultural programs, earning various awards over the years. These awards confirm what many who live here have known for years: Clearwater maintains some of the best award-winning sports facilities in the nation, providing 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, basketball, pickleball, and racquetball throughout numerous beautiful parks. If active recreation is not your cup of tea, you can always just take a stroll in one of Clearwater's many park sites, which have trails, picnic tables, shelters, playgrounds, and beaches. Visit Moccasin Lake Nature Park, which provides environmental experiences and programs for all ages and includes Birds of Prey, Exhibits Shelter, playground, Garden Lodge, outdoor experiences, and nature trails.

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 is the city's seven decades of partnership with major league baseball's Philadelphia Phillies, who host spring training at Baycare Ballpark. The City of Clearwater is the home of the Threshers, a Class-A minor league team of the Philadelphia Phillies. The Threshers play at Baycare Ballpark, 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 and 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 MLS (Major League Soccer) teams, the Philadelphia Union and D.C. United, who used Clearwater as their pre-season headquarters and were able to play exhibition matches versus other MLS teams that were training in neighboring cities.

With six regional recreation centers, a 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. This includes a joint-use library on the Clearwater campus of St. Petersburg College, which is a state-of-the-art, two-story, 40,000-square-foot building serving both the residents of Clearwater and the students at St. Petersburg College.

To connect all leisure and recreation 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. Bicyclists, joggers, walkers, and inline skaters can travel from Clearwater Beach to Tampa on dedicated off-street trails, as well as north and south from Tarpon Springs to St. Petersburg.

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 and a high quality of life for our community's older adults, the city has a 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. Clearwater's Aging Well Center offers diverse programs dedicated to older adults of all interests and abilities.

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 in a 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 various sporting competitions for spectators. This area is home to many nationally known teams, including the National Football League Tampa Bay Buccaneers (2003 and 2021 Super Bowl Champions), the National Hockey League Tampa Bay Lightning (2021, 2020, and 2004 Stanley Cup Champions, 2014 Eastern Conference Champions, 2018 and 2019 Atlantic Division titles, and winning the President's Trophy in 2019), and the Major League Baseball Tampa Bay Rays (2008 and 2020 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. Numerous museums can also be found in the area, including the Clearwater Historical Society Museum, the Salvador Dali' Museum, which contains the largest private collection of this artist's work outside of Spain; The Museum of Fine Arts, which contains the works of classical and contemporary masters; and the Chihuly Collection presented by the Morean Arts Center. The Raymond James Museum provides experiences that inspire human connection and transformation throughout, depicting people's landscapes, and the history of the American West.

Sources include: City of Clearwater Annual Comprehensive Financial Report, Amplify Clearwater, Visit St. Pete Clearwater,, various City Departments, PSTA, Ruth Eckerd Hall, Wikipedia, 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:

2015	110,679
2016	112,387
2017	113,723
2018	115,589
2019	116,585
2020	118,017
2021	117,800
2022	119,208
2023	118,904
2024 (est.)	118,853

Pinellas County (2024): 961,400

Median Age (2024): 47.1

Total Housing Units: 64,237

Owner Occupied: 48%

Renter Occupied: 35.6%

Vacant: 16.4%

Per Capita Income:

2024 \$45,152

Average Household Income:

2024 \$99,664

Racial Distribution (2024):

White	67.2%
Black	10.1%
American Indian	0.7%
Asian	3.1%
Pacific Islander	0.1%
Other Races	7.3%
Multiracial	11.4%

Climate:

Average Annual Rain Fall: 54.0
(inches):

Six-month avg. high/low temperatures:

January 71/51

July 91/76

Average annual days of sunshine 244

Land Use:

Incorporated Land Mass:
(square miles) 26.1

Land Use:

Residential 60%

Commercial 15%

Recreation/Open Space 10%

Industrial 5%

Other 10%

Education:

Number of Public Schools (excluding Charters)

(For School Year 2023 - 2024)

Elementary 10

Middle 3

High School 3

Other 4

2023/2024 Enrollment 12,000

Public/Private Colleges 5

Community Profile

Economics:

Total Employees by Industry Sector (2024):

Services	33,876
Wholesale and Retail Trade	21,669
Finance, Insurance and Real Estate	7,583
Government	4,777
Manufacturing	2,892
Construction	2,146
Transportation, Communication, Utility	2,874
Agriculture, Mining, Unclassified	798
Total Employees	76,615

Principal Employers:

(2023 Pinellas County Data)

Baycare(includes all hospitals and subsidiaries)	14,300
Pinellas County School Board	11,800
Publix	7,500
Pinellas County Government	6,000
US Dept VA	4,900
Walmart	4,800
Raymond James Financial	3,800
City of St. Petersburg	3,800
All Children's Hospital	3,600
HCA Florida Healthcare	3,500

Economics (continued):

Principal Taxpayers: (2023 Pinellas County Prop Appraiser)	% of Total Assessed Value
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Wyndham Vac Resort INC.	87%
Countryside Mall LLC	68%
John S Taylor Prop LLC(1)	68%
US HWY 19N FL Partners LLC	67%
Adrex CW Manager LLC	64%
DC CW Beach 1 Property LLC	59%
P E P F Solaris Key LLC	59%
BWC Hospitality LLC	56%
Jemb Pocono LLC	55%
Bayside Arbors XII LLC	53%

2024 Taxable Value:	\$18,439,784,547
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FY24/25 Property Tax Millage Rate:	5.8850
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Assessed Property Value Distribution:

Residential	69.75%
Commercial	20.54%
Govt & Institutional	8.76%
Other	0.95%

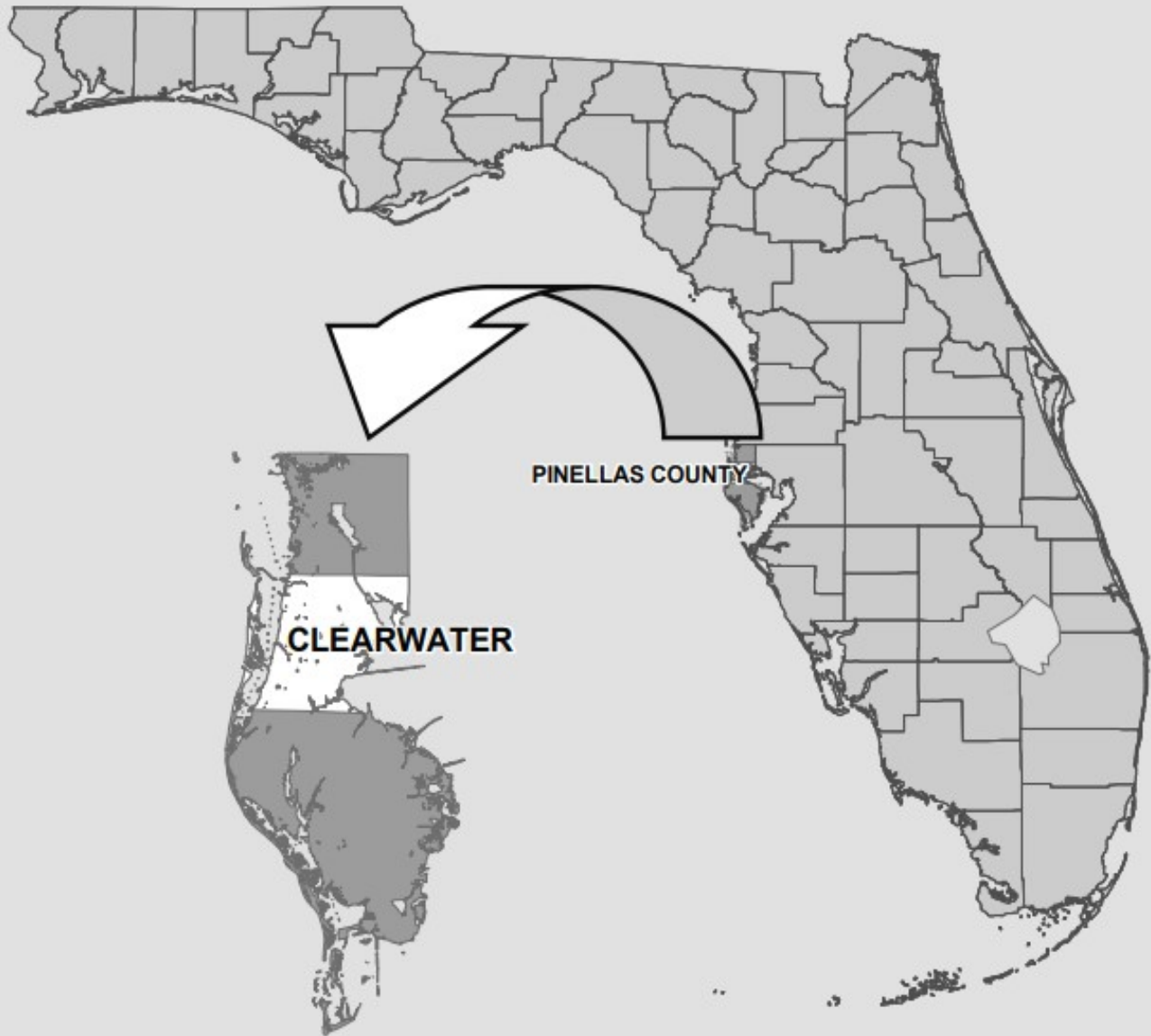
FY2023/24 Adopted Budget (expenditure):

Operating Funds:	\$592,871,117
Special Revenue Funds:	\$23,384,897
Capital Improvement:	\$152,838,700

SERVICE STATISTICS

<u>Public Safety</u>		<u>Utilities</u>	
<u>Police</u>		<u>Water and Sewer Utility</u>	
Sworn Officers	257	Water Wells	44
Police Stations	6	Water Treatment Plants	3
<u>Fire</u>		Water Storage Tanks	6
Certified Firefighters	200	Water Mains (miles)	601
Fire Stations	8	Water Service Accounts*	38,306
<u>Culture & Recreation</u>		Water Demand (million gallon/day-MGD)	11.19
Number of Parks/Facilities	109	Sanitary Sewer Mains (miles)	410
Parks Acreage	1,775	Sewer Service Connections*	34,779
Recreational Paths (miles)	19	Lift Stations	76
Tennis Courts	41	Water Reclamation Facilities	3
Baseball/Softball Fields	34	Wastewater Treatment Capacity (MGD)	28.5
Playgrounds	27	Reclaimed Water Mains (miles)	142
Basketball Courts	23	Reclaimed Water Storage Tanks	3
Soccer/Football Fields	18	Reclaimed Water Pump Stations	6
Recreation Centers	8	Reclaimed Service Accounts*	7,914
Swimming Pools	6	Certified Lab Tests**	34,812
Dog Parks	2	**(National Environmental Laboratory Accreditation Program Certified)	
Golf Courses	3	<u>Stormwater Utility</u>	
Performing Arts Venues	3	Stormwater Mains (miles)	159
Nature Center	1	Stormwater Under-drains (miles)	117
Pickleball Courts	5	Equivalent Residential Units*	127,122
<u>Libraries</u>		<u>Gas Utility</u>	
Volumes in collection (thousands)	448,520	Gas Mains (miles)*	1100
<u>Marine - Boat Slips</u>		Natural Gas Service Accounts*	31,463
	335	Natural Gas Vehicle Fueling Station	1
<u>Aviation - Airpark Spaces</u>		<u>Solid Waste Utility</u>	
	174	Solid Waste Service Accounts*	30,570
<u>Parking Spaces:</u>		<u>Recycling Utility</u>	
(metered and non-metered spaces)		Recycling Service Accounts*	29,300
Downtown	2,214	*FY24 Average October 23 - July 24	
Clearwater Beach	1,646		

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







CITY OF CLEARWATER

STRATEGIC PLAN

VISION

A community that thrives from Bay to Beach.

MISSION

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.



HIGH PERFORMING GOVERNMENT

Deliver Effective and Efficient Services by Optimizing City Assets and Resources

OBJECTIVES

- 1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.
- 1.2 Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts.
- 1.3 Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service.
- 1.4 Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services.
- 1.5 Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers.



ECONOMIC & HOUSING OPPORTUNITY

Foster a Prosperous and Enduring Economy That Promotes Opportunity for All

OBJECTIVES

- 2.1 Strengthen public-private initiatives that attract, develop, and retain diversified business sectors.
- 2.2 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth.
- 2.3 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.
- 2.4 Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater.
- 2.5 Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities.



COMMUNITY WELL-BEING

Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive

OBJECTIVES

- 3.1 Support neighborhood identity through services and programs that empower community pride and belonging.
- 3.2 Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization.
- 3.3 Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.
- 3.4 Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities.



ENVIRONMENTAL STEWARDSHIP

Implement Proactive Solutions and Emerging Technologies for a Sustainable and Resilient Community

OBJECTIVES

- 4.1 Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise.
- 4.2 Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations.
- 4.3 Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint.
- 4.4 Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions.

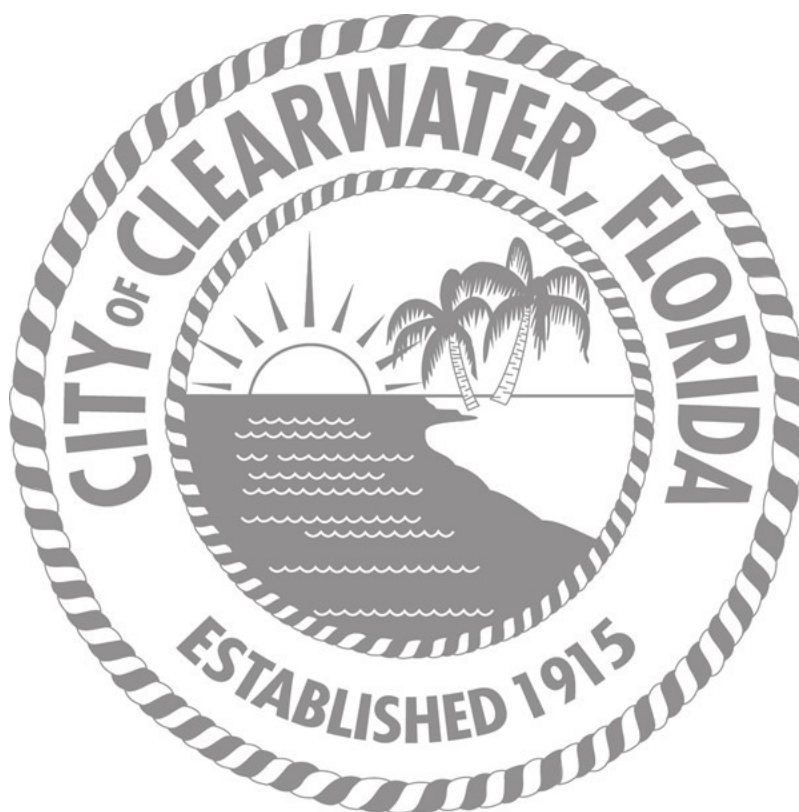


SUPERIOR PUBLIC SERVICE

Promote a Diverse and Talented Workforce Through Competitive Opportunity, Employee Wellness, and Rewarding Career Growth

OBJECTIVES

- 5.1 Attract and retain top-quality personnel through the maintenance of a competitive compensation program.
- 5.2 Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning.
- 5.3 Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes.
- 5.4 Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.



Strategic Plan Summary

In 2023, the City Council adopted a new Strategic Plan, establishing an enhanced Mission and Vision along with supporting Strategic Priorities and Objectives. The Strategic Plan was created based on public engagement and community analysis with key stakeholders, neighborhood associations, governmental and business partners, and the citizens of Clearwater. During the annual budget process, the City Council continues to proactively review goals and priorities during a strategic planning session to formulate a five-year strategic plan, per City Council Policy 3-11.

Adopted Strategic Plan

The Strategic Plan, found as the first page of this section, focuses on maintaining excellence through performance across five policy priority areas: 1) High Performing Government, 2) Economic & Housing Opportunity, 3) Community Well-Being, 4) Environmental Stewardship, and 5) Superior Public Service. The city's Vision and Mission statements both provide a long-term pathway for success in executing the Strategic Plan, and incorporate Clearwater's values of Integrity, Trusty, Empathy, Adaptability and Inclusivity, Innovation and Creativity, Safety, and Resiliency and Sustainability.

City Staff continues to develop and implement various management and planning efforts to progressively identify strategies for sustained operational alignment with the Strategic Plan, including:

- Clearwater 2045 Comprehensive Plan (2024)
- North Greenwood Community Redevelopment Area Plan (2024)
- Public Utilities Master Plans **(Ongoing)**
- Parks and Recreation Master Plan Update (2024)
- Stevenson Creek Watershed Stormwater Master Plan (2001)
- Alligator Creek Watershed Stormwater Master Plan (2015)
- Allen Creek Watershed Stormwater Master Plan (2017)
- East Gateway Five-Year Vision Plan (2012)
- North Marina Master Plan (2016)
- Comprehensive Boating Plan (2016)
- Imagine Clearwater Master Plan (2017)
- Downtown Clearwater Redevelopment Plan (2018)
- Clearwater Gas System Strategic Plan (2019)
- Clearwater Greenprint 2.0 (2021)
- Cultural Arts Strategic Plan (2021)
- Comprehensive Emergency Management Plan Update (2021)
- Post-Disaster Recovery Plan/COOP (2022)
- US 19 Corridor Redevelopment Plan (2012, amended 2022)

Community Involvement

As part of the City of Clearwater's commitment to public engagement, the city is in the process of conducting a representative citizen survey, comparing municipal performance and community satisfaction of city services with similar communities around the country. The 2024 National Community Survey results are reported as preliminary, pending final adoption. In February 2022, the City Council adopted the results of the 2021 National Community Survey, which focused on examining key issues most important to residents through 10 facets of community livability. The National Community Survey has been utilized as a valuable benchmark tool for prior years, including in 2021, 2019, 2017, 2014, and 2008.

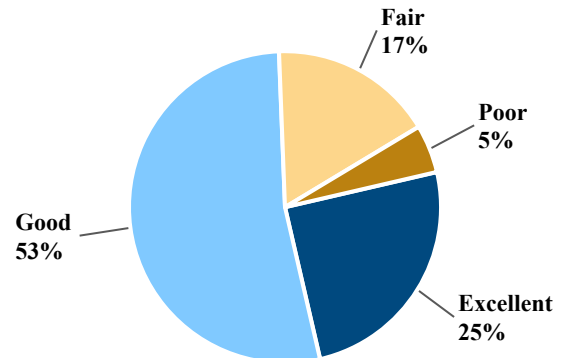
The methodology employed for the National Community Survey includes a sample size of 5,000 randomly selected households, based on 440 responses (0.95 CI, MOE $\pm 4.5\%$). Participants were polled on 10 facets of community livability, including:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement

Survey results of local service area performance are depicted in the below table, comparing trend over time data with benchmark communities, based on the percentage of responses rated Excellent or Good; results within 10 points of the national benchmark are considered similar.

A composite indicator of the public value and satisfaction delivered to citizens is measured by community perception to Overall Quality of Life, to ensure the City of Clearwater's Strategic Direction remains aligned with the priorities, values, and needs of the community.

**2024 National Community Survey
Overall Quality of Life in Clearwater**



2024 NCS Local Service Area Performance				
Functional Area of Community Livability	2019	2021	2024	Benchmark
Overall economic health	61 %	64 %	48 %	Similar
Overall quality of the transportation system	—	48 %	48 %	Lower
Overall design or layout of residential and commercial areas	50 %	58 %	52 %	Similar
Overall quality of the utility infrastructure	—	65 %	66 %	Similar
Overall feeling of safety	74 %	69 %	71 %	Similar
Overall quality of natural environment	72 %	71 %	71 %	Similar
Overall quality of parks and recreation opportunities	—	80 %	80 %	Similar
Overall health and wellness opportunities	70 %	75 %	66 %	Similar
Overall opportunities for education, culture, and the arts	59 %	58 %	59 %	Similar
Residents' connection and engagement with their community	—	42 %	47 %	Similar

Strategic Performance Management Overview

The City of Clearwater utilizes a Strategic Performance Management program to provide transparent and results-oriented public service delivery for our customers. The mission of the program is to successfully optimize the management of operations, promote data-driven decision making, and advance the City's Strategic Direction. The program is designed as an organizational management tool by which city departments, in partnership with the Office of Management and Budget, regularly monitor performance trends, supplement internal accountability, and identify opportunities for collaboration and innovation across business centers.





Key Performance Indicators

During the annual budget cycle, each department shall track a series of key performance indicators established at both the citywide and divisional level. The key performance indicators (KPI) are continuously developed alongside a unique departmental objective, which include elements of the City's strategic plan and an individual department's goals. The establishment of departmental objectives are intended to effectively guide appropriate public resources toward achieving the policy priorities of the City Council, which reflect the interests of communities throughout the City of Clearwater.

Key performance indicators are designated into one of three categories to identify a specific measurement methodology, including measures of output, efficiency, and outcome. The category by which an indicator is designated denotes the relationship between the departmental objective and KPI data by fiscal year.

Definitions of Measurement Categories
Output Measures convey the level of service provided or amount of work performed.
Efficiency Measures demonstrate the relationship between the work performed and level of resources required to complete such work. Furthermore, efficiency measures may indicate productivity relative to an efficiency standard or output.
Outcome Measures represent the effectiveness and quality of municipal performance in relation to a department's objective and goals.

The aggregation of key performance indicator data is performed annually, in which quantitative and qualitative information is analyzed to establish a trend across a three-year period. Performance Trends are illustrated to identify performance gaps, adjust to new operating strategies, and improve processes over time. Key performance indicators may reflect fluctuations in service demands between fiscal years.

Three Year Performance Trend Indicators
 Positive Trend: An observed increase in performance or increase in service demand over prior fiscal years.
 Negative Trend: An observed decrease in performance or reduction in service demand over prior fiscal years.
 Non-Predicative: Fluctuating or non-conclusive performance or service demand between years.
 New Measure: A measure added within the last three years with limited data.

Key performance indicator data denoted with an asterisk () reflects updated data in prior Fiscal Years.*

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend
				FY2021/22	FY2022/23	FY2023/24	
City Clerk	Act as Custodian of City Public Records Strategic Objective: 1.3	# of Public Records Requests Completed City Clerk	Output	925	1,381	1,480	↑ P
	Facilitate Timely Noticing and Recordation of Board Meetings Strategic Objective: 1.3	# of Public Meetings Held City Clerk	Output	164	184	173	→ NP
	Identify Supplemental Sources of Funding Strategic Objective: 1.3, 2.1, 2.4, 2.5	\$ of Grant Funding Awarded to City (Number of Grants) City Clerk	Output	\$413,009* (6 Grants)	\$3,326,069 (6 Grants)	\$14,491,711 (26 Grants)	↑ P
Economic Development & Housing	Support Marketing of Tourism and Clearwater as a Premier Destination Strategic Objective: 2.3	% Average Daily Hotel Room Occupancy Rate Economic Development	Outcome	71.8%	71.9 %	70%††	→ NP
	Support Attraction, Retention, Expansion, and Improvement of New and Existing Businesses Strategic Objective: 2.1, 2.2, 2.5	Commercial and Industrial (% of Tax Base) Economic Development	Outcome	17.4 %	16.3 %	22.8 %	→ NP
		Total Vacancy Rate - Office Space Economic Development	Outcome	-	7.95 %	9.86 %	○ NM
		Total Vacancy Rate - Retail Space Economic Development	Outcome	-	9.38 %	‡	○ NM
		Total Vacancy Rate - Industrial Economic Development	Outcome	-	3.46 %	0.47 %	○ NM
		# of Direct Business & Stakeholder Engagements Economic Development	Output	-	7,824	18,676	○ NM
		# Businesses Receiving Direct Technical Support Services Economic Development	Output	18	15	16	→ NP

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Economic Development & Housing	Preserve and Provide Access to Quality Affordable & Workforce Housing Strategic Objective: 2.4, 3.2	# of Down Payment Assistance Loans/Grants Housing	Output	8	16**†	18	↑	P
		# of Housing Units Rehabilitated Housing	Output	16	109**†	79	↑	P
		# of Loans for Acquisition/New Construction of Housing Units Housing	Output	7	13**†	14	↑	P
	Support Services and Facilities that Promote Household Stability, and Reduce Incidences and Duration of Homelessness Strategic Objective: 1.3, 2.4, 3.1	\$ Awarded to Grantees Providing Public Facilities & Services Housing	Output	\$1,303,388**	\$926,115**†	\$1,566,494	➡	NP
Department Notes: **KPI data for number of down payment assistance loans/grants, number of housing unit rehabilitated, number of loans for acquisition/new construction of housing units, and amount awarded to grantees providing public facilities & services includes program offerings by CDBG, HOME, SHIP, PCHTF, General Fund, and/or one-time and limited-duration funding sources including ARPA-LFRF, CDBG-CV, and/or HOME-ARP. †KPI Data for FY2022/2023 is estimated and subject to closeout analysis and other factors. ‡KPI Data for total vacancy rate - retail space is not available for FY2023/2024. ††KPI Data for the average daily hotel occupancy rate is provided through August 2024.								
Finance	Financial Stewardship of Public Resources Strategic Objective: 1.3	\$ Total Annual Cost of Citywide Claims Paid Risk Management	Output	\$2,080,623*	\$2,072,789*	\$1,224,696	↓	N
		\$ Total Invoices Paid (Measured in Thousands) Accounting	Output	\$398,337*	\$414,221*	\$290,011	➡	NP
		# of Invoices Paid Citywide Accounting	Output	48,633*	48,298*	45,180	↓	N
		# of Issued Solicitations Procurement	Output	46*	54*	53	➡	NP
Department Notes: KPI data reported for total annual cost of citywide claims paid reflects claims of worker’s compensation, property, city vehicle, general liability, and automotive liability. KPI data reported for number of competitive solicitations reflect issued invitation to bid (ITB), request for proposal (RFP), request for qualification (RFQ), RFP/RFQ, and intent to sole source (ISS).								

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Fire & Rescue	Mitigate Hazards to Community Health and Safety, Preservation of Life & Property Strategic Objective: 1.4	Average EMS Call Response Time Emergency Medical Services	Efficiency	5:05	4:55	4:53	⬆️	P
		Average Fire Call Response Time Fire Operations	Efficiency	4:59	5:01	5:36	⬇️	N
		# Total EMS Emergency Calls Emergency Medical Services	Output	27,029	25,469	24,860	⬇️	N
		# Total Fire Emergency Calls Fire Operations	Output	3,975	3,987	3,989	⬆️	P
		% Completed Annual High-Hazard License Inspections Fire Prevention Services	Outcome	100%	100%	100%	⬆️	P
		% Completed Non-Hazardous Inspections Within 2.5 Years Fire Prevention Services	Outcome	80%	100%	75%	➡️	NP
		# Total Lifeguard Actions Clearwater Beach Patrol	Output	71,890	73,748	75,621	⬆️	P
Gas System	Supply Cost Effective and Reliable Gas Energy Strategic Objective: 1.2, 1.3	Total Miles of Pinellas Gas Mains Gas Distribution Operations	Output	800.92	808.07	815.61	⬆️	P
		Total Miles of Pasco Gas Mains Gas Distribution Operations	Output	273.37	279.21	285.80	⬆️	P
		Liquid Propane Sales by Gallons Gas Distribution Operations	Output	407,807	401,363	-	➡️	NP
		Natural Gas Sales by Therms Gas Distribution Operations	Output	24,559,845	25,747,790	27,271,402	⬆️	P
		NGV Station Sales by GGE Gas Distribution Operations	Output	431,419	503,530	413,176	➡️	NP
	Develop System Load & Marketability Strategic Objective: 1.3	\$ Total Annual Retail Sales Gas Sales & Marketing	Output	\$3,578,703	\$3,428,797	\$3,952,487	➡️	NP
		# of Natural Gas Customers Gas Sales & Marketing	Output	27,024	30,984	31,900	⬆️	P
		# of Liquid Propane Customers Gas Sales & Marketing	Output	2,014	2,043	-	➡️	NP
		# of NGV Station Customers Gas Sales & Marketing	Output	190	202	105	➡️	NP
Department Notes: KPI data reported for total annual retail sales by CGS reflects appliance sales, installation sales, and service & repair sales. Effective April, 2024, the Propane Division was discontinued as a service provided by the Clearwater Gas System.								

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Human Resources	Attract, Recruit, Retain, and Develop a High-Performing Workforce Strategic Objective: 5.1, 5.2	Average Employee Length of Service (Years Worked) HR Talent Acquisition & Development	Output	10.83	9.4	9.25	↓	N
		% of New Hires Employed Six Months from Hire HR Talent Acquisition & Development	Outcome	81.30%	82.67%	85.88%	↑	P
		% Full-Time Staff Turnover HR Talent Acquisition & Development	Output	15.35%*	15.72%	12.71%	➡	NP
Information Technology	Maintain System Support and Digital Infrastructure Strategic Objective: 1.2, 1.3, 1.5	Total Bandwidth Available (Measured by Data Capacity) Network Architecture	Output	2,600MB	3,600MB	33,600MB	↑	P
		Daily Average Peak Bandwidth (Measured by Data Utilization) Network Architecture	Output	750MB	860MB	4,000MB	↑	P
		Daily Average Bandwidth Used (Measured by Data Transmitted) Network Architecture	Output	10TB	3.6TB	5TB	➡	NP
	Create Progressive and Responsive Technology Solutions for Customers Strategic Objective: 1.3, 1.5	# of Helpdesk Tickets Resolved Network Operations	Output	15,712	17,169	18,140	↑	P
		Average Helpdesk Ticket Time to Completion (Measured in Hours) Network Operations/Solutions & Programming	Efficiency	6.0	6.3	12.5	↓	N
	Provide Secure Public Communications Strategic Objective: 1.2	# of Emails Scanned Network Architecture	Output	8,000,000	12,800,000	17,126,622	↑	P
		# of Emails Blocked Network Architecture	Output	1,900,000	3,000,000	1,224,272	➡	NP
		# of Emails Identified Malicious Network Architecture	Output	1,300,000	2,100,000	1,558,855	➡	NP
	Library	Provide Lasting Learning Opportunities through Information Programs & Technology Strategic Objective: 1.3	# of Hours Worked by Volunteers Public Library Services	Output	4,303	3,261	3,076	↓
# of Registered Users to Pinellas Public Library Cooperative Public Library Services			Output	65,934	62,718	77,557	➡	NP
# of Library Materials Circulated Public Library Services			Output	516,631	655,910	463,071	➡	NP
# of Library Computer Sessions Public Library Services			Output	59,973	58,490	56,512	↓	N

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Marine & Aviation	Provide Quality Service for Tenants & Customers Strategic Objective: 1.3	% of Dock Slips Occupied (Clearwater Beach Marina) Marina Operations	Output	92%	81%	49%	↓	N
		% of Dock Slips Occupied (Clearwater Harbor Marina) Marina Operations	Output	90%	90%	97%	↑	P
		Total Gasoline Fuel Sales (Measured in Gallons) Marina Operations	Output	468,875*	475,291	412,577	→	NP
		Total Diesel Fuel Sales (Measured in Gallons) Marina Operations	Output	505,740*	436,550	354,286	↓	N
Planning & Development	Streamline Development Review Processes Strategic Objective: 1.5	# of Total Building Permits Issued Development Services	Output	11,692	11,159	11,508	→	NP
		% of Permits Issued Online Development Services	Output	85%	91%	92%	↑	P
	Strengthen City Profile as a Livable Community Strategic Objective: 1.3	\$ Total Permit Revenue Development Services	Output	\$4,359,739	\$4,117,900	\$3,380,318	↓	N
		\$ Total Value of New Construction Construction Services	Output	\$489,351,153	\$453,927,009	\$431,816,118	↓	N
	Preserve Community Development Standards Strategic Objective: 3.2	# of Total Building Inspections Construction Services	Output	32,498	30,107	29,504	↓	N
		# of Total Code Cases Initiated Code Compliance	Output	3,828	4,018	4,290	↑	P
Department Notes: KPI data reported for number of issued building permits reflects repair, roofing, new construction, signage, pool and other permits. KPI data reported for number of building inspections reflects building, electrical, plumbing, gas, mechanical, and other inspections. KPI data reported for number of initiated code cases reflects CDC cases, public nuisance cases, business code cases, and water violation cases.								
Parks & Recreation	Provide Diverse Cultural & Recreational Activities Strategic Objective: 1.3	# of Recreation Facility Visitors Recreation Programming	Output	478,881*	508,677	582,822	↑	P
		# of Registered Recreation Passholders Recreation Programming	Output	11,154	14,086	14,868	↑	P
	Offer Dynamic Events Strategic Objective: 2.3	# of Citywide Special Events Special Events	Output	111	118	448	↑	P
	Improve Safe Pedestrian Access & Transportation Strategic Objective: 1.2	# of Trails & Sidewalks Repaired/ Replaced (Measured in Sq. Ft) Parks Beautification & Maintenance	Output	20,843	-	26,932†	→	NP

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Department Notes: †Effective FY2023/2024, KPI data reported for number of trails & sidewalks repaired/replaced reflects data only for sidewalks within park properties..								
Police	Provide Effective Public Safety through Tactful and Proactive Policing Strategic Objective: 1.4	% Clearance Rate of Violent Crimes Criminal Investigations	Outcome	52.2%*	58.5%*	50.9%†	➔	NP
		% Clearance Rate of Property Crimes Criminal Investigations	Outcome	19.5%*	22.3%*	20.3%†	➔	NP
		Average Police Response Time (Measured in Minutes) Patrol	Efficiency	6:30	6:47	6:58	↓	N
		# of Citizen Phone Calls Support Services	Output	-	-	142,737	○	NM
		# of 911 Emergency Calls Support Services	Output	-	-	28,163	○	NM
		# of Calls for Service Patrol	Output	-	-	52,544	○	NM
		# of Police Reports Patrol	Output	-	-	17,696	○	NM
		# of Arrests Made Patrol	Output	-	-	7,149	○	NM
	Optimize Performance and Officer Resources Strategic Objective: 5.2	Average Officer Training Hours Support Services	Output	177.7	132.42	122.68	➔	NP
Department Notes: †KPI data reported for clearance rate of violent crimes and clearance rate of property crimes reflects 11 months of data through August, 2024 (FY2023/24).								

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend
				FY2021/22	FY2022/23	FY2023/24	
Public Communications	Promote High-Quality Public Engagement through Timely, Creative, and Engaging Content Strategic Objective: 3.3	# of Website Visitors Public Communications	Output	2,090,405	2,199,473	3,657,891	↑ P
		# of City Webpages Viewed Public Communications	Output	2,497,196	2,633,870	-	→ NP
		# of Social Media Followers Across All Platforms/Pages Public Communications	Output	215,613	278,467	282,482	↑ P
		# of Gov Delivery E-Newsletters Sent Public Communications	Output	-	582	593	○ NM
		# of Gov Delivery E-Newsletter Subscribers Public Communications	Output	-	62,828	63,877	○ NM
	Empower Citizen Communications Strategic Objective: 3.3	# of Clearwater Connect Inquiries Public Communications	Output	3,949	4,231	4,924	↑ P
Department Notes: KPI data reported for <u>number of social media followers across all platforms/pages</u> includes the city of Clearwater's Facebook, Instagram, Twitter, and Nextdoor accounts for departments including citywide, Police, Fire, and Parks & Recreation.							
Public Utilities	Supply Reliable Water Production, Treatment, and Maintain Essential Infrastructure Strategic Objective: 1.2, 1.3	Daily Water Consumption (Average, Measured in GPCD) Water Production & Distribution	Output	78	76	76	→ NP
		% of Potable Water Produced Water Production & Distribution	Output	56%	57%	51%	→ NP
		% of Potable Water Purchased Water Production & Distribution	Output	44%	43%	49%	→ NP
Public Works	Maintain Public Right-of-Ways and Infrastructure Strategic Objective: 1.2, 1.3, 4.4	# Miles of City Streets Swept Stormwater Maintenance	Output	35,444	31,811	36,057	→ NP
		# Storm Drain Structures Inspected & Maintained Stormwater Maintenance	Output	4,883	4,291	5,057	→ NP
		# Miles of Storm Pipes Inspected & Maintained Stormwater Maintenance	Output	19.4	10.1	6.9	↓ N
		# of Sidewalks Repaired/Replaced (Measured in Linear Feet) Stormwater Engineering	Output	28,948	17,009	36,470	→ NP
		# Miles of City Streets Repaved Stormwater Engineering	Output	8.9	10.8	3.5	→ NP

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Department Notes: KPI data reported as number of sidewalks repaired/replaced reflects projects by contractors. Effective FY2022/23, the Public Works Department will track all KPI data related to sidewalk repair or replacement as part of citywide reorganization efforts.								
Solid Waste & General Services	Deliver Consistent and Efficient Solid Waste & Recycling Services Strategic Objective: 1.2, 1.3, 4.2	Total Refuse Collected (Measured in Tons) Solid Waste Operations	Output	122,566	115,977	113,931†	↓	N
		Total Single Stream Recycling Collected (Measured in Tons) Solid Waste Operations	Output	7,340*	7,726	8,543†	↑	P
		Total Electronic Recycling Collected (Measured in Tons) Solid Waste Operations	Output	21	-	-	➡	NP
		Total Cardboard Collected (Measured in Tons) Solid Waste Operations	Output	2,424*	2,329*	2,175†	↓	N
		# of Missed Collection Callbacks Solid Waste Operations	Output	687	301	146	↑	P
		% of Residential Service Orders Resolved in 3 Days or Less Solid Waste Operations	Outcome	90%	92.5%	87%	➡	NP
	Effectively Manage Maintenance Projects Strategic Objective: 1.3, 1.5	# Total Maintenance Work Orders Building & Maintenance	Output	5,502	5,774	6,931	↑	P
		Average Work Order Time to Completion (Measured in Hours) Building & Maintenance	Efficiency	5.48	4.79	3.62	↑	P
Department Notes: *KPI data previously reported for single stream recycling collected updated to reflect content processed by third-party vendors and Waste-to-Energy facility. Effective FY 2022/23, KPI data reported for electronic recycling collected is discontinued. †KPI Data as noted for FY24 reflects data annualized through August 2024.								

Department	Departmental Objective	Key Performance Indicator	Measure Category	Fiscal Year			3-Year Trend	
				FY2021/22	FY2022/23	FY2023/24		
Utility Customer Service	Provide Courteous and Direct Customer Service Strategic Objective: 1.3	# of Customer Calls Received Customer Care	Output	98,557	95,747	79,762†	↓	N
		% of Customer Calls Answered Within Target Time (<60 Seconds) Customer Care	Outcome	44%	25.34%	87.04%†	➡	NP
		Average Speed of Call Answer (Measured in Seconds) Customer Care	Efficiency	-	68	32	↑	P
		% of Customer Calls Abandoned Customer Care	Outcome	-	-	1.86%	○	NM
	Accurately Manage Utility Account Billing Relations and Exposure Strategic Objective: 1.3	# of Utility Accounts Billed Billing & Collections	Output	724,926	738,658	-	↑	P
		% of Utility Accounts Billed within 3 Days of Schedule Billing & Collections	Outcome	99.50%	99.62%	-	➡	NP
		\$ Total Utility Billing Revenue Billing & Collections	Output	\$200,355,992	\$206,609,138	\$178,770,509†	➡	NP
		# of Courtesy Customer Termination Notifications Billing & Collections	Output	28,295	20,906	-	➡	NP
		% of Utility Account Termination Resolution (post-Notification) Billing & Collections	Outcome	80%	77%	-	↓	N
		% of Utility Accounts Delinquent Billing & Collections	Output	1.56%	2.03%	-	➡	NP
		% of Utility Revenue Unrecoverable Billing & Collections	Output	-	-	0.13%†	○	NM
		# of Utility Service Counts Billing & Collections	Output	-	-	209,226	○	NM
	Prompt Measurement of Utility Account Usage Strategic Objective: 1.3	# of Utility Meters Read Meter Reading	Output	938,297	958,047	527,532†	➡	NP
		% of Meters Read Accurately Meter Reading	Outcome	99.96%	99.97%	-	↑	P
Department Notes: †KPI Data as noted for FY24 reflects data through August, 2024. Effective FY23/24, KPI Data reported for number of utility accounts billed, percentage of utility accounts billed within 3 days of schedule, number of courtesy customer termination notifications, percentage of utility account termination resolution (post-notification), and percentage of utility accounts delinquent has been discontinued, based on the introduction of new measures as noted. Effective FY23/24, KPI Data reported for number of utility meters read excludes gas utility meters that are read through automated meter reading technology.								

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 or “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. State and Local Government Securities (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

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maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible, 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.

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- D. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.
- 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.

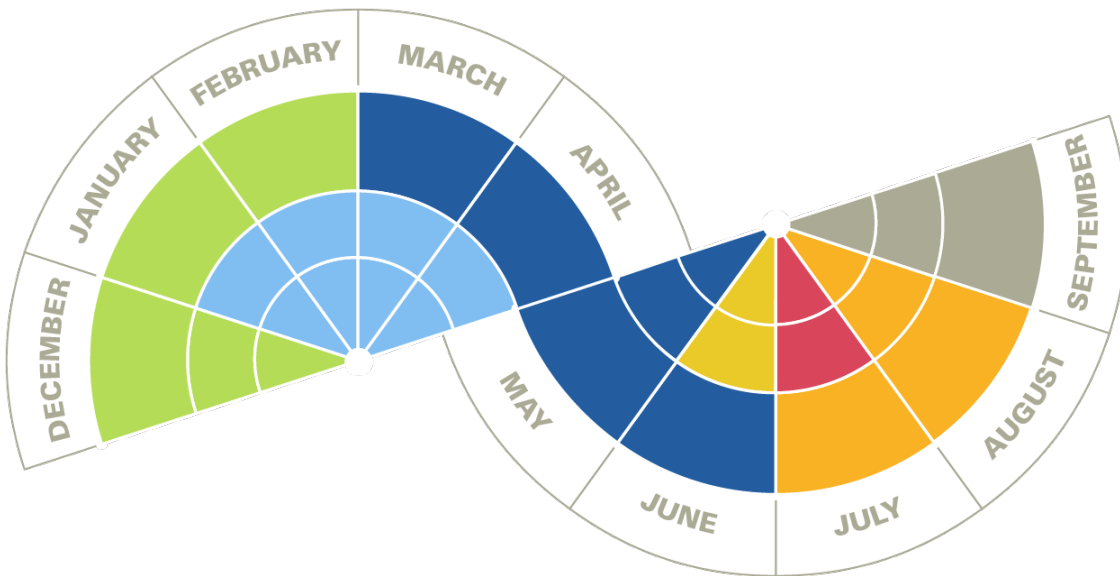
- 2-21 Special Events Fee.** The Special Events Committee will review applications for use of City beaches, sidewalks, outdoor recreation open space and rights-of-way. Sponsoring organizations will be responsible for the costs of all City services needed in conjunction with the events unless they are 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 Jr. 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 fiscal needs for the following year's budget. This process begins early in the fiscal year, and is guided by The State of Florida's Truth in Millage (TRIM) process 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.



Preparation of Capital Improvement Budgets

Each City Department reviews the six-year capital plan and create budgets for large or reoccurring projects. The City Manager reviews CIP submissions for inclusion in the preliminary budget.

Strategic Direction/Planning Session(s)

The City Council convened a budget strategy meeting to examine departmental work plans and projects for the upcoming fiscal year, review financial forecast of major operating funds, and finalize strategic priorities and objectives on January 30, and May 7, 2024.

This meeting is required per City Council policy 3-11 to be conducted annually prior to June 1st annually.

Preparation of Operating Budgets

Each City Department prepares an annual operating budget. The City Manager reviews Operating Budget submissions for inclusion in the preliminary budget.

Receipt of Preliminary Taxable Values

The Pinellas County Property Appraiser provides property value estimates, which are used to calculate Ad Valorem Tax revenues in the preliminary budget.

The Office of Management & Budget will publish the Preliminary Budget by July 1st of each year.

Preliminary Budget Presentation

On June 28, 2024, The City Manager released the FY25 Preliminary Operating and Capital Budget. The purpose of this meeting is to review revenue projections, anticipated expenses, and discuss key assumptions that underlie the recommended budget.

The City Council set the preliminary millage rate on July 15, 2024 and provided that rate to the Pinellas County Property Appraiser on July 16, 2024 (due by August 1st annually).

Special Budget Work Session

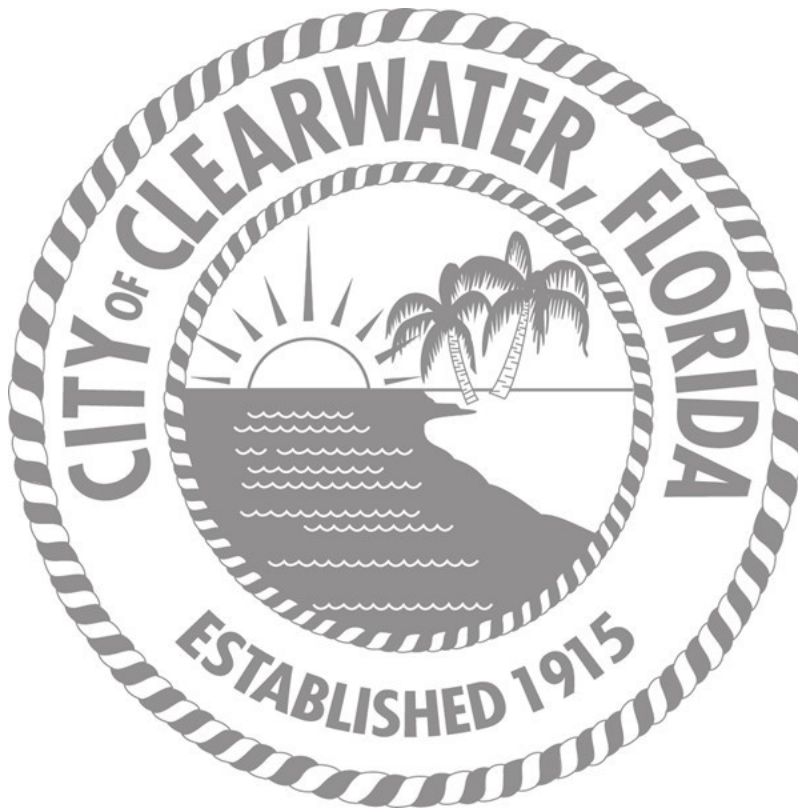
On August 14, 2024, The City Council held a special work session to discuss potential revisions to the preliminary budget as initially presented.

Public Hearings on the Preliminary Budget and Penny for Pinellas Projects

The initial public hearing for the FY25 Operating and Capital Improvement Budget, and Penny for Pinellas Project List was held on September 4, 2024.

On September 15, 2024, the notice of proposed tax increase and budget summary was advertised in the Tampa Bay Times as required by Truth in Millage. The final public hearing for the FY25 Operating and Capital Improvement Budget was held on September 17, 2024.

The final publication of the Fiscal Year 2024/2025 Annual Operating and Capital Improvement Budget will be released by October 1, 2024.



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, 2024. 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 4 and September 17, 2024, for the final adoption of the 2024/25 budget ordinances. These mandated public hearings for ordinance adoption completed the process of citizen participation in the 2024/25 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 Utility | • Marine |
| • Solid Waste and Recycling | • Parking |
| • Gas | • Stormwater Utility |
| • Airpark | • 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 | • Garage (Fleet) |
| • Administrative Services | • 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			
City Clerk	X			
CRA Administration	X			
Economic Development & Housing	X			
Finance:				
Finance	X			
Office of Management and Budget	X			
Risk Management				X
Utility Customer Service				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		
General Services:				
Administration				X
Building & Maintenance				X
Fleet Maintenance				X
Radio Communications				X
Human Resources:				
Administration, Records & Training	X			
Talent Acquisition & Diversity	X			
Employee Relations and Equity	X			
Employee Benefits				X
Employee Health Center				X
Information Technology:				
Administration				X
Network Operations & Support				X
Network Security & Architecture				X
Solutions & Programming				X
Enterprise Systems & Training				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:				
Beach Marina Operations			X	
Airpark Operations			X	
Clearwater Harbor Marina			X	
Seminole Street Boat Ramp			X	
Non-Departmental:				
General Fund	X			
Central Insurance Fund				X
Parks & Recreation:				
Administration	X			
Recreation Programming	X			
Parks & Beautification	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

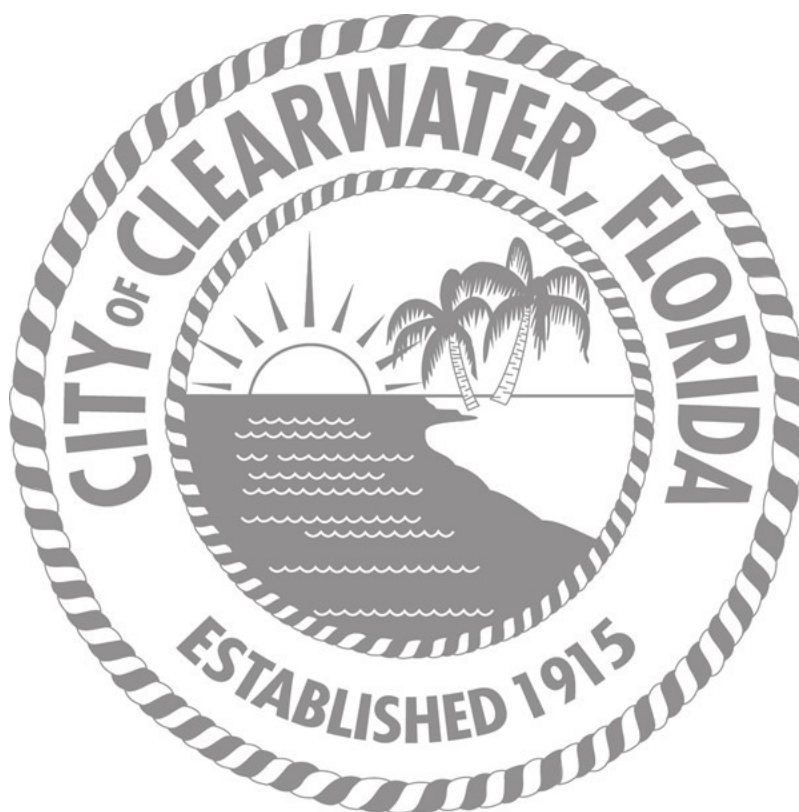
City of Clearwater
DEPARTMENT/FUND STRUCTURE (continued)

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
Public Utilities:				
Public Utilities 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			
Public Works:				
Public Works Administration	X			
Urban Forestry	X			
Sustainability	X			
Streets & Sidewalks	X			
Civil Engineering	X			
Traffic Operations	X			
Stormwater Management		X		
Stormwater Maintenance		X		
Parking System			X	
Parking Enforcement			X	
Solid Waste/Recycling:				
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		

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

	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
ASSESSED PROPERTY VALUE:					
Taxable Valuation of Existing Structures	12,566,888,781	13,338,302,198	14,927,332,420	16,746,034,265	18,051,186,821
Taxable Valuation of New Construction	151,069,991	63,097,520	245,058,206	104,974,941	411,411,438
Total, Taxable Valuation:	<u>12,717,958,772</u>	<u>13,401,399,718</u>	<u>15,172,390,626</u>	<u>16,851,009,206</u>	<u>18,462,598,259</u>
Value of a Mill	12,717,958.772	13,401,400	15,172,391	16,851,009	18,462,598
Less Estimated Discount	<u>(635,897.9386)</u>	<u>(536,056)</u>	<u>(724,937)</u>	<u>(674,040)</u>	<u>(738,504)</u>
NET VALUE OF ONE MILL:	12,082,060.9334	12,865,344	14,447,454	16,176,969	17,724,094

	<u>2020-21</u>		<u>2021-22</u>		<u>2022-23</u>		<u>2023-24</u>		<u>2024-25</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	0.8242	9,958,486	0.7695	9,900,437	0.8759	12,654,074	0.7386	11,948,965	0.6458	11,446,816
General Operating	4.6228	55,852,841	4.6779	60,182,352	4.5041	65,072,878	4.6465	75,166,697	4.7253	83,751,673
PACT (Ruth Eckerd Hall)	0.0331	400,000	0.0311	400,000	0.0277	400,000	0.0247	400,000	0.0226	400,000
Community Redevelopment	0.1912	2,309,490	0.1928	2,480,249	0.1970	2,845,545	0.1947	3,150,110	0.2109	3,738,335
Total Operating:	5.6713	68,520,817	5.6713	72,963,038	5.6746	80,972,497	5.6046	90,665,772	5.6046	99,336,824
Capital Improvements:										
Road Maint. & Improvements	0.2837	3,427,855	0.2837	3,650,084	0.2804	4,050,769	0.2804	4,535,689	0.2804	4,969,472
GRAND TOTAL:	<u>5.9550</u>	<u>71,948,672</u>	<u>5.9550</u>	<u>76,613,122</u>	<u>5.9550</u>	<u>85,023,266</u>	<u>5.8850</u>	<u>95,201,461</u>	<u>5.8850</u>	<u>104,306,295</u>



BUDGET SUMMARY
CITY OF CLEARWATER - FISCAL YEAR 2024-25
THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 4.3%
MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

General Fund 5.8850

	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	5.885	99,346,030	4,963,330				104,309,360
Utility Taxes		20,693,870					20,693,870
Local Option, Fuel & Other Taxes		6,160,000	18,013,050				24,173,050
Franchise Fees		12,600,000					12,600,000
Other Permits and Fees		3,332,500		1,700			3,334,200
Intergovernmental Revenue		32,331,010	5,877,862			604,190	38,813,062
Charges For Services		18,479,320	250,000	206,860,770	15,492,650	84,497,310	325,580,050
Fines & Forfeitures		1,441,000		525,000	1,611,240		3,577,240
Miscellaneous Revenues		8,892,340	1,164,000	7,084,590	1,613,870	2,851,650	21,881,100
Other Financing Sources						11,919,500	11,919,500
TOTAL SOURCES	203,276,070	30,268,242	214,472,060	18,717,760	87,348,960	12,798,340	566,881,432
Transfers In	15,030,410	4,614,185		15,000		145,876,890	165,536,485
Fund Balances/Reserves/Net Assets	56,214,574	37,857,404	227,243,792	46,235,649	48,037,569		415,588,988
TOTAL REVENUES, TRANSFERS & BALANCES	274,521,054	72,739,831	441,715,852	64,968,409	135,386,529	158,675,230	1,148,006,905
EXPENDITURES:							
General Government Services	25,945,726	237,380			77,078,580	25,974,500	129,236,186
Public Safety	100,409,765	435,020		1,276,194		2,106,250	104,227,229
Physical Environment	1,398,829		135,659,917			48,450,630	185,509,376
Transportation	12,556,064			6,807,900		57,974,320	77,338,284
Economic Environment	3,461,287	2,313,510				5,579,037	11,353,834
Human Services		1,500			1,753,770		1,755,270
Culture & Recreation	48,593,303	70,000		5,752,656		18,333,000	72,748,959
Debt Service	2,439,561		11,007,913		6,010,370		19,457,844
Total Expenditures	194,804,535	3,057,410	146,667,830	13,836,750	84,842,720	158,417,737	601,626,982
Transfers Out	31,801,945	28,132,727	67,955,360	34,937,440	2,451,520	257,493	165,536,485
Fund Balances/Reserves/Net Assets	47,914,574	41,549,694	227,092,662	16,194,219	48,092,289		380,843,438
TOTAL APPROPRIATED EXPENDITURES							
TRANSFERS, RESERVES & BALANCES	274,521,054	72,739,831	441,715,852	64,968,409	135,386,529	158,675,230	1,148,006,905

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 FY 22/23	ORIGINAL BUDGET FY 23/24	THIRD QUARTER AMENDED BUDGET FY 23/24	APPROVED FY 24/25
UNASSIGNED FUND BALANCE				59,954,714
REVENUES:				
Ad Valorem Taxes	82,061,583	90,683,430	90,966,200	99,346,030
Utility Taxes	19,944,844	18,655,000	20,068,000	20,693,870
Local Option, Fuel & Other Taxes	6,641,357	6,300,000	6,200,000	6,160,000
Franchise Fees	13,048,736	11,220,000	12,085,000	12,600,000
Other Permits and Fees	3,968,622	3,934,500	3,570,800	3,332,500
Intergovernmental Revenues	30,579,162	29,859,340	31,148,640	32,331,010
Charges for Services	17,810,784	17,368,355	17,277,795	18,479,320
Judgments, Fines & Forfeits	1,426,817	1,384,000	1,464,000	1,441,000
Miscellaneous Revenues	6,897,062	6,718,020	8,551,220	8,892,340
Transfers In	14,385,029	13,335,875	19,016,825	15,030,410
Other Financing Sources		—	—	—
TOTAL BUDGETED REVENUES	196,763,996	199,458,520	210,348,480	218,306,480
Transfer (to) from Surplus		—	(25,757)	8,300,000
TOTAL REVENUES	196,763,996	199,458,520	210,322,723	226,606,480
EXPENDITURES:				
City Council	473,746	553,197	589,669	664,064
City Manager's Office	1,057,945	1,085,258	1,652,115	1,386,616
City Attorney's Office	2,356,934	2,488,743	2,684,315	2,790,947
City Audit	338,727	461,573	465,979	507,056
City Clerk	1,013,896	1,420,406	1,455,668	1,384,574
CRA Administration	658,264	982,526	1,005,330	1,060,401
Economic Development & Housing	1,882,673	2,146,301	2,200,993	2,400,886
Finance	2,849,033	3,142,043	3,346,999	3,574,985
Fire	33,853,679	35,243,722	36,177,633	35,817,579
Human Resources	1,853,562	2,181,218	2,254,202	2,416,584
Library	9,037,536	9,110,053	9,391,098	10,090,842
Non-Departmental	28,872,049	12,725,240	18,980,723	18,799,898
Office of Innovation	718,011	1,003,260	285,293	—
Parks & Recreation	38,604,594	44,790,781	45,609,955	56,857,045
Planning & Development	6,735,521	8,577,878	8,875,995	9,434,077
Police	53,179,378	56,780,344	58,038,213	58,679,490
Public Communications	1,464,336	1,761,372	1,811,572	2,254,207
Public Utilities - Maintenance Facility	421,565	445,580	445,580	512,130
Public Works (Engineering through FY22)	10,230,002	14,559,025	15,051,391	17,975,099
TOTAL EXPENDITURES	195,601,451	199,458,520	210,322,723	226,606,480
Source/(Use) of Fund Equity				(8,300,000)
ENDING FUND BALANCE				51,654,714

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				144,318,726
REVENUES:				
Charges for Service	106,553,146	107,302,650	107,302,650	108,228,770
Judgments, Fines & Forfeits	276,581	275,000	275,000	271,000
Miscellaneous Revenues	3,887,060	3,502,200	3,502,200	3,649,200
Transfers In	7,515,671	—	—	—
TOTAL BUDGETED REVENUES	118,232,458	111,079,850	111,079,850	112,148,970
Fund Reserves	—	3,814,990	4,674,690	3,053,470
TOTAL REVENUES	118,232,458	114,894,840	115,754,540	115,202,440
EXPENDITURES:				
Administration	2,940,753	4,313,747	4,367,753	4,659,188
Wastewater Collection	13,262,608	25,665,870	25,751,297	24,659,184
Infrastructure Maintenance	7,888,432	9,130,868	9,272,386	10,891,095
WW Environment Technologies	26,500,923	21,999,320	22,175,763	26,835,759
Laboratory Operations	555,146	579,767	585,205	627,966
Industrial Pretreatment	959,368	1,023,207	1,043,468	1,149,406
Water Distribution	14,273,453	26,223,970	26,406,790	19,250,399
Water Supply	22,816,149	22,621,229	22,742,009	20,917,852
Reclaimed Water	4,785,960	3,336,862	3,409,869	6,211,591
TOTAL EXPENDITURES	93,982,792	114,894,840	115,754,540	115,202,440
Source/(Use) of Fund Equity				(3,053,470)
ENDING FUND EQUITY (Unrestricted Net Assets)				141,265,256

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 22/23	ORIGINAL BUDGET FY 23/24	THIRD QUARTER AMENDED BUDGET FY 23/24	APPROVED FY 24/25
FUND EQUITY (Unrestricted Net Assets)				36,385,123
REVENUES:				
Charges for Service	17,532,372	17,720,120	17,720,120	17,942,340
Judgments, Fines & Forfeits	45,145	73,000	73,000	55,000
Miscellaneous Revenues	883,091	891,000	891,000	710,000
Transfers In	2,159,720	—	—	—
TOTAL BUDGETED REVENUES	20,620,328	18,684,120	18,684,120	18,707,340
Fund Reserves	—	—	6,145,078	
TOTAL REVENUES	20,620,328	18,684,120	24,829,198	18,707,340
EXPENDITURES:				
Public Works/Stormwater Management	9,798,572	11,487,288	18,507,946	10,763,042
Public Works/Stormwater Maintenance	5,344,047	6,197,862	6,321,252	6,692,638
TOTAL EXPENDITURES	15,142,619	17,685,150	24,829,198	17,455,680
Source/(Use) of Fund Equity				1,251,660
ENDING FUND EQUITY (Unrestricted Net Assets)				37,636,783

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 22/23	ORIGINAL BUDGET FY 23/24	THIRD QUARTER AMENDED BUDGET FY 23/24	APPROVED FY 24/25
FUND EQUITY (Unrestricted Net Assets)				12,043,102
REVENUES:				
Charges for Service	46,865,287	51,351,740	51,351,740	46,472,660
Judgments, Fines & Forfeits	85,768	100,000	100,000	100,000
Miscellaneous Revenues	700,265	691,290	691,290	871,290
Transfers In	6,171,764	—	—	—
TOTAL BUDGETED REVENUES	53,823,084	52,143,030	52,143,030	47,443,950
Fund Reserves	—	1,590,110	1,845,254	338,680
TOTAL REVENUES	53,823,084	53,733,140	53,988,284	47,782,630
EXPENDITURES:				
Gas Administration & Supply	22,978,345	25,436,036	25,499,212	24,716,617
Pinellas Gas Operations	12,180,632	13,420,262	13,515,306	10,659,362
Pasco Gas Operations	7,976,274	8,417,065	8,486,971	7,292,463
Gas System Marketing & Sales	5,328,041	6,459,777	6,486,795	5,114,188
TOTAL EXPENDITURES	48,463,292	53,733,140	53,988,284	47,782,630
Source/(Use) of Fund Equity				(338,680)
ENDING FUND EQUITY (Unrestricted Net Assets)				11,704,422

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				28,639,859
REVENUES:				
Other Permits and Fees	1,417	1,000	1,000	1,700
Charges for Service	29,031,886	27,735,010	28,519,330	31,386,360
Judgments, Fines & Forfeits	70,894	95,000	95,000	91,000
Miscellaneous Revenues	1,379,398	1,248,000	1,715,000	1,603,100
Transfers In	10,302	—	—	—
Subtotal Solid Waste Revenues	30,493,897	29,079,010	30,330,330	33,082,160
Other Permits and Fees	—	350	350	—
Charges for Service	2,699,620	2,653,170	1,401,850	2,830,640
Judgments, Fines & Forfeits	6,559	8,000	8,000	8,000
Miscellaneous Revenues	113,492	220,280	220,280	251,000
Transfers In	—	—	—	—
Subtotal Recycling Revenues	2,819,671	2,881,800	1,630,480	3,089,640
TOTAL BUDGETED REVENUES	33,313,568	31,960,810	31,960,810	36,171,800
Fund Reserves	—	4,393,020	4,770,105	—
TOTAL REVENUES	33,313,568	36,353,830	36,730,915	36,171,800
EXPENDITURES:				
Solid Waste Administration	1,156,580	8,288,520	8,301,130	3,858,510
Solid Waste Collection	18,383,956	20,410,477	20,730,721	22,142,303
Solid Waste Transfer	1,980,784	2,441,444	2,455,367	2,617,235
Container Maintenance	813,426	876,229	880,971	955,452
Subtotal Solid Waste Expenditures	22,334,746	32,016,670	32,368,189	29,573,500
Recycling-Residential	1,315,166	1,477,411	1,487,937	1,382,721
Recycling-Multi Family	384,038	394,181	397,872	432,458
Recycling-Commercial	1,933,845	2,465,568	2,476,917	2,793,761
Subtotal Recycling Revenues	3,633,049	4,337,160	4,362,726	4,608,940
TOTAL EXPENDITURES	25,967,795	36,353,830	36,730,915	34,182,440
Source/(Use) of Fund Equity				1,989,360
ENDING FUND EQUITY (Unrestricted Net Assets)				30,629,219

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				15,575,695
REVENUES:				
Intergovernmental Revenues	—	—	—	—
Charges for Service	6,900,879	5,895,430	5,895,430	4,717,550
Judgments, Fines & Forfeits	250	1,000	1,000	—
Miscellaneous Revenues	498,438	530,500	530,500	338,100
Transfers In	1,254,069	15,000	15,000	15,000
TOTAL BUDGETED REVENUES	8,653,636	6,441,930	6,441,930	5,070,650
Use of Fund Equity	—	565,340	610,498	98,310
TOTAL REVENUES	8,653,636	7,007,270	7,052,428	5,168,960
EXPENDITURES:				
Marina Operations	7,156,877	7,007,270	7,052,428	5,168,960
TOTAL EXPENDITURES	7,156,877	7,007,270	7,052,428	5,168,960
Source/(Use) of Fund Equity				(98,310)
ENDING FUND EQUITY (Unrestricted Net Assets)				15,477,385

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				799,847
REVENUES:				
Intergovernmental Revenues	11,752	—	—	—
Charges for Service	8,433	17,000	—	—
Miscellaneous Revenues	289,878	262,000	262,000	274,270
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	310,063	279,000	262,000	274,270
Use of Fund Equity	—	—	1,325	—
TOTAL REVENUES	310,063	279,000	263,325	274,270
EXPENDITURES:				
Airpark Operations	634,532	173,760	187,925	151,110
TOTAL EXPENDITURES	634,532	173,760	187,925	151,110
Source/(Use) of Fund Equity				123,160
ENDING FUND EQUITY (Unrestricted Net Assets)				923,007

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	
	FY 22/23	BUDGET	AMENDED BUDGET	APPROVED
	FY 22/23	FY 23/24	FY 23/24	FY 24/25
FUND EQUITY (Unrestricted Net Assets)				3,031,973
REVENUES:				
Charges for Service	915,050	1,033,500	1,033,500	1,050,000
Judgments, Fines & Forfeits	150	500	500	200
Miscellaneous Revenues	98,806	102,500	102,500	101,500
Transfers In	536,304	—	—	—
TOTAL BUDGETED REVENUES	1,550,310	1,136,500	1,136,500	1,151,700
Use of Fund Equity	—	—	18,231	16,700
TOTAL REVENUES	1,550,310	1,136,500	1,154,731	1,168,400
EXPENDITURES:				
Clearwater Harbor Marina Operations	1,044,772	1,130,850	1,149,081	1,168,400
TOTAL EXPENDITURES	1,044,772	1,130,850	1,149,081	1,168,400
Source/(Use) of Fund Equity				(16,700)
ENDING FUND EQUITY (Unrestricted Net Assets)				3,015,273

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	
	FY 22/23	BUDGET	AMENDED BUDGET	APPROVED
	FY 22/23	FY 23/24	FY 23/24	FY 24/25
FUND EQUITY (Unrestricted Net Assets)				26,828,134
REVENUES:				
Charges for Service	9,746,554	9,849,484	9,966,819	9,725,100
Judgments, Fines & Forfeits	1,394,210	1,357,706	1,357,706	1,611,040
Miscellaneous Revenues	818,017	518,000	518,000	900,000
Transfers In	153,437	—	—	—
TOTAL BUDGETED REVENUES	12,112,218	11,725,190	11,842,525	12,236,140
Use of Fund Equity	—	10,761,590	10,857,552	30,049,580
TOTAL REVENUES	12,112,218	22,486,780	22,700,077	42,285,720
EXPENDITURES:				
Public Works/Parking System	16,481,474	19,925,598	20,073,409	39,267,248
Public Works/Parking Enforcement	1,368,045	1,109,050	1,134,084	1,311,862
Fire Dept/Beach Guards Operations	1,168,908	1,293,527	1,333,621	1,506,194
Marine & Aviation/Seminole Boat Ramp	258,424	158,605	158,963	200,416
TOTAL EXPENDITURES	19,276,851	22,486,780	22,700,077	42,285,720
Source/(Use) of Fund Equity				(30,049,580)
ENDING FUND EQUITY (Unrestricted Net Assets)				(3,221,446)

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				13,266,239
REVENUES:				
Charges for Service	6,424,175	6,980,520	6,980,520	8,203,890
Miscellaneous Revenues	346,598	375,000	375,000	465,000
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	6,770,773	7,355,520	7,355,520	8,668,890
Fund Reserves	—	—	377,018	—
TOTAL REVENUES	6,770,773	7,355,520	7,732,538	8,668,890
EXPENDITURES:				
Administration	395,245	432,172	450,563	600,275
Building & Maintenance	6,334,247	6,873,858	7,281,975	8,068,615
TOTAL EXPENDITURES	6,729,492	7,306,030	7,732,538	8,668,890
Source/(Use) of Fund Equity				—
ENDING FUND EQUITY (Unrestricted Net Assets)				13,266,239

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	THIRD QUARTER	APPROVED
	FY 22/23	BUDGET	AMENDED BUDGET	FY 24/25
		FY 23/24	FY 23/24	
FUND EQUITY (Unrestricted Net Assets)				12,993,324
REVENUES:				
Charges for Service	15,901,157	16,982,400	16,982,400	19,711,320
Miscellaneous Revenues	402,224	416,000	416,000	475,000
Transfers In	(27,308)	—	—	—
TOTAL BUDGETED REVENUES	16,276,073	17,398,400	17,398,400	20,186,320
Fund Reserves	—	—	328,986	—
TOTAL REVENUES	16,276,073	17,398,400	17,727,386	20,186,320
EXPENDITURES:				
Info Tech/Administration	414,295	679,033	694,892	701,295
Info Tech/Network Operations & Support	4,832,511	4,642,827	4,692,237	5,779,449
Info Tech/Network Security & Archit.	2,065,329	2,839,489	2,908,837	3,505,911
Info Tech/Enterprise Systems & Training	2,567,327	3,709,424	3,768,601	4,330,190
Info Tech/Solutions & Programming	462,897	934,558	965,978	932,756
Public Comm/Courier	155,574	206,143	208,469	209,563
Finance/Utility Customer Service	3,503,739	4,249,296	4,350,742	4,694,426
TOTAL EXPENDITURES	14,001,672	17,260,770	17,589,756	20,153,590
Source/(Use) of Fund Equity				32,730
ENDING FUND EQUITY (Unrestricted Net Assets)				13,026,054

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 22/23	ORIGINAL BUDGET FY 23/24	THIRD QUARTER AMENDED BUDGET FY 23/24	APPROVED FY 24/25
FUND EQUITY (Unrestricted Net Assets)				8,443,060
REVENUES:				
Intergovernmental Revenues	—	—	—	—
Charges for Service	15,911,776	18,748,510	19,627,181	17,408,550
Miscellaneous Revenues	924,675	753,000	753,000	1,036,650
Transfers In	2,513,809	—	—	—
TOTAL BUDGETED REVENUES	19,350,260	19,501,510	20,380,181	18,445,200
Fund Reserves	—	100,500	2,000,835	—
TOTAL REVENUES	19,350,260	19,602,010	22,381,016	18,445,200
EXPENDITURES:				
Fleet Maintenance	15,811,029	17,909,676	19,809,341	17,633,580
Radio Communications	752,239	1,692,334	2,571,675	798,930
TOTAL EXPENDITURES	16,563,268	19,602,010	22,381,016	18,432,510
Source/(Use) of Fund Equity				12,690
ENDING FUND EQUITY (Unrestricted Net Assets)				8,455,750

CENTRAL INSURANCE FUND

STATEMENT OF REVENUES AND EXPENDITURES

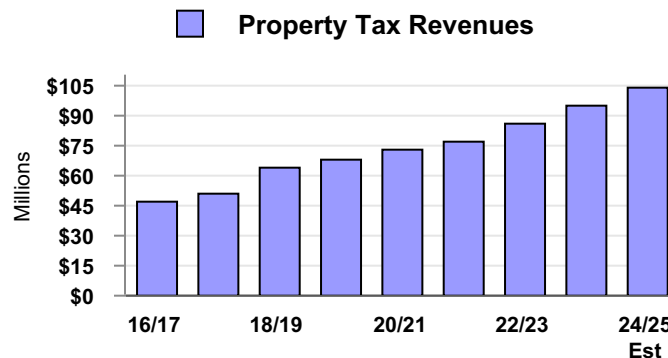
	ACTUAL FY 22/23	ORIGINAL BUDGET FY 23/24	THIRD QUARTER AMENDED BUDGET FY 23/24	APPROVED FY 24/25
FUND EQUITY (Unrestricted Net Assets)				11,691,279
REVENUES:				
Charges for Service	32,203,918	37,633,320	37,633,320	39,173,550
Miscellaneous Revenues	1,251,902	844,000	6,844,000	875,000
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	33,455,820	38,477,320	44,477,320	40,048,550
Fund Reserves	—		31,853	
TOTAL REVENUES	33,455,820	38,477,320	44,509,173	40,048,550
EXPENDITURES:				
Finance/Risk Management	391,844	456,593	474,402	519,863
Human Resources/Employee Benefits	367,306	464,359	478,403	501,286
Human Resources/Employee Health Center	1,541,303	1,730,900	1,730,900	1,753,770
Non-Departmental	32,551,103	35,821,278	41,821,278	37,264,331
TOTAL EXPENDITURES	34,851,556	38,473,130	44,504,983	40,039,250
Source/(Use) of Fund Equity				9,300
ENDING FUND EQUITY (Unrestricted Net Assets)				11,700,579

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 2022/23 and approved budgeted revenues for fiscal years 2023/24 and 2024/25.

Property Tax Revenues

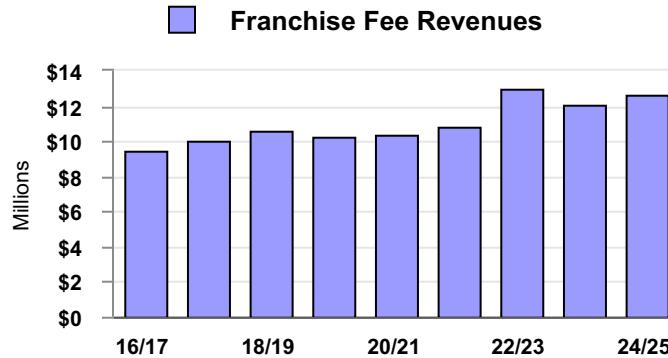
Property taxes, or ad valorem taxes, are derived from the levy of taxes on all real and personal property in the City of Clearwater. Homesteaded property owners are allowed an exemption of up to \$50,000 from the value of their taxable property. Furthermore, senior citizens in the City of Clearwater 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 2024/25, the City's certified taxable values are approximately \$18.5 billion, an increase of approximately \$1.6 billion, or 10% in the City's tax base from last year. The City anticipates collecting \$104.3 million of ad valorem tax in fiscal year 2024/25, \$99.3 million to support General Fund operations and \$5.0 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 2024/25 reflect an increase of approximately \$8.4 million over prior year due to increased property values. Property Tax Revenues represent approximately 44% of total General Fund Revenues, and 21% of Special Development Fund Revenues.



Major Revenue Sources

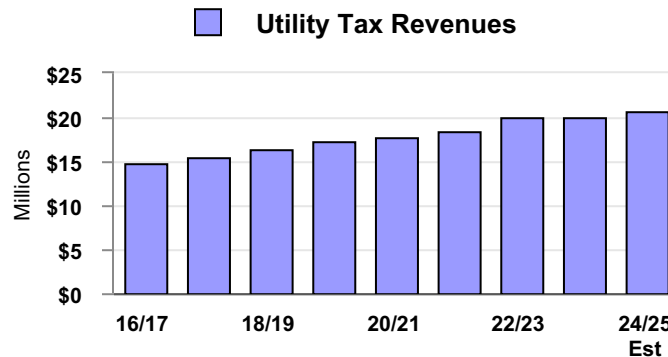
Franchise Fee Revenues

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 \$12,600,000 for fiscal year 2024/25; which represents Duke Energy revenues estimated at \$12,000,000 and Clearwater Gas revenues estimated at \$600,000. Franchise Fee revenue represents approximately 9% of total General Fund Revenues.



Utility Tax Revenues

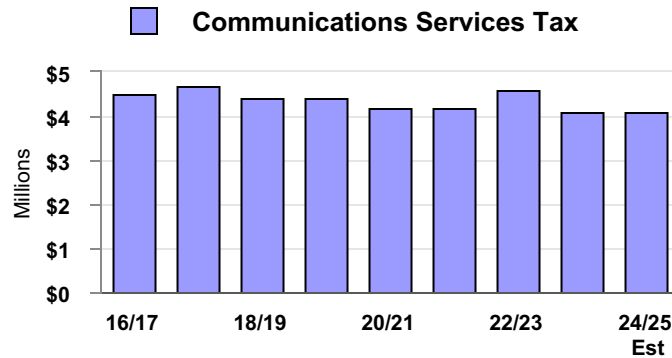
Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at \$20,693,870 for fiscal year 2024/25; which represents \$15,208,870 for electricity, \$4,700,000 for water, \$625,000 for gas, and \$160,000 for propane. Utility Tax revenue represents approximately 9% of total General Fund Revenues.



Major Revenue Sources

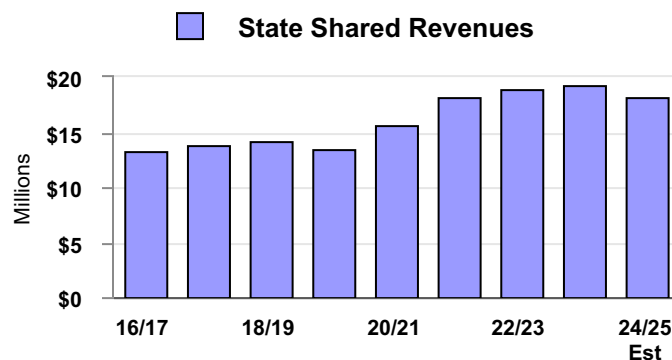
Communications Services Tax

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 the Communications Service Tax are estimated at \$4,060,000 for fiscal year 2024/25, representing approximately 2% of total General Fund Revenues.



State Shared Revenues

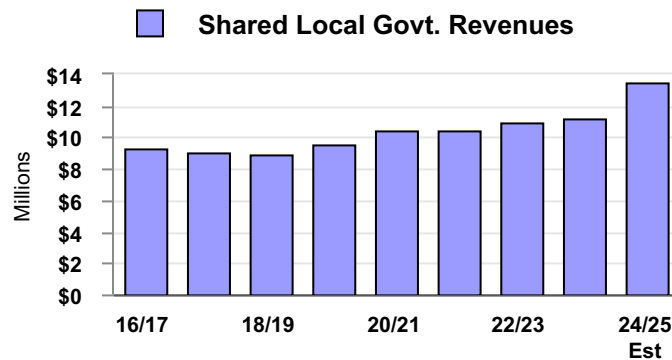
The City receives revenues from the State of Florida from the following sources: Revenue Sharing (derived from Sales and Use Taxes, One Cent Municipal Fuel Tax and State Alternative Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; 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 \$18,210,380 for fiscal year 2024/25; this represents \$5,100,000 for State Revenue Sharing, \$110,000 for Mobile Home Licenses Tax, \$135,000 for Alcoholic Beverage License Tax, \$9,700,380 for Half-Cent Sales Tax, \$2,930,000 for Public Safety Pensions, \$110,000 for Fire Incentive Reimbursement, and \$125,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 8% of total General Fund Revenues.



Major Revenue Sources

Shared Revenues from Local Governments

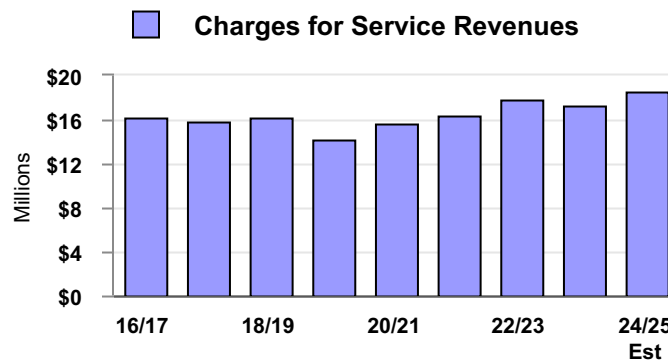
The City receives revenues from Pinellas County based on inter-local agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the library cooperative, making library services available to any resident of the member library communities and/or unincorporated Pinellas County residents; 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 \$13,475,850 for fiscal year 2024/25; this represents \$1,139,200 for Pinellas County Library Cooperative, \$236,650 for County Traffic Signal Reimbursement, \$3,200,000 for County Fire Protection Tax, and \$8,900,000 for County EMS Tax. Shared Revenues from Local Governments represent approximately 6% of total General Fund Revenues.



Major Revenue Sources

Charges for Service Revenues

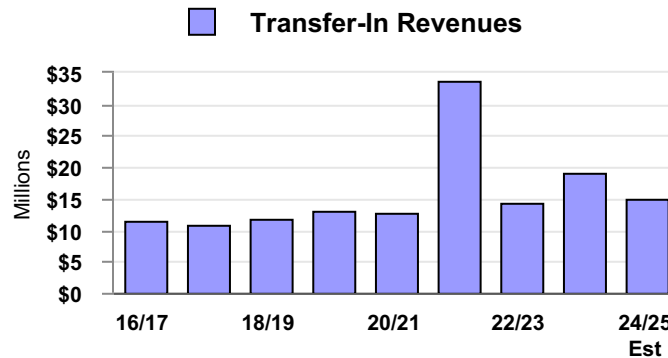
Charges for Service Revenues represent all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as play passes, sporting league registration fees, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, and concessions and souvenirs. For fiscal year 2024/25, Charges for Service fees are estimated at \$6,263,140. Also included in Charges for Service Revenues 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 \$8,733,220 for fiscal year 2024/25. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Public Works, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at \$3,482,960 for fiscal year 2024/25. Total Charges for Service Revenues are budgeted at \$18,479,320 for fiscal year 2024/25 which represents approximately 8% of General Fund Revenues.



Major Revenue Sources

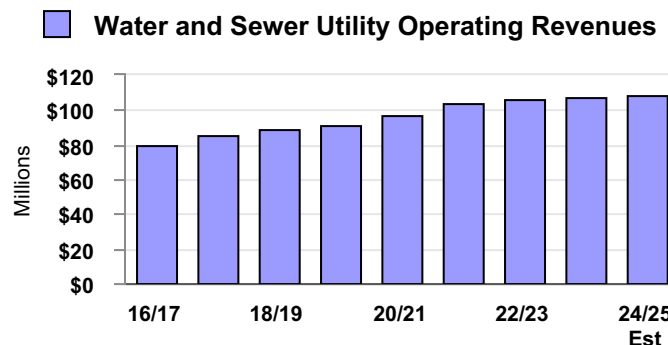
Transfer-In Revenues

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. The fiscal year 2021/22 total of approximately \$33,700,000 is skewed by a one-time ARPA Revenue Reimbursement of \$22,483,893. For fiscal year 2024/25, total revenues for PILOT/Gas dividend are estimated at \$12,641,810. Transfer-In Revenues also include transfers from other funds including the Community Redevelopment Agency, Parking Fund and the Special Program Fund for agreements reimbursing the General Fund for administrative support. For fiscal year 2024/25 this is estimated at \$2,388,600. Total Transfer-In Revenues are budgeted at \$15,030,410 for fiscal year 2024/25, which is approximately 7% of General Fund Revenues.



Water and Sewer Operating Revenues

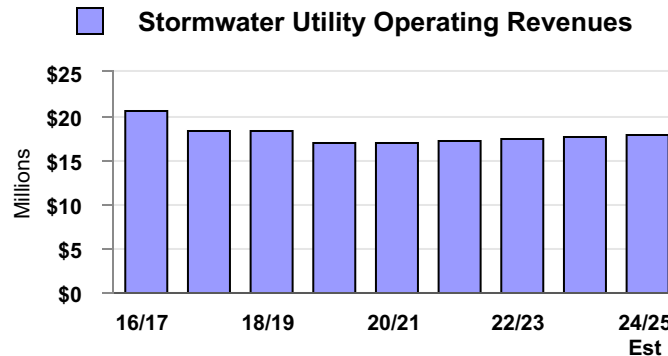
The Water and Sewer Utility fund is the City’s largest utility operation. By City Council policy, the City obtains an independent rate study on a regular basis. A revenue sufficiency analysis was completed in July 2022 which recommended the approved rate structure of 3.0% increases annually through fiscal year 2027. The analysis supports these planned increases to provide adequate revenue to meet the utility’s operating costs, debt service coverage, and reserve requirements through fiscal year 2027. An interim rate study is currently taking place to address emergent capital project needs. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at \$108,228,770 for fiscal year 2024/25, which represent approximately 97% 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.



Major Revenue Sources

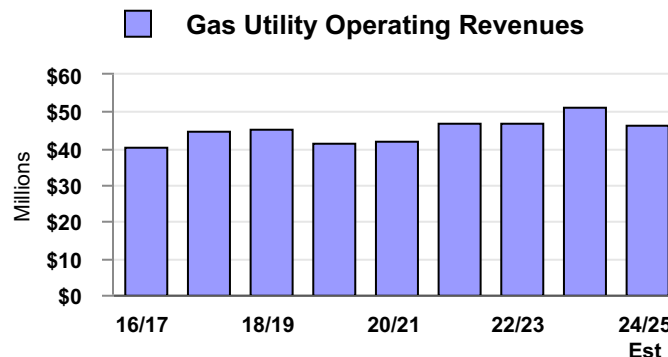
Stormwater Utility Revenues

The City's Stormwater Program completed a revenue sufficiency analysis in June 2024. The results of this study, approved by Council in September 2024, recommended an annual increase of 8% for five years ending in fiscal year 2029. These increases will provide adequate revenue to meet the utility's operating costs, capital costs, debt service coverage, and reserve requirements through fiscal year 2029. Stormwater Charges for Service Revenue estimates are based upon the most current rate study. Revenues are budgeted at \$17,942,340 for fiscal year 2024/25, which represents 96% of total Stormwater Fund Revenues.



Gas Utility Operating Revenues

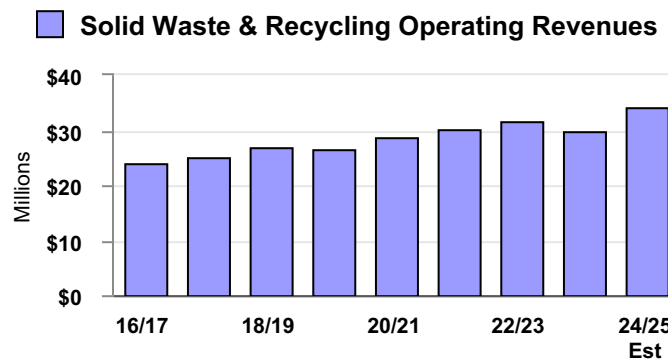
The City's Gas System operates over 1,100 miles of underground gas mains facilitating distribution throughout portions of Pinellas and Pasco Counties. This included both natural gas and liquid propane (LP) through March 2024, at which time the sale of the Liquid Propane division was approved by the City Council. The decrease in anticipated revenue as a result of this sale is reflected for fiscal year 2024/25 in the graph below. 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 was completed and approved by the City Council in December 2023 outlining new rates effective March 1, 2024. For fiscal year 2024/25, Gas System Charges for Service Revenues are budgeted at \$46,472,660, which represents 98% of total Gas fund Revenues.



Major Revenue Sources

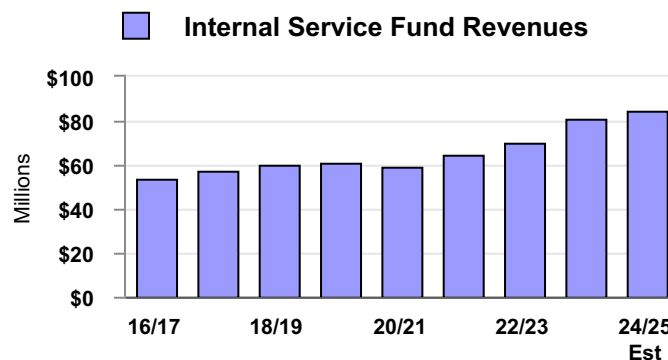
Solid Waste & Recycling Operating Revenues

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 update was completed in August 2024, and a new rate structure that was approved by the City Council in September 2024. Annual rate increases of 3.75% for residential and commercial collection in addition to roll-off and recycling are planned through fiscal year 2029. Solid Waste and Recycling Charges for Service Revenues are estimated based upon the most current rate study. Revenues are budgeted at \$34,217,000 for fiscal year 2024/25, which represents approximately 95% of total Solid Waste and Recycling Fund Revenues.



Internal Service Fund Revenues

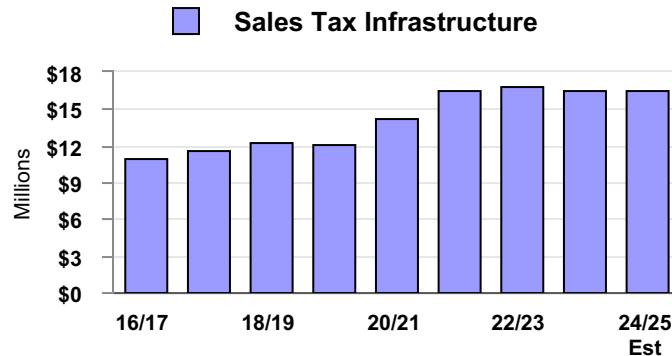
The City operates four internal service funds which include: the Administrative Services Fund responsible for information technology, telephone, customer service, and courier services; the General Services Fund responsible for building maintenance; the Garage Fund responsible for all motorized vehicles and equipment, and radios; and the Central Insurance Fund which accounts for all insurances, the Employee Health Clinic, and administration of 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 2024/25 are budgeted at \$84,497,310, which is 97% of total revenues. This represents \$19,711,320 for the Administrative Services Fund; \$17,408,550 for the Garage Fund; \$8,203,890 for the General Services Fund; and \$39,173,550 for the Central Insurance Fund.



Major Revenue Sources

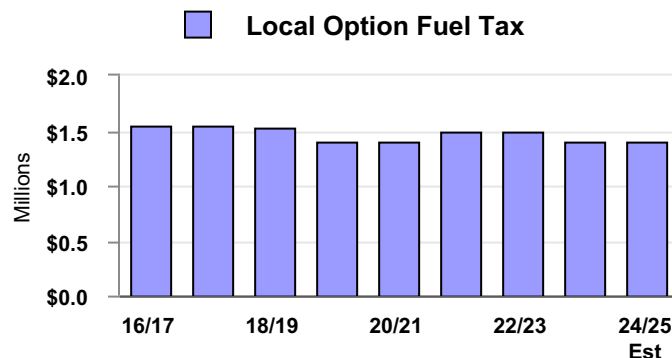
Penny for Pinellas (Sales Tax Infrastructure)

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 including 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, and calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2024/25, Sales Tax Infrastructure Revenues are budgeted at \$16,585,900, which represents 69% 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 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, and calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2024/25, Local Option Fuel Tax Revenues are budgeted at \$1,427,150, which represents 6% of total Special Development Fund Revenues.





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, however appropriations are included in the operating expenditures of all related operating funds. There was no general obligation debt outstanding as of September 30, 2024, 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 2024, the City's net outstanding debt of approximately \$154.5 million represents about 0.1% of the assessed \$18.5 billion valuation of all real property, which is well within the resource capacity of the individual pledged sources. This computation includes all outstanding revenue bonds as well as all outstanding financed purchases, net of available reserves set aside for payment.

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

The City has general government non-ad valorem revenue bonds outstanding, which constitute a covenant to budget and appropriate non-ad valorem revenues for debt service. The covenant to budget and appropriate revenues does not constitute a lien upon any property of the City. Additionally, 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.

		FY 2024/25 Financed Purchases	FY 2024/25 Bonded Debt Service
Operating Fund			
General Fund	\$	617,631	\$ 1,821,930
Stormwater Fund		—	1,332,740
Water & Sewer Fund		240,030	8,855,425
Gas Fund		—	1,216,218
Solid Waste and Recycling Fund		836,640	—
Marine Fund		5,490	—
Administrative Services Fund		731,870	—
General Services Fund		12,810	—
Garage Fund		5,278,500	—
Total Debt Service	\$	7,722,971	\$ 13,226,313

Debt Obligations

Current Debt Obligations

Financed Purchases:

The City purchases various equipment for governmental and business-type activities under financed purchase agreements (direct borrowings). The equipment is purchased with cash and subsequently provided as collateral via a financing agreement, typically for a five-year term. Obligations under these financed purchase agreements are recorded at the present value of their future minimum payments as of date of inception. Purchase of the assets is recorded as a cash outflow and the subsequent receipt of the financing proceeds is recorded as “proceeds from issuance of debt” for Statement of Cash Flows reporting.

Capitalized equipment subject to financed purchase agreements as of September 30, 2024:

		Governmental Activities		Business-type Activities
Equipment	\$	9,868,079	\$	836,576
Less: Accumulated Depreciation		(7,894,463)		(669,261)
Total	\$	1,973,616	\$	167,315

The future minimum payments under financed purchase agreements are as follows as of September 30, 2024:

Year Ending Sept. 30		Governmental Activities		Business-type Activities
2025	\$	1,458,967	\$	146,279
Deduction of the amount of imputed interest necessary to reduce net minimum lease payments to present value.		1,458,967		146,279
		(9,663)		(976)
Total	\$	1,449,304	\$	145,303

Revenue Bonds:

\$14,810,000 Revenue Bonds (Spring Training Facility), Series 2002; issued to finance a portion of the cost of the acquisition, construction, rehabilitation and equipping of a spring training facility to be used by the Philadelphia Phillies major league baseball team; serial bonds due in annual installments of \$345,000 on March 1, 2025; interest at 5.375%; 5.375% term bonds in the amount of \$1,420,000 due March 1, 2027; and 5.375% term bonds in the amount of \$1,750,000 due March 1, 2031. \$ 2,845,000

\$30,000,000 Non-Ad Valorem Revenue Bonds (Imagine Clearwater Improvements), Series 2022; issued to finance and/or reimburse a portion of the cost of acquisition, construction and equipping of the Imagine Clearwater Project; serial bonds due in annual installments of \$500,000 on October 1, 2024 to \$1,165,000 due at October 1, 2042; interest at 4.00% to 5.00%; 4.125% term bonds in the amount of \$3,785,000 due October 1, 2045; 4.125% term bonds in the amount of \$4,280,000 due October 1, 2048; 4.125% term bonds in the amount of \$3,155,000 due October 1, 2050; and 4.125% term bonds in the amount of \$3,420,000 due October 1, 2052. 29,795,000

Debt Obligations

Total revenue bonds for governmental activities	32,640,000
<hr/>	
\$69,270,000 Water and Sewer Revenue Refunding Bonds, Series 2017; issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Bonds, Series 2009A, maturing on and after December 1, 2020; term bonds due in annual installments of \$805,000 on December 1, 2024, to \$9,265,000 on December 1, 2039; interest at 3.50% to 5.00%.	66,400,000
\$29,080,000 Water and Sewer Revenue Refunding Bond, Series 2017B; a direct placement bank loan issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Refunding Bonds, Series 2011, maturing on and after December 1, 2022; term bonds due in annual installments of \$2,395,000 on December 1, 2024, to \$2,895,000 on December 1, 2032; interest at 2.40%.	23,750,000
\$20,430,000 Water and Sewer Revenue Refunding Bonds, Series 2020; issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Refunding Bond, Series 2014, a direct placement bank loan, maturing on and after December 1, 2020; serial bonds due in annual installments of \$1,425,000 on December 1, 2024, to \$2,060,000 on December 1, 2032; interest at 5.00%.	15,560,000
\$7,365,000 Gas System Revenue Refunding Bond, Series 2013; a direct placement bank loan issued to current refund the City's callable Gas System Revenue Refunding Bonds, Series 2004, maturing after September 1, 2013; term bonds due in annual installments of \$1,485,000 on September 1, 2025, to \$1,520,000 on September 1, 2026; interest at 2.41%.	3,005,000
\$5,405,000 Gas System Revenue Refunding Bond, Series 2014; a direct placement bank loan issued to current refund the City's callable Gas System Revenue Refunding Bonds, Series 2005, maturing after September 1, 2014; term bonds due in annual installments of \$315,000 on September 1, 2025, to \$2,040,000 on September 1, 2027; interest at 2.67%.	2,680,000
\$19,365,000 Stormwater System Revenue Refunding Bonds, Series 2012, issued to pay and redeem all of the Stormwater Revenue Bonds, Series 2002, currently outstanding; serial bonds due in annual installments of \$985,000 on November 1, 2024, to \$1,350,000 on November 1, 2032, interest at 3.00% to 4.00%.	10,420,000
Total revenue bonds and direct placement bank loans for business-type activities	121,815,000
Total bonds payable	\$ 154,455,000

Debt Obligations

Restrictive covenants and collateral requirements:

The Revenue Bonds (Spring Training Facility), Series 2002, are special, limited obligations of the City, payable solely from and secured by a lien upon and pledge of the (i) payments received by the City from the State of Florida pursuant to Section 212.20, Florida Statutes (State payments); and (ii) payments received by the City from Pinellas County, Florida pursuant to the Interlocal Agreement dated December 1, 2000 (County payments). The pledge of the State Payments and County Payments does not constitute a lien upon any property of the City. Furthermore, neither the City, Pinellas County, the State of Florida, nor any political subdivision thereof has pledged its faith or credit or taxing power to the payment of the bonds. However, the City has pledged, per a municipal bond insurance debt service agreement, to supplement State and County payments with non-ad valorem City revenues, if necessary, to pay debt service.

The Non-Ad Valorem Revenue Bonds (Imagine Clearwater Improvements), Series 2022, are limited obligations of the City, payable solely from non-ad valorem revenues of the City and secured by a covenant to budget and appropriate funds sufficient for the payment of principal and interest and certain other required payments in each fiscal year. The pledge of non-ad valorem revenues does not constitute a lien upon any property of the City, nor do the bonds constitute a general indebtedness of the City.

The Water and Sewer Revenue Refunding Bonds, Series 2017, Series 2017B and Series 2020, are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of the City's water and sewer system (System). The pledge of the System's net revenues does not constitute a lien upon any property of the City. The covenants of the ordinances authorizing the bonds include, among other things, an obligation of the City to fix and maintain such rates, and collect such fees, rentals and other charges for the services and facilities of the System and revise the same from time to time whenever necessary, which will provide gross revenues in each fiscal year sufficient to pay the cost of operation and maintenance of the system; one hundred fifteen percent (115%) of the bond service requirement becoming due in such fiscal year on the outstanding bonds; plus one hundred percent (100%) of all reserve and other payments required to be made pursuant to the ordinances authorizing the bonds. The City further covenants that such rates, fees, rentals and other charges will not be reduced so as to render them insufficient to provide gross revenues for such purpose.

The Gas System Revenue Refunding Bonds, Series 2013 and Series 2014, are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of the City's gas system (System). The pledge of the System's net revenues does not constitute a lien upon any property of the City. The covenants of the ordinances authorizing the bonds include, among other things, an obligation of the City to fix, establish, revise from time to time whenever necessary, maintain and collect always, such fees, rates, rentals and other charges for the use of the product, services and facilities of the System which will always provide revenues in each year sufficient to pay, and out of such funds pay, 100% of the cost of operations and maintenance of the System in such year and all reserve and other payments provided for in the ordinances authorizing the bonds, along with one hundred twenty five percent (125%) of the bond service requirement due in such year on all outstanding bonds.

The Stormwater Revenue Refunding Bonds, Series 2012, are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of the City's stormwater management system (System). The pledge of the System's net revenues does not constitute a lien upon any property of the City. The covenants of the ordinances authorizing the bonds include, among other things, an obligation of the City to fix, revise from time to time whenever necessary, and maintain and collect always such fees, rates, rentals and other charges for use of the products, services, and facilities which will always provide net revenues in each year sufficient to pay one hundred fifteen percent (115%)

Debt Obligations

of the bond service requirement becoming due in such fiscal year on the outstanding bonds. The City further covenants that such rates, fees, rentals and other charges will not be reduced so as to render them insufficient to provide revenues for such purpose. Additionally, the covenants of each of the above issues includes a "Reserve Requirement" equal to the lesser of the Maximum Bond Service Requirement for any given year; 125% of the Average Annual Bond Service Requirement; or the largest amount as shall not adversely affect the exclusion of interest on the Bonds from gross income for Federal income tax purposes. A Reserve Fund has been funded for the Series 2012 Bonds.

Annual debt service requirements to maturity for revenue bonds are as follows:

Year Ending September 30	Governmental Activities		Business-Type Activities	
	Revenue Bonds		Revenue Bonds	
	Principal	Interest	Principal	Interest
2025	\$ 845,000	\$ 1,453,072	\$ 3,215,000	\$ 3,927,538
2026	890,000	1,408,366	3,360,000	3,778,113
2027	935,000	1,361,334	3,520,000	3,621,913
2028	980,000	1,311,978	3,670,000	3,458,363
2029	1,030,000	1,260,172	3,845,000	3,286,091
2030-2034	4,435,000	5,548,737	24,430,000	13,519,363
2035-2039	4,485,000	4,503,250	41,075,000	6,197,375
2040-2044	5,610,000	3,376,519	9,265,000	185,300
2045-2049	6,855,000	2,107,491	—	—
2050-2054	6,575,000	569,022	—	—
Totals	\$ 32,640,000	\$ 22,899,941	\$ 92,380,000	\$ 37,974,056

Annual debt service requirements to maturity for direct placement bank loans are as follows:

Year Ending September 30	Business-Type Activities	
	Direct Placement Bank Loans	
	Principal	Interest
2025	\$ 4,195,000	\$ 685,237
2026	4,300,000	582,838
2027	4,550,000	477,948
2028	2,575,000	362,460
2029	2,635,000	299,939
2030-2034	11,180,000	544,680
Totals	\$ 29,435,000	\$ 2,953,102

Debt Obligations

Bond Ratings:

Water & Sewer			Stormwater		
Moody's	Standard & Poors	Fitch	Moody's	Standard & Poors	Fitch
Aa2	AA+	AA	Aa2	AA	AAA

Long-term Issuer (implicit GO)	Spring Training Bonds	Imagine Clearwater Bonds
Moody's	Standard & Poors	Standard & Poors
Aa2	AA+	AA+

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 21/22 Amended FTEs	FY 22/23 Amended FTEs	FY 23/24 Amended FTEs	FY 24/25 Approved FTEs	Inc/(Dec) Over FY 23/24 Amended
<u>GENERAL FUND</u>					
City Council	1.0	1.0	1.0	1.0	
City Manager's Office	8.5	4.8	8.5	5.5	(3.0)
City Attorney's Office	11.5	11.5	11.5	11.5	
City Audit	2.0	3.0	3.0	3.0	
CRA Administration	6.5	7.5	9.5	9.5	
City Clerk	8.0	9.5	9.5	9.0	(0.5)
Economic Development & Housing					
Economic Development	5.5	5.8	5.1	5.5	0.4
Housing Services	6.5	6.7	8.4	8.5	0.1
Economic Development & Housing	12.0	12.5	13.5	14.0	0.5
Finance:					
Finance	26.5	23.5	23.5	23.5	
Office of Management & Budget	3.0	4.0	5.0	5.0	
Finance Department	29.5	27.5	28.5	28.5	
Fire					
Administration	7.3	8.0	8.0	8.0	
Support Services	2.7	3.0	3.0	3.0	
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	99.0	99.0	99.0	99.0	
Emergency Medical Services	86.0	86.0	89.0	89.0	
Fire Department	204.0	205.0	208.0	208.0	
Human Resources					
Administration, Records & Training	3.2	9.2	9.2	10.0	0.8
Talent Acquisition & Diversity	6.0	3.0	3.0	3.0	
Employee Relations & Equity	2.0	3.0	3.0	3.5	0.5
Diversity and Equity Svc (reorganized FY23)	2.0	0.0	—	—	
Human Resources	13.2	15.2	15.2	16.5	1.3
Library					
Centralized Library Services	14.0	14.0	14.0	14.0	
Main Library	33.1	33.1	32.0	31.3	(0.7)
Countryside Branch Library	14.9	14.9	14.9	14.9	
East Branch Library	15.8	15.8	15.2	15.4	0.2
North Greenwood Branch Library	3.5	3.5	5.2	5.7	0.5
Beach Branch Library	2.0	2.0	2.0	2.0	
Library	83.3	83.3	83.3	83.3	
Office of Innovation	0.0	6.7	0.0	0.0	
Parks & Recreation					
Administration	28.5	23.6	24.0	23.0	(1.0)
Recreation Programming	84.3	90.4	85.9	88.1	2.2
Parks & Beautification	105.4	119.0	119.0	118.0	(1.0)

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Inc/(Dec) Over
Department	Amended FTEs	Amended FTEs	Amended FTEs	Approved FTEs	FY 23/24 Amended
Parks & Recreation (continued)					
Streets & Sidewalks	11.0	—	—	—	
Pier 60 Operations	8.2	8.2	8.2	8.0	(0.2)
Parks & Recreation	237.4	241.2	237.1	237.1	
Planning and Development					
Planning	14.8	14.6	15.6	15.6	
Construction Services	28.1	30.2	32.1	32.1	
Code Compliance	18.1	18.2	18.3	18.3	
Planning & Development	61.0	63.0	66.0	66.0	
Police					
Office of the Chief	7.0	8.0	7.0	8.0	1.0
Criminal Investigations	55.0	55.0	59.0	57.0	(2.0)
Patrol	209.9	221.1	228.1	231.9	3.8
Support Services	54.5	53.5	52.3	52.3	
Communications	41.6	41.6	41.8	41.0	(0.8)
Police	368.0	379.2	388.2	390.2	2.0
Public Communications	11.0	11.0	12.0	15.0	3.0
Public Works					
Public Works Administration	—	1.0	4.0	6.0	2.0
Urban Forestry	—	9.0	8.0	7.0	(1.0)
Streets and Sidewalks	—	11.0	11.0	11.0	
Engineering	36.0	29.0	29.0	31.0	2.0
Traffic Operations	21.0	21.0	21.0	21.0	
Public Works	57.0	71.0	73.0	76.0	3.0
TOTAL, GENERAL FUND	1113.9	1152.9	1167.8	1174.1	6.3
<u>UTILITY FUNDS</u>					
Gas System					
Administration & Supply	13.8	11.0	13.0	13.0	
Pinellas Gas Operations	55.9	49.9	43.9	43.9	
Pasco Gas Operations	29.0	25.0	23.0	23.0	
Gas Marketing & Pinellas Sales	11.3	11.1	11.1	11.1	
Total Gas Fund	110.0	97.0	91.0	91.0	
Public Utilities					
Public Utilities Administration	17.0	22.0	22.0	23.0	1.0
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	32.0	32.0	34.0	2.0
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	3.0	3.0	3.0	3.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	37.0	37.0	38.0	1.0
Water Supply	19.0	20.0	20.0	20.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Inc/(Dec) Over
Department	Amended FTEs	Amended FTEs	Amended FTEs	Approved FTEs	FY 23/24 Amended
Public Utilities (continued)					
Reclaimed Water	17.0	15.0	15.0	15.0	
Total Water & Sewer Fund	196.0	198.0	198.0	202.0	4.0
Stormwater					
Public Works					
Stormwater Maintenance	42.0	41.0	41.0	41.0	
Stormwater Management	10.0	10.0	10.0	11.0	1.0
Total Stormwater Fund	52.0	51.0	51.0	52.0	1.0
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	8.0	8.0	
Solid Waste Collection	85.8	83.8	84.8	84.8	
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	9.0	9.0	8.0	8.0	
Recycling					
Residential	9.0	9.0	9.0	9.0	
Multi-Family	3.0	3.0	3.0	3.0	
Commercial	9.0	9.0	8.0	8.0	
Total Solid Waste and Recycling Fund	133.5	131.5	131.8	131.8	
TOTAL, UTILITY FUNDS	491.5	477.5	471.8	476.8	5.0
<u>OTHER ENTERPRISE FUNDS</u>					
Parking					
Public Works					
Parking System	15.7	14.9	15.9	15.9	
Parking Enforcement	12.0	13.0	12.0	12.0	
Parks & Recreation					
Beach Guard Operations	16.9	16.9	16.9	16.9	
Marine & Aviation					
Seminole Boat Ramp	0.8	0.8	0.8	1.4	0.6
Total Parking Fund	45.4	45.6	45.6	46.2	0.6
Marine Fund	15.6	18.5	18.8	18.5	(0.3)
Airpark Fund	2.6	2.9	0.3	0.3	
Clearwater Harbor Marina Fund	8.8	9.1	10.4	10.1	(0.3)
TOTAL, OTHER ENTERPRISE	72.4	76.1	75.1	75.1	
<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	3.5	
Total Central Insurance Fund	6.5	6.5	6.5	6.5	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 21/22 Amended FTEs	FY 22/23 Amended FTEs	FY 23/24 Amended FTEs	FY 24/25 Approved FTEs	Inc/(Dec) Over FY 23/24 Amended
General Services					
Administration	6.3	6.3	8.0	8.0	
Building & Maintenance	28.0	24.0	26.0	28.0	2.0
Total General Services Fund	34.3	30.3	34.0	36.0	2.0
Garage (Fleet Operations)					
Fleet Maintenance	35.0	35.0	35.0	37.0	2.0
Radio Communications	2.0	2.0	1.0	1.0	
Total Garage Fund	37.0	37.0	36.0	38.0	2.0
Administrative Services Fund					
Information Technology					
Administration	3.0	3.0	2.0	3.0	1.0
Network Operations & Support	14.0	9.0	10.0	9.0	(1.0)
Network Security & Architecture	0.0	6.0	6.0	8.0	2.0
Enterprise Systems & Training	0.0	13.0	12.0	13.0	1.0
Solutions & Programming	16.0	6.0	6.0	5.0	(1.0)
Telecommunications	1.0	0.0	0.0	0.0	
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	80.8	79.8	81.8	2.0
TOTAL, INTERNAL SERVICES	155.6	154.6	156.3	162.3	6.0
<u>SPECIAL PROGRAM FUND</u>					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
Public Safety Officers - Countryside Christian	0.0	0.8	0.8	0.8	
School Resource Officers	5.8	5.8	5.8	5.8	
JWB Youth Programs	7.0	7.6	7.6	7.9	0.3
Special Events	1.0	1.0	—	—	
TOTAL, SPECIAL PROGRAM	15.3	16.7	15.7	16.0	0.3
TOTAL, ALL FUNDS	1,848.7	1,877.8	1,886.7	1,904.3	17.6

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 2024/25 adopted budget, and changes planned, which are 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 to understanding 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-years' history of actual receipts.

Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund, representing 44% of the total anticipated General Fund revenues in the 2024/25 adopted budget. The City of Clearwater is basically built out, except for a few new multifamily developments; the City will not see much increase in taxable values from major new residential developments. The City's 2024 taxable values increased by 9.6% which is reflected in the 2024/25 adopted budget. Although there has been record property value growth over the past few years, we don't anticipate this trend to continue. Although local property values/sale prices still remain strong, sales have slowed, likely due to increased interest rates. For the purposes of this forecast analysis, we project a more modest value increase of 5% for fiscal year (FY) 2025/26, 4% for FY 2026/27, and increases of 3.5% for the remainder of the forecast period.

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 (also known as public service tax), are fees levied on the purchase of electric, gas, water, oil, or propane within the City. These combined revenue sources account for 14.5% of total General Fund revenue in fiscal year 2024/25.

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. Utility tax revenues are forecasted to increase by approximately 4% annually for the rest the forecast period. This represents 3% future increases on the tax of electric, water, and propane utilities; and 1% increases on gas. Franchise fee revenues are projected to increase by almost 5% for fiscal year 2025/26 and 3% for the rest of the forecast period. This represents a 5% increase for 2025/26 and, 3% future increases in electricity franchise, and 1% for gas franchise fees.

Local Option, Fuel and Other Taxes

The revenues in this category include communications taxes and local business taxes, which account for 3% of total General Fund revenue. The revenue from the communication services tax is estimated to provide \$4.1 million in fiscal year 2024/25. 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 budgeted at \$2.1 million in 2024/25, with 3% reduction planned for the following 2 years.

Intergovernmental Revenues

Intergovernmental revenues are budgeted at \$32.3 million for fiscal year 2024/25, which accounts for approximately 14% 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. Sales tax, the largest revenue in this category, has shown record growth over the last two years, but is projected to level out over the forecast period. Revenues in this category are projected to increase by approximately 2-3% annually over the forecast period.

Other Revenue Sources

The four revenue sources detailed above account for approximately 75.5% 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. Although there are several large construction projects prioritized by our City Council, these are renovation/reconstruction of existing infrastructure. No major changes to operating expenses are anticipated at this phase in our project planning.

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

General Fund - Five Year Forecast

Salary and Benefits

Salary and benefit costs approximate 58.5% of all General Fund expenditures in fiscal year 2024/25, at \$132.2 million. Salary projections are forecasted for approved full-time equivalent positions only, not accounting for new positions that might be added in future years. All projected wage increases reflect contractual obligations under current union contracts. A 5% increase is included for salaries for the remainder of the forecast period.

Medical insurance costs for General Fund employees are approximately \$15.1 million of the City's total adopted 2024/25 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 5% per year through the forecast period.

Pension costs for General Fund employees are approximately \$11.4 million of the City's total General Fund expenditures. For fiscal year 2024/25, pension costs are budgeted at 6.94% of covered payroll for non-hazardous employees, and 20.34% of covered payroll for hazardous employees. Forecast estimates include an increase of 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 in the current year. 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. A major portion of this category of expenditures is directly tied to salary and benefit increases, as well as operating supplies. Internal Service costs are projected to increase by 5% for fiscal year 2025/26 and 3.0% annually for the remainder of the forecast period.

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 \$784,480 in fiscal year 2024/25, primarily related to the purchase of books and publications for our libraries. No increase is projected to operating capital costs in the forecast period.

Debt Service Costs

The largest expense in the debt service category is the payment for the Imagine Clearwater bonds (the downtown waterfront redevelopment project) included in Non-Departmental. Debt service costs are projected, taking into account all lease purchase contracts anticipated to be outstanding during fiscal year 2024/25 and the debt on planned purchases in the capital improvement plan during the forecast period.

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 unplanned extraordinary issues during the forecast period. Using funding sources and current operations budgeted in fiscal year 2024/25 as a base, future growth is projected as outlined in the prior pages. The current property tax millage rate of 5.8850 mills is used as the basis for taxable values in each year of the projection period.

In summary, the projection of revenues and current service level expenditures presents a revenue deficit of approximately \$11.6 million in fiscal year 2025/26, and deficits in each future year of the forecast 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 and funding for capital projects. Our City Council's approved strategic priorities focus on the maintenance of existing facilities and services, although this alleviates the need to fund new projects and programs, capital facility improvements are necessary and costs continue to escalate. A five-year forecast was provided to the City Council at their strategic planning work session earlier this year. Use of reserves is planned to fund capital projects that have been prioritized for facility renovations and major road improvements planned in the next few years.

Each year, as budget preparations come together, we are presented with new challenges, as well as opportunities. Conservatism is built into several revenue projections, as economic impacts related to high inflation and legislative changes are always a concern. Conversely, expenditures are budgeted to increase year over year when we often reap the benefits of savings from enhanced and more efficient operating processes. Our annual budget process will continue to focus on finding operational savings to contain costs within available revenues.

**City of Clearwater
Five Year Forecast**

General Fund Summary Schedule													
	Revised			Forecast									
	Budget 2023-24	Budget 2024-25	%	Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year	
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Ad Valorem Taxes	90,966,200	99,346,030	9.2%	104,313,330	5.0%	108,485,860	4.0%	112,282,870	3.5%	116,212,770	3.5%	120,280,220	3.5%
Utility Taxes	20,068,000	20,693,870	3.1%	21,302,190	2.9%	21,928,620	2.9%	22,573,730	2.9%	23,238,050	2.9%	23,922,180	2.9%
Local Option, Fuel, & Other Taxes	6,200,000	6,160,000	(3.3)%	6,097,000	0.0%	6,035,890	0.0%	5,976,610	0.0%	5,919,110	0.0%	5,863,340	0.0%
Franchise Fees	12,085,000	12,600,000	4.3%	13,200,000	4.8%	13,584,000	2.9%	13,979,400	2.9%	14,386,540	2.9%	14,805,770	2.9%
Other Permits & Fees	3,570,800	3,332,500	(6.7)%	2,962,760	(11.1)%	2,992,320	1.0%	3,022,180	1.0%	3,052,340	1.0%	3,082,800	1.0%
Intergovernmental	31,148,640	32,331,010	3.8%	33,316,460	3.0%	34,228,530	2.7%	35,064,100	2.4%	35,921,700	2.4%	36,801,940	2.5%
Charges for Service	17,277,795	18,479,320	7.0%	19,032,400	3.0%	19,568,460	2.8%	20,134,110	2.9%	20,718,300	2.9%	21,321,600	2.9%
Judgments, Fines & Forfeits	1,464,000	1,441,000	(1.6)%	1,461,900	1.5%	1,481,740	1.4%	1,500,340	1.3%	1,519,240	1.3%	1,538,440	1.3%
Miscellaneous Revenue	8,551,220	8,892,340	4.0%	9,052,410	1.8%	9,255,260	2.2%	9,567,310	3.4%	9,891,470	3.4%	10,228,260	3.4%
Interfund Charges/Transfers	19,016,825	15,030,410	(21.0)%	15,418,530	2.6%	15,819,710	2.6%	16,234,390	2.6%	16,663,070	2.6%	17,106,250	2.7%
Subtotal	210,348,480	218,306,480	3.8%	226,156,980	3.6%	233,380,390	3.2%	240,335,040	3.0%	247,522,590	3.0%	254,950,800	3.0%
Transfer (to) from Reserves	(25,757)	8,300,000											
Total Revenues	210,322,723	226,606,480	7.7%	226,156,980	(0.2)%	233,380,390	3.2%	240,335,040	3.0%	247,522,590	3.0%	254,950,800	3.0%
City Council	589,669	664,064	12.6%	690,630	4.0%	717,080	3.8%	744,720	3.9%	773,490	3.9%	803,560	3.9%
City Manager's Office	1,652,115	1,386,616	(16.1)%	1,447,450	4.4%	1,509,890	4.3%	1,575,270	4.3%	1,643,610	4.3%	1,715,170	4.4%
Economic Development	2,200,993	2,400,886	9.1%	2,499,820	4.1%	2,601,100	4.1%	2,706,940	4.1%	2,816,830	4.1%	2,931,670	4.1%
Public Communications	1,811,572	2,254,207	24.4%	2,351,100	4.3%	2,449,050	4.2%	2,551,490	4.2%	2,658,480	4.2%	2,770,390	4.2%
CRA Administration	1,005,330	1,060,401	5.5%	1,113,240	5.0%	1,167,850	4.9%	1,225,170	4.9%	1,285,160	4.9%	1,348,120	4.9%
City Attorney	2,684,315	2,790,947	4.0%	2,910,700	4.3%	3,031,970	4.2%	3,158,780	4.2%	3,291,220	4.2%	3,429,720	4.2%
City Clerk	1,455,668	1,384,574	(4.9)%	1,447,680	4.6%	1,513,810	4.6%	1,578,090	4.2%	1,645,300	4.3%	1,715,430	4.3%
Finance	3,346,999	3,574,985	6.8%	3,736,110	4.5%	3,904,980	4.5%	4,081,920	4.5%	4,266,890	4.5%	4,460,730	4.5%
City Audit	465,979	507,056	8.8%	529,050	4.3%	551,400	4.2%	574,770	4.2%	599,180	4.2%	624,710	4.3%
Human Resources	2,254,202	2,416,584	7.2%	2,522,710	4.4%	2,630,110	4.3%	2,742,470	4.3%	2,859,790	4.3%	2,982,520	4.3%
Police	58,038,213	58,679,490	1.1%	64,632,850	10.1%	65,897,870	2.0%	71,080,630	7.9%	72,492,370	2.0%	76,091,930	5.0%
Fire	36,177,633	35,817,579	(1.0)%	40,822,710	14.0%	42,779,770	4.8%	43,331,820	1.3%	45,825,250	5.8%	48,042,160	4.8%
Planning & Development	8,875,995	9,434,077	6.3%	9,909,960	5.0%	10,297,370	3.9%	10,728,640	4.2%	11,178,280	4.2%	11,648,520	4.2%
Public Works	15,051,391	17,975,099	19.4%	20,398,520	13.5%	19,282,520	(5.5)%	22,084,230	14.5%	21,792,000	(1.3)%	24,564,310	12.7%
Parks & Recreation	45,609,955	56,857,045	24.7%	53,533,370	(5.8)%	52,617,910	(1.7)%	61,951,160	17.7%	55,130,740	(11.0)%	56,926,590	3.3%
Library	9,391,098	10,090,842	7.5%	10,524,230	4.3%	10,938,970	3.9%	11,372,600	4.0%	11,824,740	4.0%	12,297,530	4.0%
Non-Departmental	18,980,723	18,799,898	(1.0)%	18,146,710	(3.5)%	17,701,230	(2.5)%	17,239,000	(2.6)%	17,192,900	(0.3)%	17,327,650	0.8%
Office of Innovation	285,293	—	n/a	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!
Public Utilities	445,580	512,130	14.9%	533,680	4.2%	548,310	2.7%	563,350	2.7%	578,810	2.7%	594,710	2.7%
Subtotal	210,322,723	226,606,480	7.7%	237,750,520	4.9%	240,141,190	1.0%	259,291,050	8.0%	257,855,040	(0.6)%	270,275,420	4.8%
Use of Reserves													
Total Expenditures	210,322,723	226,606,480	7.7%	237,750,520	4.9%	240,141,190	1.0%	259,291,050	8.0%	257,855,040	(0.6)%	270,275,420	4.8%
Annual Budget (Deficit)/Surplus				(11,593,540)		(6,760,800)		(18,956,010)		(10,332,450)		(15,324,620)	

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2023-24	2024-25	△	2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Current Property Taxes	90,966,200	99,346,030	9.6%	104,313,330	5.0%	108,485,860	4.0%	112,282,870	3.5%	116,212,770	3.5%	120,280,220	3.5%
Ad Valorem Taxes	90,966,200	99,346,030	9.2%	104,313,330	4.8%	108,485,860	3.8%	112,282,870	3.4%	116,212,770	3.5%	120,280,220	3.5%
Electricity	14,700,000	15,208,870	13.9%	15,665,140	3.0%	16,135,090	3.0%	16,619,140	3.0%	17,117,710	3.0%	17,631,240	3.0%
Water	4,600,000	4,700,000	4.4%	4,841,000	3.0%	4,986,230	3.0%	5,135,820	3.0%	5,289,890	3.0%	5,448,590	3.0%
Gas	600,000	625,000	(3.8)%	631,250	1.0%	637,560	1.0%	643,940	1.0%	650,380	1.0%	656,880	1.0%
Propane	168,000	160,000	3.2%	164,800	3.0%	169,740	3.0%	174,830	3.0%	180,070	3.0%	185,470	3.0%
Utility Taxes	20,068,000	20,693,870	3.1%	21,302,190	2.9%	21,928,620	2.9%	22,573,730	2.9%	23,238,050	2.9%	23,922,180	2.9%
Communications Taxes	4,100,000	4,060,000	(3.3)%	4,060,000	0.0%	4,060,000	0.0%	4,060,000	0.0%	4,060,000	0.0%	4,060,000	0.0%
Local Business Tax	2,100,000	2,100,000	0.0%	2,037,000	(3.0)%	1,975,890	(3.0)%	1,916,610	0.0%	1,859,110	0.0%	1,803,340	0.0%
Local Option, Fuel, & Other Taxes	6,200,000	6,160,000	(0.6)%	6,097,000	(1.0)%	6,035,890	(1.0)%	5,976,610	(1.0)%	5,919,110	(1.0)%	5,863,340	(0.9)%
Electricity	11,550,000	12,000,000	13.2%	12,600,000	5.0%	12,978,000	3.0%	13,367,340	3.0%	13,768,360	3.0%	14,181,410	3.0%
Gas Franchise	535,000	600,000	(3.2)%	600,000	0.0%	606,000	1.0%	612,060	1.0%	618,180	1.0%	624,360	1.0%
Franchise Fees	12,085,000	12,600,000	4.3%	13,200,000	4.8%	13,584,000	2.9%	13,979,400	2.9%	14,386,540	2.9%	14,805,770	2.9%
Buildings/Sign Permits	3,300,000	3,100,000	(16.2)%	2,728,000	(12.0)%	2,755,280	1.0%	2,782,830	1.0%	2,810,660	1.0%	2,838,770	1.0%
Forfeited Refunds	262,300	226,000	0.0%	228,260	1.0%	230,540	1.0%	232,850	1.0%	235,180	1.0%	237,530	1.0%
Police Licenses	8,500	6,500	(23.5)%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%
Other Permits & Fees	3,570,800	3,332,500	(6.7)%	2,962,760	(11.1)%	2,992,320	1.0%	3,022,180	1.0%	3,052,340	1.0%	3,082,800	1.0%
FDOT Reimbursements	626,000	644,780	3.0%	651,230	1.0%	657,740	1.0%	664,320	1.0%	670,960	1.0%	677,670	1.0%
Revenue Sharing	5,358,740	5,100,000	5.8%	5,355,000	5.0%	5,515,650	3.0%	5,681,120	3.0%	5,851,550	3.0%	6,027,100	3.0%
Mobile Home	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%
Beverage License	135,000	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%
Sales Tax	9,800,000	9,700,380	(6.5)%	9,991,390	3.0%	10,291,130	3.0%	10,496,950	2.0%	10,706,890	2.0%	10,921,030	2.0%
Public Safety Supp Pension	3,693,110	2,930,000	37.6%	2,988,600	2.0%	3,048,370	2.0%	3,109,340	2.0%	3,171,530	2.0%	3,234,960	2.0%
Fire Incentive	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%
Motor Refund	125,000	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%
Pinellas Library Cooperative	986,790	1,139,200	15.4%	1,150,590	1.0%	1,162,100	1.0%	1,173,720	1.0%	1,185,460	1.0%	1,197,310	1.0%
City Traffic Signal Reimb	236,350	236,650	0.1%	236,650	0.0%	236,650	0.0%	236,650	0.0%	236,650	0.0%	236,650	0.0%
Fire Tax	2,860,900	3,200,000	23.1%	3,296,000	3.0%	3,394,880	3.0%	3,496,730	3.0%	3,601,630	3.0%	3,709,680	3.0%
EMS Tax	7,106,750	8,900,000	17.1%	9,167,000	3.0%	9,442,010	3.0%	9,725,270	3.0%	10,017,030	3.0%	10,317,540	3.0%
Misc Grant/Reimbursements	—	—	#DIV/0!	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
Intergovernmental	31,148,640	32,331,010	3.8%	33,316,460	3.0%	34,228,530	2.7%	35,064,100	2.4%	35,921,700	2.4%	36,801,940	2.5%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised Budget 2023-24	Budget 2024-25	%	Forecast									
				Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Special Activities	602,850	627,500	4.1%	640,050	2.0%	652,850	2.0%	665,910	2.0%	679,230	2.0%	692,810	2.0%
Rental - Public Facilities	793,550	900,000	13.4%	918,000	2.0%	936,360	2.0%	955,090	2.0%	974,190	2.0%	993,670	2.0%
Admissions	214,025	250,000	16.8%	255,000	2.0%	260,100	2.0%	265,300	2.0%	270,610	2.0%	276,020	2.0%
P&R Resident Cards	236,000	232,000	(1.7)%	234,320	1.0%	236,660	1.0%	239,030	1.0%	241,420	1.0%	243,830	1.0%
P&R Non-Resident	112,500	170,000	51.1%	171,700	1.0%	173,420	1.0%	175,150	1.0%	176,900	1.0%	178,670	1.0%
P & R-Special Event Rental	—	—	n/a	—	1.0%	—	1.0%	—	1.0%	—	1.0%	—	1.0%
P & R Service Fees	516,000	594,000	15.1%	599,940	1.0%	605,940	1.0%	612,000	1.0%	618,120	1.0%	624,300	1.0%
P&R Contractual Service	230,000	250,000	8.7%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%
Golf Course Revenue	70,000	100,000	42.9%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Registrations	35,000	30,000	(14.3)%	30,300	1.0%	30,600	1.0%	30,910	1.0%	31,220	1.0%	31,530	1.0%
Race Fee	2,000	1,000	(50.0)%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%
Rental - Phillies	544,000	500,000	(8.1)%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%
Parks & Recreation	3,355,925	3,654,500	8.9%	3,700,310	1.3%	3,746,930	1.3%	3,794,390	1.3%	3,842,690	1.3%	3,891,830	1.3%
Building Rental - Visitors Ctr	20,000	21,000	5.0%	21,000	0.0%	21,000	0.0%	21,000	0.0%	21,000	0.0%	21,000	0.0%
Land Rentals	102,000	102,500	0.5%	102,500	0.0%	102,500	0.0%	102,500	0.0%	102,500	0.0%	102,500	0.0%
Telescopes - Pier 60	4,000	4,000	0.0%	4,080	2.0%	4,160	2.0%	4,240	2.0%	4,320	2.0%	4,410	2.0%
Fishing Admissions	150,000	150,000	0.0%	154,500	3.0%	159,140	3.0%	163,910	3.0%	168,830	3.0%	173,890	3.0%
Rod Rental	88,000	88,000	0.0%	89,760	2.0%	91,560	2.0%	93,390	2.0%	95,260	2.0%	97,170	2.0%
General Admission	250,000	250,000	0.0%	255,000	2.0%	260,100	2.0%	265,300	2.0%	270,610	2.0%	276,020	2.0%
Concession Sales	172,500	175,000	1.4%	178,500	2.0%	182,070	2.0%	185,710	2.0%	189,420	2.0%	193,210	2.0%
Bait Sales	55,000	55,000	0.0%	56,100	2.0%	57,220	2.0%	58,360	2.0%	59,530	2.0%	60,720	2.0%
Tackle Sales	65,000	65,000	0.0%	66,300	2.0%	67,630	2.0%	68,980	2.0%	70,360	2.0%	71,770	2.0%
Fishing Passes	4,000	4,000	0.0%	4,080	2.0%	4,200	2.0%	4,280	2.0%	4,370	2.0%	4,460	2.0%
Concession Souvenirs	1,159,740	1,150,000	4.5%	1,207,500	5.0%	1,231,650	3.0%	1,268,600	3.0%	1,306,660	3.0%	1,345,860	3.0%
Pier 60	2,070,240	2,064,500	(0.3)%	2,139,320	3.6%	2,181,230	2.0%	2,236,270	2.5%	2,292,860	2.5%	2,351,010	2.5%
Library Non-Resident	5,000	6,000	20.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%
Other Library	12,000	12,000	0.0%	12,060	0.5%	12,120	0.5%	12,180	0.5%	12,240	0.5%	12,300	0.5%
Library	17,000	18,000	5.9%	18,060	0.3%	18,120	0.3%	18,180	0.3%	18,240	0.3%	18,300	0.3%
Police Service	27,000	27,000	0.0%	27,000	0.0%	27,000	0.0%	27,000	0.0%	27,000	0.0%	27,000	0.0%
Police - Tow Fees	21,500	21,500	0.0%	21,500	0.0%	21,500	0.0%	21,500	0.0%	21,500	0.0%	21,500	0.0%
Fire Inspection Fees	250,000	300,000	(25.0)%	309,000	3.0%	318,270	3.0%	327,820	3.0%	337,650	3.0%	347,780	3.0%
Public Safety	298,500	348,500	16.8%	357,500	2.6%	366,770	2.6%	376,320	2.6%	386,150	2.6%	396,280	2.6%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised Budget 2023-24	Budget 2024-25	%	Forecast									
				Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Variances/Conditional Use	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	15,000	15,500	3.3%	15,500	0.0%	15,500	0.0%	15,500	0.0%	15,500	0.0%	15,500	0.0%
Assessment Search	50,000	35,000	(30.0)%	35,000	0.0%	35,000	0.0%	35,000	0.0%	35,000	0.0%	35,000	0.0%
Xerox Copies	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%
Misc. Fees/Building Svcs	4,000	2,500	(37.5)%	2,500	0.0%	2,500	0.0%	2,500	0.0%	2,500	0.0%	2,500	0.0%
Housing Authority	19,000	19,640	3.4%	19,840	1.0%	20,040	1.0%	20,240	1.0%	20,440	1.0%	20,640	1.0%
Tree Removal Permit	7,500	8,000	6.7%	8,000	0.0%	8,000	0.0%	8,000	0.0%	8,000	0.0%	8,000	0.0%
Clearing/Grubbing	7,500	8,000	6.7%	8,000	0.0%	8,000	0.0%	8,000	0.0%	8,000	0.0%	8,000	0.0%
Lot Mowing/Clearing	35,000	25,000	(28.6)%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Other Service Charges	202,000	177,640	(12.1)%	177,840	0.1%	178,040	0.1%	178,240	0.1%	178,440	0.1%	178,640	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	13,700	5,660	(58.7)%	5,860	3.5%	6,070	3.5%	6,280	3.5%	6,500	3.5%	6,730	3.5%
Stormwater Fund	548,010	594,150	8.4%	614,950	3.5%	636,470	3.5%	658,750	3.5%	681,810	3.5%	705,670	3.5%
Water & Sewer Fund	3,364,960	3,953,090	17.5%	4,091,450	3.5%	4,234,650	3.5%	4,382,860	3.5%	4,536,260	3.5%	4,695,030	3.5%
Gas Fund	1,996,550	2,029,980	1.7%	2,101,030	3.5%	2,174,570	3.5%	2,250,680	3.5%	2,329,450	3.5%	2,410,980	3.5%
Solid Waste Fund	835,210	1,109,210	32.8%	1,148,030	3.5%	1,188,210	3.5%	1,229,800	3.5%	1,272,840	3.5%	1,317,390	3.5%
Recycling Fund	122,940	151,580	23.3%	156,890	3.5%	162,380	3.5%	168,060	3.5%	173,940	3.5%	180,030	3.5%
Marine Fund	240,940	238,920	(0.8)%	247,280	3.5%	255,930	3.5%	264,890	3.5%	274,160	3.5%	283,760	3.5%
Clearwater Harbor Marina	34,280	39,580	15.5%	40,970	3.5%	42,400	3.5%	43,880	3.5%	45,420	3.5%	47,010	3.5%
Parking Fund	295,070	356,650	20.9%	369,130	3.5%	382,050	3.5%	395,420	3.5%	409,260	3.5%	423,580	3.5%
Admin Ovhd Charges	7,551,660	8,578,820	13.6%	8,875,590	3.5%	9,182,730	3.5%	9,500,620	3.5%	9,829,640	3.5%	10,170,180	3.5%
Concrete, Materials, & Service	100,000	25,000	(75.0)%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
Airpark Fund	4,230	5,950	40.7%	6,160	3.5%	6,380	3.5%	6,600	3.5%	6,830	3.5%	7,070	3.5%
Stormwater Fund	417,160	480,260	15.1%	497,070	3.5%	514,470	3.5%	532,480	3.5%	551,120	3.5%	570,410	3.5%
Water & Sewer Fund	884,290	852,410	(3.6)%	882,240	3.5%	913,120	3.5%	945,080	3.5%	978,160	3.5%	1,012,400	3.5%
Gas Fund	51,470	52,070	1.2%	53,890	3.5%	55,780	3.5%	57,730	3.5%	59,750	3.5%	61,840	3.5%
Solid Waste Fund	81,820	83,180	1.7%	86,090	3.5%	89,100	3.5%	92,220	3.5%	95,450	3.5%	98,790	3.5%
Marine Fund	22,800	47,120	106.7%	48,770	3.5%	50,480	3.5%	52,250	3.5%	54,080	3.5%	55,970	3.5%
Parking Fund	2,066,090	1,934,930	(6.3)	2,002,650	3.5%	2,072,740	3.5%	2,145,290	3.5%	2,220,380	3.5%	2,298,090	3.5%
Harbor Marina Fund	1,410	2,040	44.7%	2,110	3.5%	2,180	3.5%	2,260	3.5%	2,340	3.5%	2,420	3.5%
Pension Fund	153,200	154,400	0.8%	159,800	3.5%	165,390	3.5%	171,180	3.5%	177,170	3.5%	183,370	3.5%
Other Service Charges	3,782,470	3,637,360	(3.8)%	3,763,780	3.5%	3,894,640	3.5%	4,030,090	3.5%	4,170,280	3.5%	4,315,360	3.5%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised Budget 2023-24	Budget 2024-25	%	Forecast									
				Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Charges for Service	17,277,795	18,479,320	7.0%	19,032,400	3.0%	19,568,460	2.8%	20,134,110	2.9%	20,718,300	2.9%	21,321,600	2.9%
Court Fines	525,000	530,000	1.0%	535,300	1.0%	540,650	1.0%	546,060	1.0%	551,520	1.0%	557,040	1.0%
Crossing Guards	150,000	200,000	33.3%	202,000	1.0%	204,020	1.0%	206,060	1.0%	208,120	1.0%	210,200	1.0%
Found/Abandoned Property	4,000	6,000	50.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%
Code Enforcement Fines	200,000	150,000	0.0%	157,500	5.0%	163,800	4.0%	168,710	3.0%	173,770	3.0%	178,980	3.0%
Alarm Svc Charges/Fines	55,000	55,000	0.0%	56,100	2.0%	57,220	2.0%	58,360	2.0%	59,530	2.0%	60,720	2.0%
Red Light Camera	530,000	500,000	0.0%	505,000	1.0%	510,050	1.0%	515,150	1.0%	520,300	1.0%	525,500	1.0%
Judgments, Fines & Forfeits	1,464,000	1,441,000	(1.6)%	1,461,900	1.5%	1,481,740	1.4%	1,500,340	1.3%	1,519,240	1.3%	1,538,440	1.3%
Interest Earnings - Cash Pool	3,050,000	3,350,000	53.1%	3,350,000	0.0%	3,350,000	0.0%	3,450,500	3.0%	3,554,020	3.0%	3,660,640	3.0%
Interest Income	3,050,000	3,350,000	9.8%	3,350,000	0.0%	3,350,000	0.0%	3,450,500	3.0%	3,554,020	3.0%	3,660,640	3.0%
Pier 60 Rent	170,000	170,000	0.0%	175,100	3.0%	180,350	3.0%	185,760	3.0%	191,330	3.0%	197,070	3.0%
Pier 60 Umbrellas	1,001,200	998,030	24.8%	1,047,930	5.0%	1,100,330	5.0%	1,155,350	5.0%	1,213,120	5.0%	1,273,780	5.0%
S. Beach Pavilion Rental	100,020	102,510	2.5%	105,590	3.0%	108,760	3.0%	112,020	3.0%	115,380	3.0%	118,840	3.0%
S. Beach Umbrellas	1,820,000	1,500,000	36.4%	1,575,000	5.0%	1,653,750	5.0%	1,736,440	5.0%	1,823,260	5.0%	1,914,420	5.0%
Lost or Damaged Book	6,500	7,000	7.7%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%
Sales (sport events)	676,000	796,000	17.8%	819,880	3.0%	844,480	3.0%	869,810	3.0%	895,900	3.0%	922,780	3.0%
Other General Revenue	220,000	63,550	(71.1)%	65,460	3.0%	67,420	3.0%	69,440	3.0%	71,520	3.0%	73,670	3.0%
Vending Machines	15,750	15,750	0.0%	15,750	0.0%	15,750	0.0%	15,750	0.0%	15,750	0.0%	15,750	0.0%
Workers Compensation Reimb	95,000	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%	45,000	0.0%
Reimb fm Other Agencies	154,000	112,500	(26.9)%	112,500	0.0%	112,500	0.0%	112,500	0.0%	112,500	0.0%	112,500	0.0%
Take Home Vehicle Reimb	40,000	20,000	(50.0)%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
REH Ticket Rebate	1,182,750	1,182,750	0.0%	1,182,750	0.0%	1,218,230	3.0%	1,254,780	3.0%	1,292,420	3.0%	1,331,190	10.0%
Admin Multi-Modal Impact Fee	20,000	40,000	100.0%	41,200	3.0%	42,440	3.0%	43,710	3.0%	45,020	3.0%	46,370	3.0%
Naming Rights	—	489,250	n/a	489,250	0.0%	489,250	0.0%	489,250	0.0%	489,250	0.0%	489,250	0.0%
Miscellaneous Revenue	5,501,220	5,542,340	0.7%	5,702,410	2.9%	5,905,260	3.6%	6,116,810	3.6%	6,337,450	3.6%	6,567,620	3.6%
Miscellaneous Revenue	8,551,220	8,892,340	4.0%	9,052,410	1.8%	9,255,260	2.2%	9,567,310	3.4%	9,891,470	3.4%	10,228,260	3.4%
Airpark Fund	18,440	14,790	(19.8)%	15,230	3.0%	15,690	3.0%	16,160	3.0%	16,640	3.0%	17,140	3.0%
Stormwater Fund	951,520	966,540	1.6%	995,540	3.0%	1,025,410	3.0%	1,056,170	3.0%	1,087,860	3.0%	1,120,500	3.0%
Water & Sewer Fund	5,633,660	5,837,300	3.6%	6,012,420	3.0%	6,192,790	3.0%	6,378,570	3.0%	6,569,930	3.0%	6,767,030	3.0%
Solid Waste Fund	1,540,260	1,621,230	5.3%	1,669,870	3.0%	1,719,970	3.0%	1,771,570	3.0%	1,824,720	3.0%	1,879,460	3.0%
Recycling	180,060	158,300	(12.1)%	163,050	3.0%	167,940	3.0%	172,980	3.0%	178,170	3.0%	183,520	3.0%

**City of Clearwater
Five Year Forecast**

Revenue Schedule	Revised Budget 2023-24	Budget 2024-25	%	Forecast									
				Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year	
				2025-26	%	2026-27	%	2027-28	%	2028-29	%	2029-30	%
			△		△		△		△		△		△
Marine	389,980	378,430	(3.0)%	389,780	3.0%	401,470	3.0%	413,510	3.0%	425,920	3.0%	438,700	3.0%
Clearwater Harbor Marina	53,400	613,530	1,048.9%	631,940	3.0%	650,900	3.0%	670,430	3.0%	690,540	3.0%	711,260	3.0%
Parking Fund	752,960	251,690	(66.6)%	259,240	3.0%	267,020	3.0%	275,030	3.0%	283,280	3.0%	291,780	3.0%
Gas System Dividend	4,345,438	3,000,000	76.5%	3,000,000	0.0%	3,000,000	0.0%	3,000,000	0.0%	3,000,000	0.0%	3,000,000	0.0%
CDBG Grants Admin	361,411	304,502	(15.7)%	313,640	3.0%	323,050	3.0%	332,740	3.0%	342,720	3.0%	353,000	3.0%
Home/SHIP Grant Admin	449,144	441,646	(1.7)%	454,900	3.0%	468,550	3.0%	482,610	3.0%	497,090	3.0%	512,000	3.0%
CRA Admin	1,272,040	1,409,452	10.8%	1,479,920	5.0%	1,553,920	5.0%	1,631,620	5.0%	1,713,200	5.0%	1,798,860	5.0%
Misc. Transfers	3,068,512	33,000	0.0%	33,000	0.0%	33,000	0.0%	33,000	0.0%	33,000	0.0%	33,000	0.0%
Interfund Charges/Transfers	19,016,825	15,030,410	(21.0)%	15,418,530	2.6%	15,819,710	2.6%	16,234,390	2.6%	16,663,070	2.6%	17,106,250	2.7%
Transfer (to) from Reserves	(25,757)	8300000		—		—		—		—		—	
Total Revenues	210,322,723	226,606,480	7.7%	226,156,980	(0.2)%	233,380,390	3.2%	240,335,040	3.0%	247,522,590	3.0%	254,950,800	3.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised	Budget	%	Forecast									
	Budget			Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2023-24	2024-25		2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Full Time Salaries	56,140	59,499	6.0%	62,470	5.0%	65,590	5.0%	68,870	5.0%	72,310	5.0%	75,930	5.0%
Part Time Salaries	188,267	236,328	25.5%	248,140	5.0%	260,550	5.0%	273,580	5.0%	287,260	5.0%	301,620	5.0%
Life Insurance	247	258	4.5%	260	1.0%	270	2.0%	280	2.0%	290	2.0%	300	2.0%
Major Medical Insurance	86,225	83,160	(3.6)%	87,320	5.0%	91,690	5.0%	96,270	5.0%	101,080	5.0%	106,130	5.0%
Social Security	13,799	17,606	27.6%	18,490	5.0%	19,410	5.0%	20,380	5.0%	21,400	5.0%	22,470	5.0%
Pension	3,985	3,970	(0.4)%	4,170	5.0%	4,380	5.0%	4,600	5.0%	4,830	5.0%	5,070	5.0%
Worker's Compensation	2,460	2,690	9.3%	2,820	5.0%	2,960	5.0%	3,110	5.0%	3,170	2.0%	3,230	2.0%
Operating Expenses	157,670	158,440	0.5%	161,610	2.0%	164,840	2.0%	168,140	2.0%	171,500	2.0%	174,930	2.0%
Internal Service Expenses	43,496	64,733	48.8%	67,970	5.0%	70,010	3.0%	72,110	3.0%	74,270	3.0%	76,500	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	589,669	664,064	12.6%	690,630	4.0%	717,080	3.8%	744,720	3.9%	773,490	3.9%	803,560	3.9%
Full Time Salaries	1,081,297	923,547	(14.6)%	969,720	5.0%	1,018,210	5.0%	1,069,120	5.0%	1,122,580	5.0%	1,178,710	5.0%
Life Insurance	4,126	3,923	(4.9)%	3,960	1.0%	4,040	2.0%	4,120	2.0%	4,200	2.0%	4,280	2.0%
Major Medical Insurance	114,178	84,209	(26.2)%	88,420	5.0%	92,840	5.0%	97,480	5.0%	102,350	5.0%	107,470	5.0%
Social Security	43,807	42,816	(2.3)%	44,960	5.0%	47,210	5.0%	49,570	5.0%	52,050	5.0%	54,650	5.0%
Pension	23,501	10,529	(55.2)%	11,060	5.0%	11,610	5.0%	12,190	5.0%	12,800	5.0%	13,440	5.0%
Worker's Compensation	1,968	3,810	93.6%	4,000	5.0%	4,200	5.0%	4,410	5.0%	4,500	2.0%	4,590	2.0%
Operating Expenses	290,820	217,295	(25.3)%	221,640	2.0%	226,070	2.0%	230,590	2.0%	235,200	2.0%	239,900	2.0%
Internal Service Expenses	50,918	63,987	25.7%	67,190	5.0%	69,210	3.0%	71,290	3.0%	73,430	3.0%	75,630	3.0%
Interfund Transfers	41,500	36,500	(12.0)%	36,500	(200.0)%	36,500	(200.0)%	36,500	(200.0)%	36,500	(200.0)%	36,500	(200.0)%
City Manager's Office	1,652,115	1,386,616	-16.1%	1,447,450	4.4%	1,509,890	4.3%	1,575,270	4.3%	1,643,610	4.3%	1,715,170	4.4%
Full Time Salaries	757,400	793,925	4.8%	833,620	5.0%	875,300	5.0%	919,070	5.0%	965,020	5.0%	1,013,270	5.0%
Life Insurance	4,262	3,698	(13.2)%	3,730	1.0%	3,800	2.0%	3,880	2.0%	3,960	2.0%	4,040	2.0%
Major Medical Insurance	149,468	154,679	3.5%	162,410	5.0%	170,530	5.0%	179,060	5.0%	188,010	5.0%	197,410	5.0%
Social Security	36,744	27,536	(25.1)%	28,910	5.0%	30,360	5.0%	31,880	5.0%	33,470	5.0%	35,140	5.0%
Pension	18,815	31,761	68.8%	33,350	5.0%	35,020	5.0%	36,770	5.0%	38,610	5.0%	40,540	5.0%
Worker's Compensation	2,939	4,260	44.9%	4,470	5.0%	4,690	5.0%	4,920	5.0%	5,020	2.0%	5,120	2.0%
Operating Expenses	500	500	—%	510	2.0%	520	2.0%	530	2.0%	540	2.0%	550	2.0%
Internal Service Expenses	35,202	44,042	25.1%	46,240	5.0%	47,630	3.0%	49,060	3.0%	50,530	3.0%	52,050	3.0%
CRA Administration	1,005,330	1,060,401	5.5%	1,113,240	5.0%	1,167,850	4.9%	1,225,170	4.9%	1,285,160	4.9%	1,348,120	4.9%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget 2023-24	Budget 2024-25	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Full Time Salaries	1,128,637	1,254,398	11.1%	1,317,120	5.0%	1,382,980	5.0%	1,452,130	5.0%	1,524,740	5.0%	1,600,980	5.0%
Life Insurance	4,334	4,935	13.9%	4,980	1.0%	5,080	2.0%	5,180	2.0%	5,280	2.0%	5,390	2.0%
Major Medical Insurance	210,042	218,668	4.1%	229,600	5.0%	241,080	5.0%	253,130	5.0%	265,790	5.0%	279,080	5.0%
Social Security	23,226	24,464	5.3%	25,690	5.0%	26,970	5.0%	28,320	5.0%	29,740	5.0%	31,230	5.0%
Pension	66,817	73,211	9.6%	76,870	5.0%	80,710	5.0%	84,750	5.0%	88,990	5.0%	93,440	5.0%
Worker's Compensation	5,124	21,620	321.9%	22,700	5.0%	23,840	5.0%	25,030	5.0%	25,530	2.0%	26,040	2.0%
Operating Expenses	378,430	396,960	4.9%	404,900	2.0%	413,000	2.0%	421,260	2.0%	429,690	2.0%	438,280	2.0%
Homeless Initiatives	300,000	300,000	—%	306,000	2.0%	312,120	2.0%	318,360	2.0%	324,730	2.0%	331,220	2.0%
Internal Service Expenses	84,383	106,630	26.4%	111,960	5.0%	115,320	3.0%	118,780	3.0%	122,340	3.0%	126,010	3.0%
Economic Development	2,200,993	2,400,886	9.1%	2,499,820	4.1%	2,601,100	4.1%	2,706,940	4.1%	2,816,830	4.1%	2,931,670	4.1%
Full Time Salaries	992,607	1,270,150	28.0%	1,333,660	5.0%	1,400,340	5.0%	1,470,360	5.0%	1,543,880	5.0%	1,621,070	5.0%
Life Insurance	4,734	5,559	17.4%	5,610	1.0%	5,720	2.0%	5,830	2.0%	5,950	2.0%	6,070	2.0%
Major Medical Insurance	169,609	209,232	23.4%	219,690	5.0%	230,670	5.0%	242,200	5.0%	254,310	5.0%	267,030	5.0%
Social Security	33,514	38,303	14.3%	40,220	5.0%	42,230	5.0%	44,340	5.0%	46,560	5.0%	48,890	5.0%
Pension	37,402	56,113	50.0%	58,920	5.0%	61,870	5.0%	64,960	5.0%	68,210	5.0%	71,620	5.0%
Worker's Compensation	5,216	5,450	4.5%	5,720	5.0%	6,010	5.0%	6,310	5.0%	6,440	2.0%	6,570	2.0%
Operating Expenses	412,400	469,675	13.9%	479,070	2.0%	488,650	2.0%	498,420	2.0%	508,390	2.0%	518,560	2.0%
Internal Service Expenses	126,090	169,725	34.6%	178,210	5.0%	183,560	3.0%	189,070	3.0%	194,740	3.0%	200,580	3.0%
Interfund Transfers	30,000	30,000	0.0%	30,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)
Public Communications	1,811,572	2,254,207	24.4%	2,351,100	4.3%	2,449,050	4.2%	2,551,490	4.2%	2,658,480	4.2%	2,770,390	4.2%
Full Time Salaries	1,520,362	1,610,694	5.9%	1,691,230	5.0%	1,775,790	5.0%	1,864,580	5.0%	1,957,810	5.0%	2,055,700	5.0%
Part Time Salaries	25,661	27,540	7.3%	28,920	5.0%	30,370	5.0%	31,890	5.0%	33,480	5.0%	35,150	5.0%
Life Insurance	6,690	7,538	12.7%	7,610	1.0%	7,760	2.0%	7,920	2.0%	8,080	2.0%	8,240	2.0%
Major Medical Insurance	208,646	194,158	(6.9)%	203,870	5.0%	214,060	5.0%	224,760	5.0%	236,000	5.0%	247,800	5.0%
Social Security	70,517	79,804	13.2%	83,790	5.0%	87,980	5.0%	92,380	5.0%	97,000	5.0%	101,850	5.0%
Pension	27,298	19,453	(28.7)%	20,430	5.0%	21,450	5.0%	22,520	5.0%	23,650	5.0%	24,830	5.0%
Worker's Compensation	4,714	5,160	9.5%	5,420	5.0%	5,690	5.0%	5,970	5.0%	6,090	2.0%	6,210	2.0%
Operating Expenses	656,090	648,889	(1.1)%	661,870	2.0%	675,110	2.0%	688,610	2.0%	702,380	2.0%	716,430	2.0%
Internal Service Expenses	163,337	196,911	20.6%	206,760	5.0%	212,960	3.0%	219,350	3.0%	225,930	3.0%	232,710	3.0%
Operating Capital	1,000	800	(20.0)%	800	—%	800	—%	800	—%	800	—%	800	—%
City Attorney	2,684,315	2,790,947	4.0%	2,910,700	4.3%	3,031,970	4.2%	3,158,780	4.2%	3,291,220	4.2%	3,429,720	4.2%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget 2023-24	Budget 2024-25	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Full Time Salaries	724,512	746,660	3.1%	783,990	5.0%	823,190	5.0%	864,350	5.0%	907,570	5.0%	952,950	5.0%
Life Insurance	2,789	2,858	2.5%	2,890	1.0%	2,920	1.0%	2,980	2.0%	3,040	2.0%	3,100	2.0%
Major Medical Insurance	143,522	139,808	(2.6)%	146,800	5.0%	154,140	5.0%	161,850	5.0%	169,940	5.0%	178,440	5.0%
Social Security	9,489	9,944	4.8%	10,440	5.0%	10,960	5.0%	11,510	5.0%	12,090	5.0%	12,690	5.0%
Pension	49,162	50,527	2.8%	53,050	5.0%	55,700	5.0%	58,490	5.0%	61,410	5.0%	64,480	5.0%
Worker's Compensation	3,894	4,260	9.4%	4,470	5.0%	4,690	5.0%	4,920	5.0%	5,170	5.0%	5,270	2.0%
Operating Expenses	329,500	200,350	(39.2)%	204,360	2.0%	208,450	2.0%	212,620	2.0%	216,870	2.0%	221,210	2.0%
Internal Service Expenses	192,800	230,167	19.4%	241,680	5.0%	253,760	5.0%	261,370	3.0%	269,210	3.0%	277,290	3.0%
City Clerk	1,455,668	1,384,574	(4.9)%	1,447,680	4.6%	1,513,810	4.6%	1,578,090	4.2%	1,645,300	4.3%	1,715,430	4.3%
Full Time Salaries	2,282,567	2,414,909	5.8%	2,535,650	5.0%	2,662,430	5.0%	2,795,550	5.0%	2,935,330	5.0%	3,082,100	5.0%
Part Time Salaries	28,676	27,520	(4.0)%	28,900	5.0%	30,350	5.0%	31,870	5.0%	33,460	5.0%	35,130	5.0%
Overtime	5,200	5,200	—%	5,460	5.0%	5,650	3.5%	5,850	3.5%	6,050	3.5%	6,260	3.5%
Life Insurance	9,061	9,268	2.3%	9,360	1.0%	9,550	2.0%	9,740	2.0%	9,930	2.0%	10,130	2.0%
Major Medical Insurance	300,694	342,488	13.9%	359,610	5.0%	377,590	5.0%	396,470	5.0%	416,290	5.0%	437,100	5.0%
Social Security	65,813	65,430	(0.6)%	68,700	5.0%	72,140	5.0%	75,750	5.0%	79,540	5.0%	83,520	5.0%
Pension	103,365	122,602	18.6%	128,730	5.0%	135,170	5.0%	141,930	5.0%	149,030	5.0%	156,480	5.0%
Worker's Compensation	11,273	12,780	13.4%	13,420	5.0%	14,090	5.0%	14,790	5.0%	15,090	2.0%	15,390	2.0%
Operating Expenses	268,460	265,000	(1.3)%	270,300	2.0%	275,710	2.0%	281,220	2.0%	286,840	2.0%	292,580	2.0%
Internal Service Expenses	271,890	309,788	13.9%	315,980	2.0%	322,300	2.0%	328,750	2.0%	335,330	2.0%	342,040	2.0%
Finance	3,346,999	3,574,985	6.8%	3,736,110	4.5%	3,904,980	4.5%	4,081,920	4.5%	4,266,890	4.5%	4,460,730	4.5%
Full Time Salaries	279,611	289,937	3.7%	304,430	5.0%	319,650	5.0%	335,630	5.0%	352,410	5.0%	370,030	5.0%
Life Insurance	968	1,027	6.1%	1,040	1.0%	1,060	2.0%	1,080	2.0%	1,100	2.0%	1,120	2.0%
Major Medical Insurance	47,222	48,036	1.7%	50,440	5.0%	52,960	5.0%	55,610	5.0%	58,390	5.0%	61,310	5.0%
Social Security	3,803	3,829	0.7%	4,020	5.0%	4,220	5.0%	4,430	5.0%	4,650	5.0%	4,880	5.0%
Pension	19,580	19,652	0.4%	20,630	5.0%	21,660	5.0%	22,740	5.0%	23,880	5.0%	25,070	5.0%
Worker's Compensation	1,230	1,350	9.8%	1,420	5.0%	1,490	5.0%	1,560	5.0%	1,590	2.0%	1,620	2.0%
Operating Expenses	84,855	110,685	30.4%	112,900	2.0%	115,160	2.0%	117,460	2.0%	119,810	2.0%	122,210	2.0%
Internal Service Expenses	28,710	32,540	13.3%	34,170	5.0%	35,200	3.0%	36,260	3.0%	37,350	3.0%	38,470	3.0%
City Audit	465,979	507,056	8.8%	529,050	4.3%	551,400	4.2%	574,770	4.2%	599,180	4.2%	624,710	4.3%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised	Budget	%	Forecast									
	Budget			Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2023-24	2024-25		2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Full Time Salaries	1,152,571	1,374,787	19.3%	1,443,530	5.0%	1,515,710	5.0%	1,591,500	5.0%	1,671,080	5.0%	1,754,630	5.0%
Part Time Salaries	38,503	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	5.0%	—	5.0%
Overtime	650	1,513	132.8%	1,590	5.0%	1,650	3.5%	1,710	3.5%	1,770	3.5%	1,830	3.5%
Life Insurance	5,025	5,673	12.9%	5,730	1.0%	5,840	2.0%	5,960	2.0%	6,080	2.0%	6,200	2.0%
Major Medical Insurance	223,266	257,104	15.2%	269,960	5.0%	283,460	5.0%	297,630	5.0%	312,510	5.0%	328,140	5.0%
Social Security	23,841	26,646	11.8%	27,980	5.0%	29,380	5.0%	30,850	5.0%	32,390	5.0%	34,010	5.0%
Pension	71,278	81,524	14.4%	85,600	5.0%	89,880	5.0%	94,370	5.0%	99,090	5.0%	104,040	5.0%
Worker's Compensation	6,231	6,820	9.5%	7,160	5.0%	7,520	5.0%	7,900	5.0%	8,060	2.0%	8,220	2.0%
Operating Expenses	585,185	482,780	(17.5)%	492,440	2.0%	502,290	2.0%	512,340	2.0%	522,590	2.0%	533,040	2.0%
Internal Service Expenses	147,652	179,737	21.7%	188,720	5.0%	194,380	3.0%	200,210	3.0%	206,220	3.0%	212,410	3.0%
Human Resources	2,254,202	2,416,584	7.2%	2,522,710	4.4%	2,630,110	4.3%	2,742,470	4.3%	2,859,790	4.3%	2,982,520	4.3%
Full Time Salaries	28,550,817	29,818,933	4.4%	32,800,830	10.0%	34,768,880	6.0%	36,855,010	6.0%	39,066,310	6.0%	41,410,290	6.0%
Part Time Salaries	1,141,770	1,268,980	11.1%	1,332,430	5.0%	1,399,050	5.0%	1,469,000	5.0%	1,542,450	5.0%	1,619,570	5.0%
Overtime	1,183,500	1,245,000	5.2%	1,307,250	5.0%	1,353,000	3.5%	1,400,360	3.5%	1,449,370	3.5%	1,500,100	3.5%
Police Incentive Pay	179,635	182,035	1.3%	191,140	5.0%	200,700	5.0%	210,740	5.0%	221,280	5.0%	232,340	5.0%
Life Insurance	35,863	37,346	4.1%	37,720	1.0%	38,470	2.0%	39,240	2.0%	40,020	2.0%	40,820	2.0%
Major Medical Insurance	4,749,090	4,892,204	3.0%	5,136,810	5.0%	5,393,650	5.0%	5,663,330	5.0%	5,946,500	5.0%	6,243,830	5.0%
Social Security	507,455	511,484	0.8%	562,630	10.0%	596,390	6.0%	632,170	6.0%	670,100	6.0%	710,310	6.0%
Pension	5,742,637	5,346,747	(6.9)%	5,614,080	5.0%	5,894,780	5.0%	6,189,520	5.0%	6,499,000	5.0%	6,823,950	5.0%
Worker's Compensation	887,141	955,560	7.7%	1,003,340	5.0%	1,053,510	5.0%	1,106,190	5.0%	1,128,310	2.0%	1,150,880	2.0%
Supplemental Pension	1,964,219	1,370,000	(30.3)%	1,397,400	2.0%	1,425,350	2.0%	1,453,860	2.0%	1,482,940	2.0%	1,512,600	2.0%
Medical Examinations	110,000	100,000	(9.1)%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Operating Expenses	3,921,895	4,127,422	5.2%	4,209,970	2.0%	4,294,170	2.0%	4,380,050	2.0%	4,467,650	2.0%	4,557,000	2.0%
Internal Service Expenses	8,543,531	7,940,759	(7.1)%	8,337,800	5.0%	8,587,930	3.0%	8,845,570	3.0%	9,110,940	3.0%	9,384,270	3.0%
Debt Service	73,660	78,000	5.9%	80,780	(1)	77,410	(1)	77,410	(1)	0.0%	(1)	0.0%	(1)
Interfund Transfers	447,000	805,020	80.1%	2,520,670	(2)	714,580	(2)	2,658,180	(2)	767,500	(2)	805,970	(2)
Police	58,038,213	58,679,490	1.1%	64,632,850	10.1%	65,897,870	2.0%	71,080,630	7.9%	72,492,370	2.0%	76,091,930	5.0%
Full Time Salaries	17,418,042	17,767,440	2.0%	20,212,300	10.0%	21,425,040	6.0%	22,710,540	6.0%	24,073,170	6.0%	25,517,560	6.0%
Overtime	2,222,601	1,806,500	(18.7)%	1,896,830	5.0%	1,963,220	3.5%	2,031,930	3.5%	2,103,050	3.5%	2,176,660	3.5%
Fire Incentive/Acting Pay	337,328	221,848	(34.2)%	244,030	10.0%	258,670	6.0%	274,190	6.0%	301,610	10.0%	319,710	6.0%
Fire Special Holiday	633,099	622,403	(1.7)%	684,640	10.0%	725,720	6.0%	769,260	6.0%	846,190	10.0%	896,960	6.0%
Life Insurance	35,597	36,966	3.8%	37,340	1.0%	38,090	2.0%	38,850	2.0%	39,630	2.0%	40,420	2.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget 2023-24	Budget 2024-25	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
				2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Major Medical Insurance	2,993,371	3,036,980	1.5%	3,188,830	5.0%	3,348,270	5.0%	3,515,680	5.0%	3,691,460	5.0%	3,876,030	5.0%
Social Security	293,574	307,996	4.9%	338,800	10.0%	359,130	6.0%	380,680	6.0%	403,520	6.0%	427,730	6.0%
Pension	4,198,309	3,837,561	(8.6)%	4,029,440	5.0%	4,230,910	5.0%	4,442,460	5.0%	4,664,580	5.0%	4,897,810	5.0%
Worker's Compensation	305,382	366,430	20.0%	384,750	5.0%	403,990	5.0%	424,190	5.0%	432,670	2.0%	441,320	2.0%
Supplemental Pension	1,728,891	1,560,000	(9.8)%	1,591,200	2.0%	1,623,020	2.0%	1,655,480	2.0%	1,688,590	2.0%	1,722,360	2.0%
Medical Examinations	126,470	126,470	—%	126,470	0.0%	126,470	0.0%	126,470	0.0%	126,470	0.0%	126,470	0.0%
Operating Expenses	2,037,592	2,088,075	2.5%	2,129,840	2.0%	2,172,440	2.0%	2,215,890	2.0%	2,260,210	2.0%	2,305,410	2.0%
Internal Service Expenses	3,205,047	3,527,280	10.1%	3,703,640	5.0%	3,814,750	3.0%	3,929,190	3.0%	4,047,070	3.0%	4,168,480	3.0%
Operating Capital	62,500	63,000	0.8	63,000	—%	63,000	—%	63,000	—%	63,000	—%	63,000	—%
Debt Service	203,610	41,050	(1)	41,050	(1)	—	(1)	—	(1)	—	(1)	—	(1)
Interfund Transfers	376,220	407,580	(2)	2,150,550	(2)	2,227,050	(2)	754,010	(2)	1,084,030	(2)	1,062,240	(2)
Fire	36,177,633	35,817,579	-1.0%	40,822,710	14.0%	42,779,770	4.8%	43,331,820	1.3%	45,825,250	5.8%	48,042,160	4.8%
Full Time Salaries	4,610,603	5,040,433	9.3%	5,292,450	5.0%	5,557,070	5.0%	5,834,920	5.0%	6,126,670	5.0%	6,433,000	5.0%
Part Time Salaries	22,130	22,130	n/a	23,240	5.0%	24,400	5.0%	25,620	5.0%	26,900	5.0%	28,250	5.0%
Overtime	78,050	78,050	—%	81,950	5.0%	84,820	3.5%	87,790	3.5%	90,860	3.5%	94,040	3.5%
Life Insurance	16,990	17,753	4.5%	17,930	1.0%	18,290	2.0%	18,660	2.0%	19,030	2.0%	19,410	2.0%
Major Medical Insurance	897,058	877,293	(2.2)%	921,160	5.0%	967,220	5.0%	1,015,580	5.0%	1,066,360	5.0%	1,119,680	5.0%
Social Security	80,005	87,248	9.1%	91,610	5.0%	96,190	5.0%	101,000	5.0%	106,050	5.0%	111,350	5.0%
Pension	300,412	328,980	9.5%	345,430	5.0%	362,700	5.0%	380,840	5.0%	399,880	5.0%	419,870	5.0%
Worker's Compensation	40,933	39,770	(2.8)%	41,760	5.0%	43,850	5.0%	46,040	5.0%	46,960	2.0%	47,900	2.0%
Operating Expenses	1,165,000	1,170,170	0.4%	1,193,570	2.0%	1,217,440	2.0%	1,241,790	2.0%	1,266,630	2.0%	1,291,960	2.0%
Internal Service Expenses	1,464,814	1,572,250	7.3%	1,650,860	5.0%	1,700,390	3.0%	1,751,400	3.0%	1,803,940	3.0%	1,858,060	3.0%
Debt Service	—	—	(100.0)%	—	(1)	—	(1)	—	(1)	—	(1)	—	(1)
Interfund Transfers	200,000	200,000	(200.0)%	250,000	(2)	225,000	(2)	225,000	(2)	225,000	(2)	225,000	(2)
Planning & Development	8,875,995	9,434,077	6.3%	9,909,960	5.0%	10,297,370	3.9%	10,728,640	4.2%	11,178,280	4.2%	11,648,520	4.2%
Full Time Salaries	4,788,097	5,714,312	19.3%	6,000,030	5.0%	6,300,030	5.0%	6,615,030	5.0%	6,945,780	5.0%	7,293,070	5.0%
Overtime	85,880	90,050	4.9%	94,550	5.0%	97,860	3.5%	101,290	3.5%	104,840	3.5%	108,510	3.5%
Life Insurance	17,471	19,655	12.5%	19,850	1.0%	20,250	2.0%	20,660	2.0%	21,070	2.0%	21,490	2.0%
Major Medical Insurance	936,598	1,021,808	9.1%	1,072,900	5.0%	1,126,550	5.0%	1,182,880	5.0%	1,242,020	5.0%	1,304,120	5.0%
Social Security	91,108	108,242	18.8%	113,650	5.0%	119,330	5.0%	125,300	5.0%	131,570	5.0%	138,150	5.0%
Pension	288,271	350,999	21.8%	368,550	5.0%	386,980	5.0%	406,330	5.0%	426,650	5.0%	447,980	5.0%
Worker's Compensation	145,559	182,590	25.4%	191,720	5.0%	201,310	5.0%	211,380	5.0%	215,610	2.0%	219,920	2.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised	Budget	%	Forecast									
	Budget			Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2023-24	2024-25		2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Operating Expenses	3,981,300	3,897,835	(2.1)%	3,975,790	2.0%	4,055,310	2.0%	4,136,420	2.0%	4,219,150	2.0%	4,303,530	2.0%
Internal Service Expenses	1,535,392	1,562,757	1.8%	1,640,890	5.0%	1,690,120	3.0%	1,740,820	3.0%	1,793,040	3.0%	1,846,830	3.0%
Debt Service	24,675	24,671	(1)	87,310	(1)	82,410	(1)	82,410	(1)	82,410	(1)	—	(1)
Transfers	3,157,040	5,002,180	(2)	6,833,280	(2)	5,202,370	(2)	7,461,710	(2)	6,609,860	(2)	8,880,710	(2)
Public Works	15,051,391	17,975,099	19.4%	20,398,520	13.5%	19,282,520	-5.5%	22,084,230	14.5%	21,792,000	-1.3%	24,564,310	12.7%
Full Time Salaries	10,616,556	12,094,765	13.9%	12,699,500	5.0%	13,334,480	5.0%	14,001,200	5.0%	14,701,260	5.0%	15,436,320	5.0%
Part Time Salaries	2,028,132	1,828,147	(9.9)%	1,919,550	5.0%	2,015,530	5.0%	2,116,310	5.0%	2,222,130	5.0%	2,333,240	5.0%
Overtime	404,058	458,780	13.5%	481,720	5.0%	498,580	3.5%	516,030	3.5%	534,090	3.5%	552,780	3.5%
Life Insurance	45,079	45,633	1.2%	46,090	1.0%	47,010	2.0%	47,950	2.0%	48,910	2.0%	49,890	2.0%
Major Medical Insurance	2,547,115	2,665,199	4.6%	2,798,460	5.0%	2,938,380	5.0%	3,085,300	5.0%	3,239,570	5.0%	3,401,550	5.0%
Social Security	341,069	326,984	(4.1)%	343,330	5.0%	360,500	5.0%	378,530	5.0%	397,460	5.0%	417,330	5.0%
Pension	735,115	826,612	12.4%	867,940	5.0%	911,340	5.0%	956,910	5.0%	1,004,760	5.0%	1,055,000	5.0%
Worker's Compensation	214,902	174,790	(18.7)%	183,530	5.0%	192,710	5.0%	202,350	5.0%	206,400	2.0%	210,530	2.0%
Operating Expenses	12,865,940	14,505,718	12.7%	14,795,830	2.0%	15,091,750	2.0%	15,393,590	2.0%	15,701,460	2.0%	16,015,490	2.0%
Internal Service Expenses	5,537,857	6,326,417	14.2%	6,642,740	5.0%	6,842,020	3.0%	7,047,280	3.0%	7,258,700	3.0%	7,476,460	3.0%
Capital	20,000	25,000	25.0%	25,000	—%	25,000	—%	25,000	—%	25,000	—%	25,000	—%
Debt Service	381,602	464,500	(1)	292,680	(1)	242,110	(1)	194,210	(1)	182,000	(1)	182,000	(1)
Transfers	9,872,530	17,114,500	(2)	12,437,000	(2)	10,118,500	(2)	17,986,500	(2)	9,609,000	(2)	9,771,000	(2)
Parks & Recreation	45,609,955	56,857,045	24.7%	53,533,370	-5.8%	52,617,910	-1.7%	61,951,160	17.7%	55,130,740	(11.0)%	56,926,590	3.3%
Full Time Salaries	3,960,703	4,356,062	10.0%	4,573,870	5.0%	4,802,560	5.0%	5,042,690	5.0%	5,294,820	5.0%	5,559,560	5.0%
Part Time Salaries	781,008	687,180	(12.0)%	721,540	5.0%	757,620	5.0%	795,500	5.0%	835,280	5.0%	877,040	5.0%
Life Insurance	14,618	15,600	6.7%	15,760	1.0%	16,080	2.0%	16,400	2.0%	16,730	2.0%	17,060	2.0%
Major Medical Insurance	841,583	876,854	4.2%	920,700	5.0%	966,740	5.0%	1,015,080	5.0%	1,065,830	5.0%	1,119,120	5.0%
Social Security	115,496	117,066	1.4%	122,920	5.0%	129,070	5.0%	135,520	5.0%	142,300	5.0%	149,420	5.0%
Pension	262,181	286,575	9.3%	300,900	5.0%	315,950	5.0%	331,750	5.0%	348,340	5.0%	365,760	5.0%
Worker's Compensation	34,495	37,610	9.0%	39,490	5.0%	41,460	5.0%	43,530	5.0%	44,400	2.0%	45,290	2.0%
Operating Expenses	988,057	1,011,801	2.4%	1,032,040	2.0%	1,052,680	2.0%	1,073,730	2.0%	1,095,200	2.0%	1,117,100	2.0%
Internal Service Expenses	1,589,277	1,898,414	19.5%	1,993,330	5.0%	2,053,130	3.0%	2,114,720	3.0%	2,178,160	3.0%	2,243,500	3.0%
Operating Capital	693,680	693,680	—%	693,680	—%	693,680	—%	693,680	—%	693,680	—%	693,680	—%
Transfers	110,000	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)
Library	9,391,098	10,090,842	7.5%	10,524,230	4.3%	10,938,970	3.9%	11,372,600	4.0%	11,824,740	4.0%	12,297,530	4.0%

**City of Clearwater
Five Year Forecast**

Expenditure Schedule	Revised	Budget	%	Forecast									
	Budget			Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2023-24	2024-25		2025-26	△	2026-27	△	2027-28	△	2028-29	△	2029-30	△
Other Operating	857,330	929,380	8.4%	947,970	2.0%	966,930	2.0%	986,270	2.0%	1,006,000	2.0%	1,026,120	2.0%
Property/Liability Insurance	3,345,870	3,533,300	5.6%	3,709,970	5.0%	3,895,470	5.0%	4,090,240	5.0%	4,172,040	2.0%	4,255,480	2.0%
Debt Svc - Imagine Clw	1,821,930	1,821,930	(1)	1,821,930	(1)	1,821,930	(1)	1,821,930	(1)	1,821,930	(1)	1,821,930	(1)
Interfund Transfer - CRA	3,357,800	3,885,285	(2)	4,001,840	(2)	4,121,900	(2)	4,245,560	(2)	4,372,930	(2)	4,504,120	(2)
Interfund Transfers - CIP	9,597,793	4,280,000	(2)	7,665,000	(2)	6,895,000	(2)	6,095,000	(2)	5,820,000	(2)	5,720,000	(2)
Non-Departmental	18,980,723	18,799,898	(1.0)%	18,146,710	-3.5%	17,701,230	(2.5)%	17,239,000	(2.6)%	17,192,900	-0.3%	17,327,650	0.8%
Full Time Salaries	187,964	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	5.0%	—	5.0%
Life Insurance	1,370	—	(100.0)%	—	1.0%	—	2.0%	—	2.0%	—	2.0%	—	2.0%
Major Medical Insurance	23,852	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	5.0%	—	5.0%
Social Security	14,502	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	5.0%	—	5.0%
Pension	837	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	5.0%	—	5.0%
Worker's Compensation	2,746	—	(100.0)%	—	5.0%	—	5.0%	—	5.0%	—	2.0%	—	2.0%
Operating Expenses	19,219	—	(100.0)%	—	2.0%	—	2.0%	—	2.0%	—	2.0%	—	2.0%
Internal Service Expenses	34,803	—	(100.0)%	—	5.0%	—	3.0%	—	3.0%	—	3.0%	—	3.0%
Transfers	—	—	n/a	—	(2)	—	(2)	—	(2)	—	(2)	—	(2)
Office of Innovation	285,293	—	n/a	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!	—	#DIV/0!
Other Operating	117,740	135,390	15.0%	138,100	2.0%	140,860	2.0%	143,680	2.0%	146,550	2.0%	149,480	2.0%
Internal Services	327,840	376,740	14.9%	395,580	5.0%	407,450	3.0%	419,670	3.0%	432,260	3.0%	445,230	3.0%
Public Utilities	445,580	512,130	14.9%	533,680	4.2%	548,310	2.7%	563,350	2.7%	578,810	2.7%	594,710	2.7%
Total Expenditures	210,322,723	226,606,480	7.7%	237,750,520	4.9%	240,141,190	1.0%	259,291,050	8.0%	257,855,040	-0.6%	270,275,420	4.8%



Department Objective

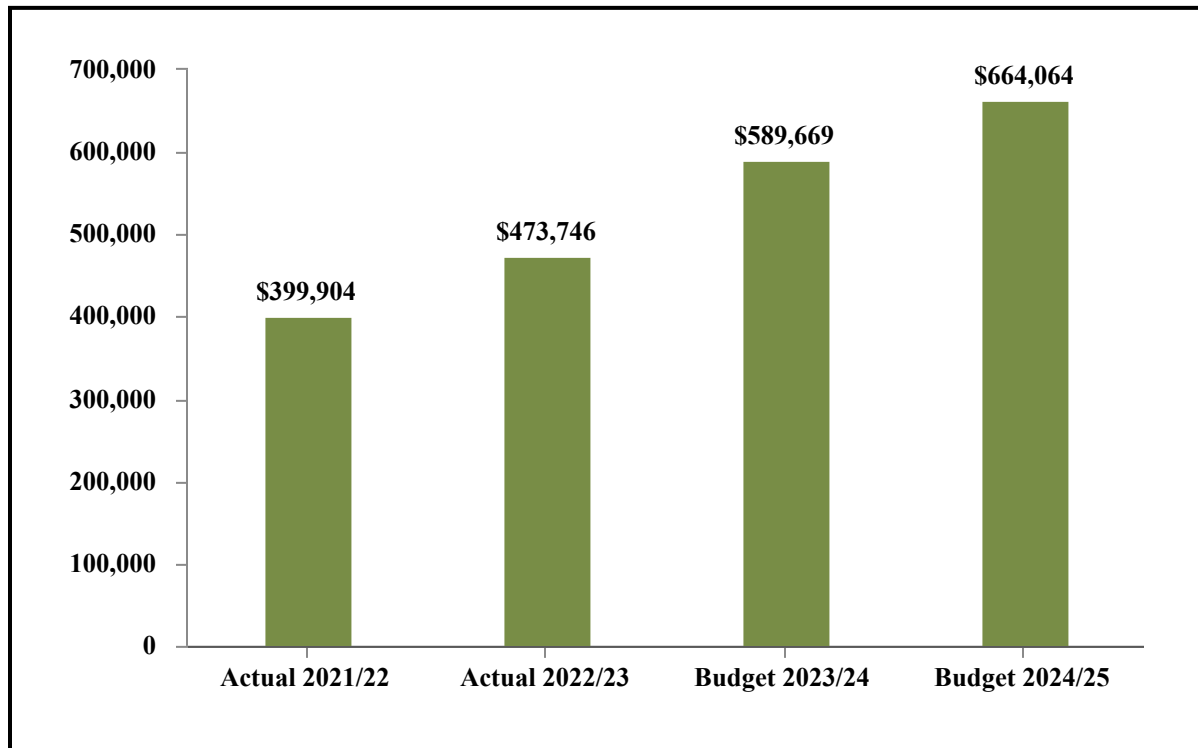
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Council members, who each serve four-year terms. The City Council is the legislative and policy-making body of the City, responsible for annually 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 Council members 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.

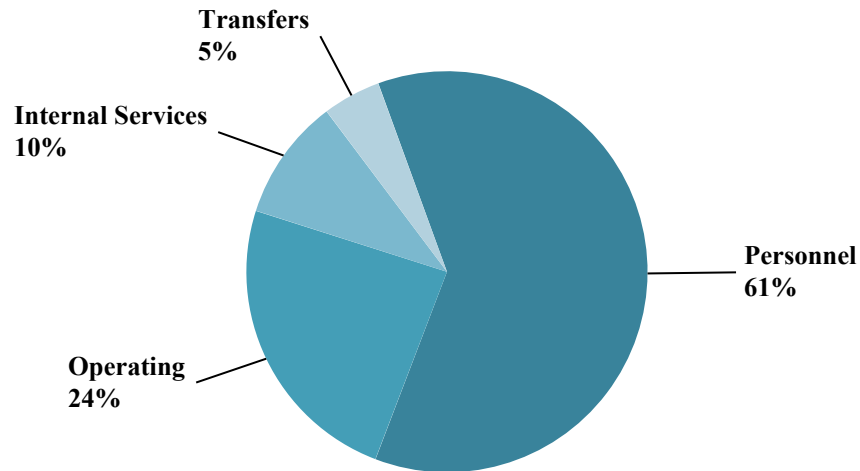
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	270,965	294,107	351,123	403,511	15 %
Operating	50,155	99,662	157,670	158,440	— %
Internal Services	41,404	42,598	43,496	64,733	49 %
Transfers	37,380	37,380	37,380	37,380	0 %
Total City Council Office	399,904	473,746	589,669	664,064	13 %
Total City Council Office FTEs	1.0	1.0	1.0	1.0	0.0

Total Department Summary

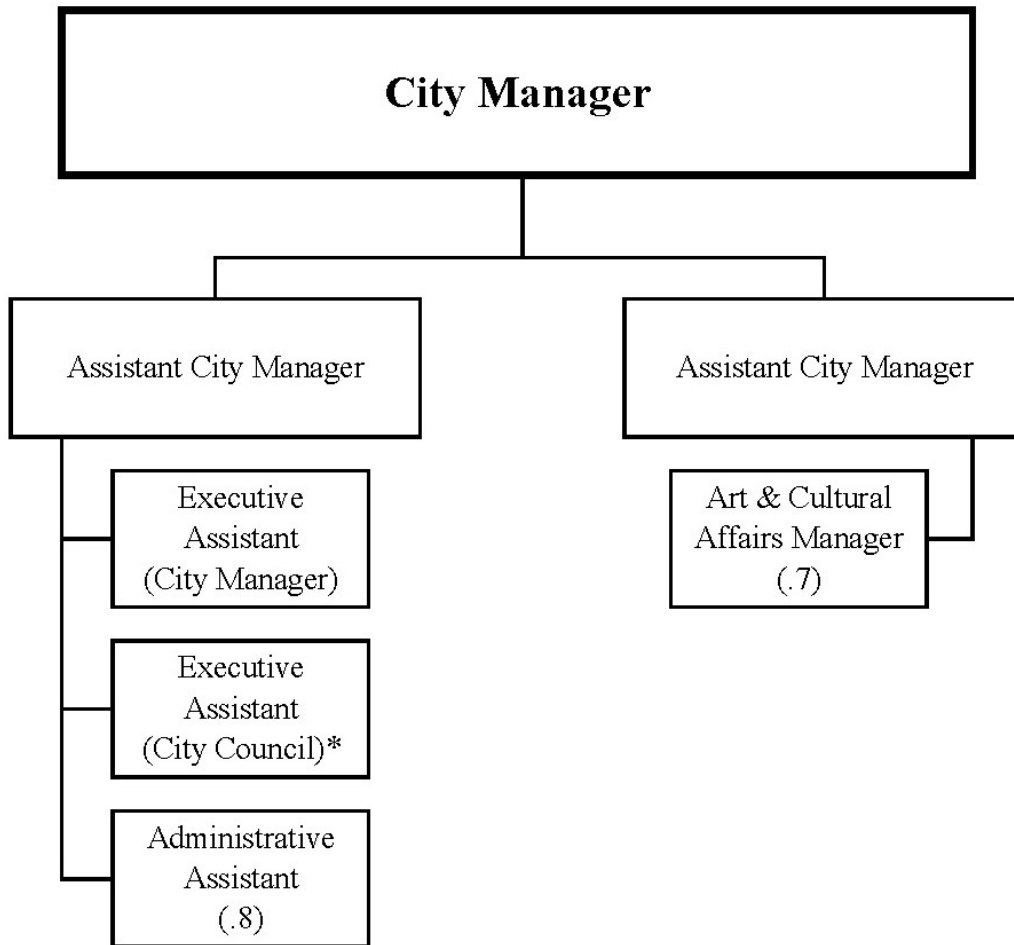


Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The City Council program includes salaries for the five Council members and an Executive Assistant. The Council member's salaries have been increased by 3.2% in this budget based upon City ordinance to adjust salaries based upon the greater of Social Security cost-of-living adjustment (COLA) or 2%.
- ◆ Council member travel is budgeted at \$15,960, the same level of funding as the 2023/24 budget.
- ◆ The budget for internal services includes charges for information technology, telecommunications, benefits, risk management, and shared costs for front desk security guards (new for FY25). This reflects a 49% increase from fiscal year 2023/24.
- ◆ Included in the operating category is the anticipated cost of memberships for fiscal year 2024/25 ,totaling \$30,080. Funding is included for memberships in the US Conference of Mayors, Florida League of Mayors, Amplify Clearwater, Florida League of Cities, and the Suncoast League of Municipalities, as well as other ancillary memberships. This category also includes \$25,000 in agency funding to support the operations of the Clearwater Historical Society and \$70,000 for community grants.
- ◆ Interfund transfers total \$37,380 in fiscal year 2024/25. 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 13% increase from the fiscal year 2023/24 budget.



City Manager's Office – 5.5 FTEs

***City Council – 1.0**

Department Objective

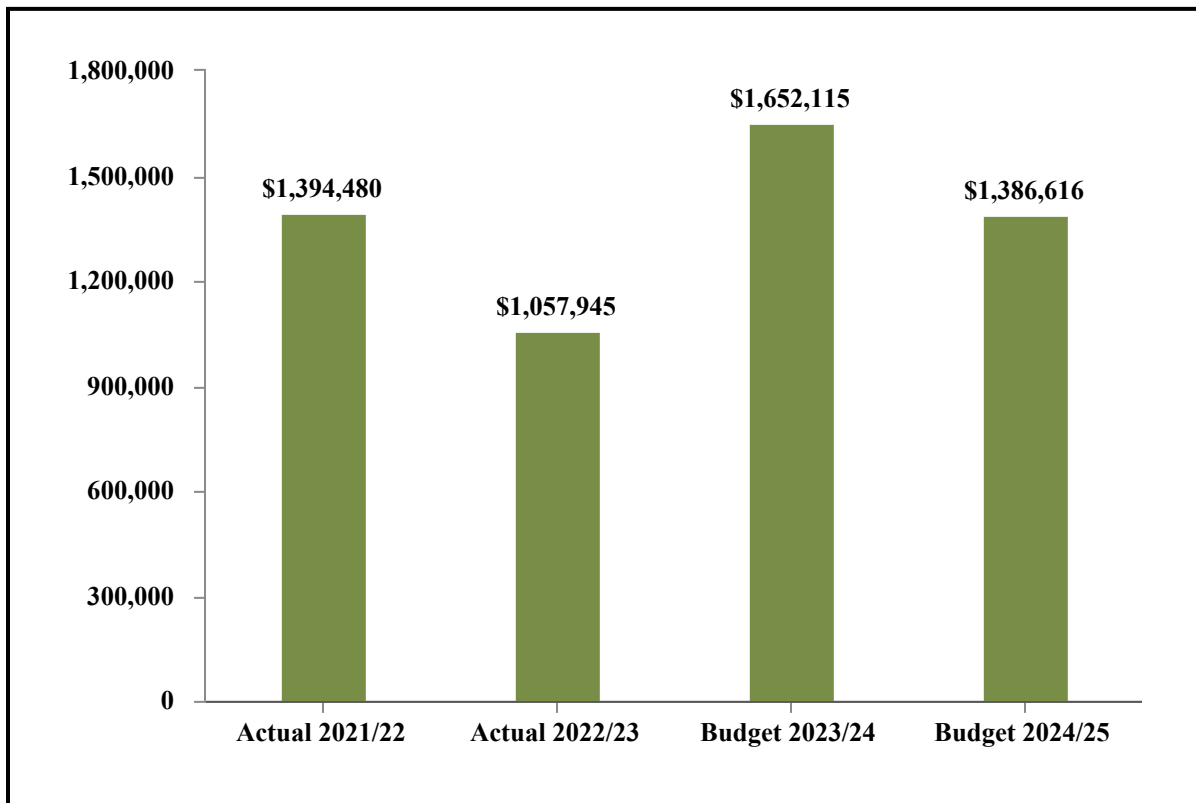
The objective of the City Manager's Office is to support the Mayor and City Council's vision, mission and strategic priorities to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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.

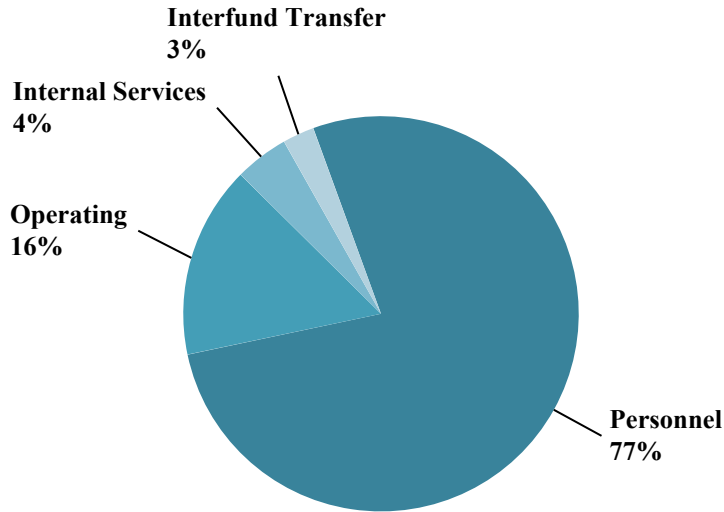
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	1,058,277	932,745	1,268,877	1,068,834	(16) %
Operating	164,345	53,520	290,820	217,295	(25) %
Internal Services	55,358	70,180	50,918	63,987	26 %
Interfund Transfer	116,500	1,500	41,500	36,500	(12) %
Total City Manager's Office	1,394,480	1,057,945	1,652,115	1,386,616	(16)%
Total City Manager's Office FTEs	8.5	4.8	8.5	5.5	(3.0)

Total Department Summary

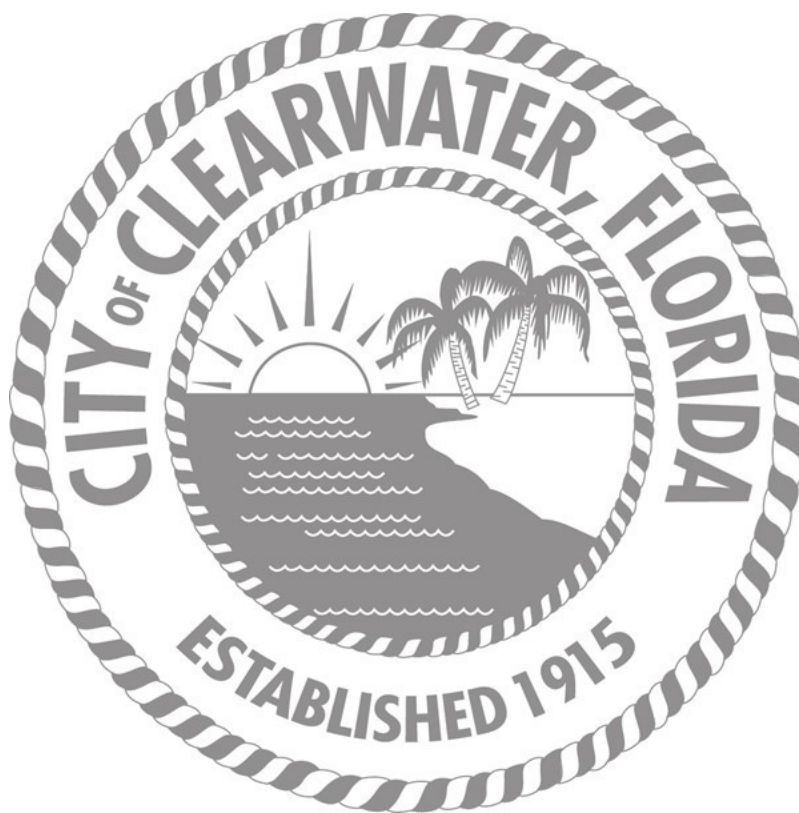


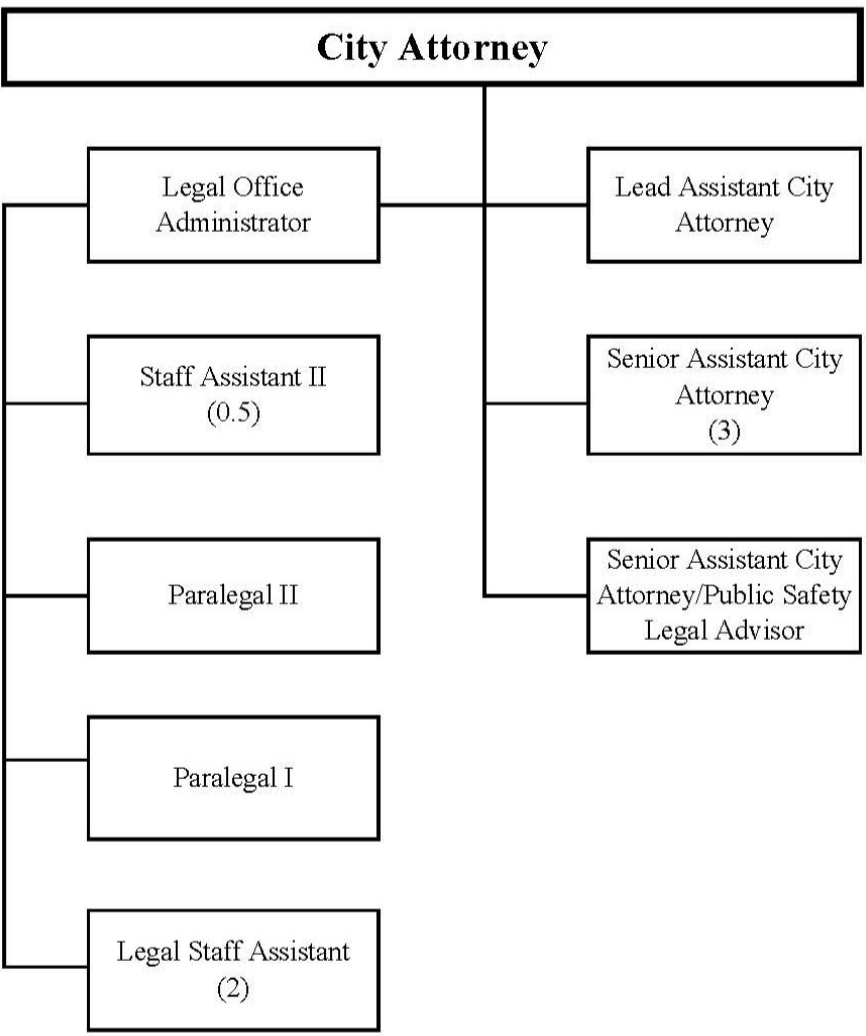
Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The City Manager's Office is supported by 5.5 full-time equivalent positions, a decrease of three FTEs from fiscal year 2023/24. This decrease reflects the transfer of three neighborhoods division positions to the Public Communications department. There has been no other change to FTEs.
- ◆ Operating expenses include \$75,000 as a source of funding for the City Manager to handle small, un-budgeted requests or issues that arise during any fiscal year; this is the same level of funding as fiscal year 2023/24.
- ◆ Operating expenses also include the budget for small art grants, and annual funding (\$10,000) for our partnership with the Clearwater Arts Alliance.
- ◆ Internal service charges reflect a 78% increase due to staffing changes in fiscal year 2023/24, and shared costs for front desk security guards (new for FY25).
- ◆ Interfund transfers include \$1,500 to the special program fund to provide funding for United Way campaign expenditures, and \$35,000 to fund art/cultural programs.
- ◆ There have been no other significant changes in the City Manager's Office. The budget for this department reflects a 16% decrease from the 2023/24 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 Priority of High Performing Government, the City Attorney's Office defends lawsuits brought against the city; assists departments in negotiating, 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 Services Provided

City Attorney's Office

Litigation – the defense of lawsuits against the City, against City employees and officials acting in their official capacity 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.

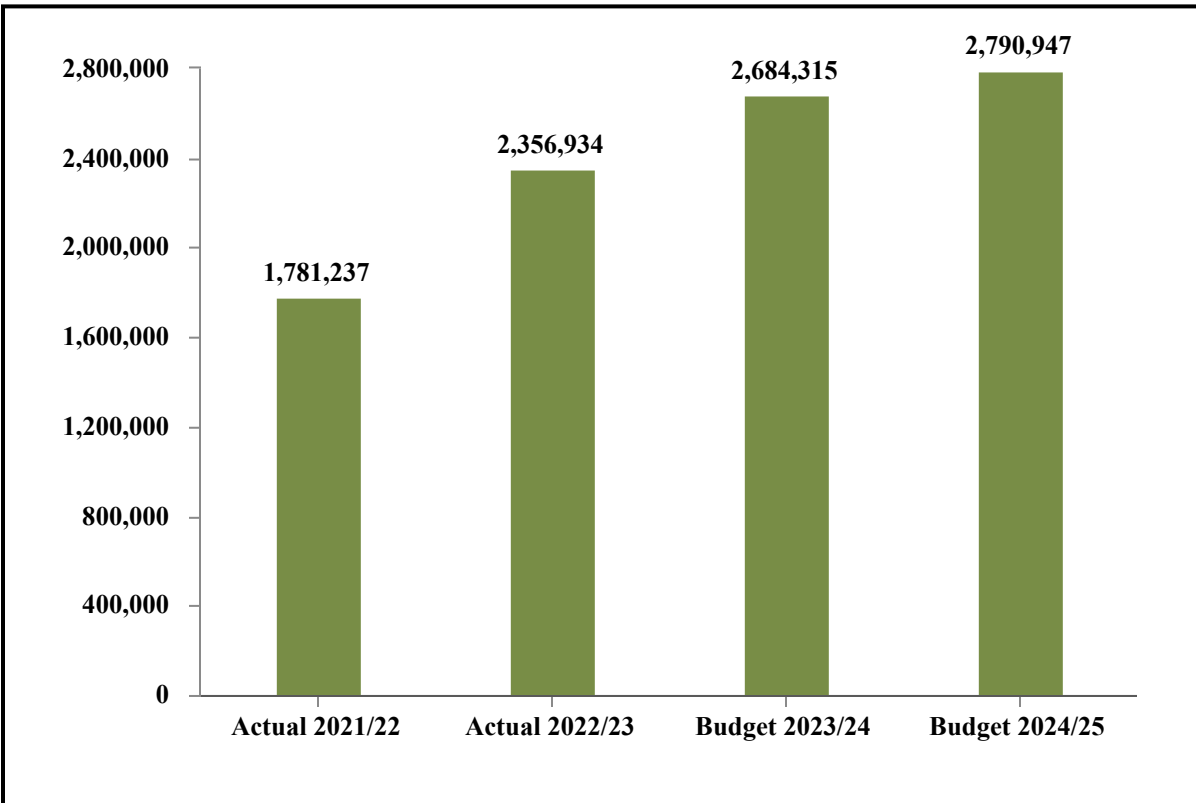
Legislation – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

Legal Advice – Advises City staff, CRA staff, and the Pension Trustees relating to all legal issues including city code and state statute interpretation, employee matters, police advice and training, and general legal questions.

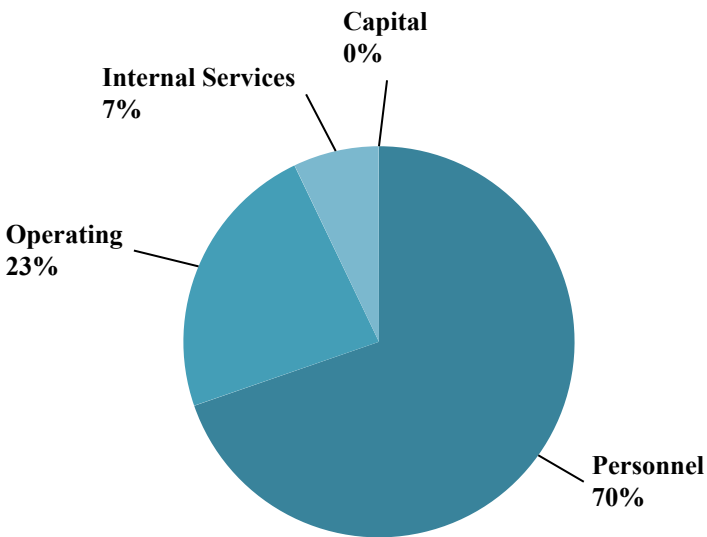
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	1,561,364	1,597,868	1,863,888	1,944,347	4 %
Operating	138,107	541,021	656,090	648,889	(1) %
Internal Services	80,226	218,046	163,337	196,911	21 %
Capital	1,541	0	1,000	800	(20) %
Total City Attorney's Office	1,781,237	2,356,934	2,684,315	2,790,947	4 %
Total City Attorney's FTEs	11.5	11.5	11.5	11.5	0.0

Total Department Summary

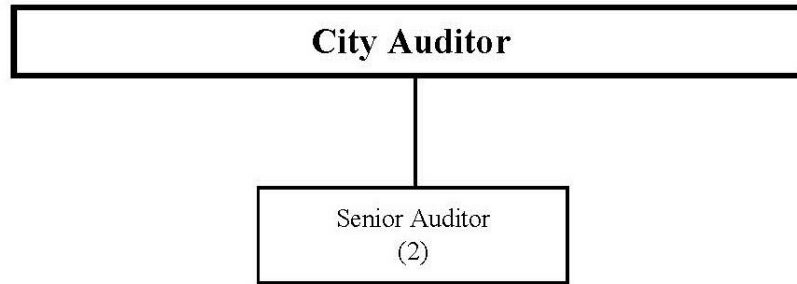


Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The City Attorney's Office is supported by 11.5 full-time equivalent positions, the same level of staffing as the 2023/24 budget. There have been no changes to FTEs since fiscal year 2015/16.
- ◆ The City Attorney's Office is taking on new/ additional legal responsibilities relating to the North Greenwood CRA and the Downtown Development Board. The workload and budgetary impacts will be evaluated by the City Attorney throughout the year.
- ◆ Other operating expenditures include \$531,630 for citywide outside legal services, which represents a 6% decrease in funding from the amended 2023/24 budget.
- ◆ Internal Service expenditures reflect an increase of 21%; this includes shared costs for front desk security guards (new for FY25).
- ◆ Capital expenditures represent funding for books and publications of \$800, a 20% decrease in funding from the 2023/24 budget.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects an 4% increase from the 2023/24 budget.



City Audit – 3.0 FTEs

Department Objective

The objective of the City Audit Department is to provide independent, objective assurance, and consulting services to assist the organization in achieving 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, 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:

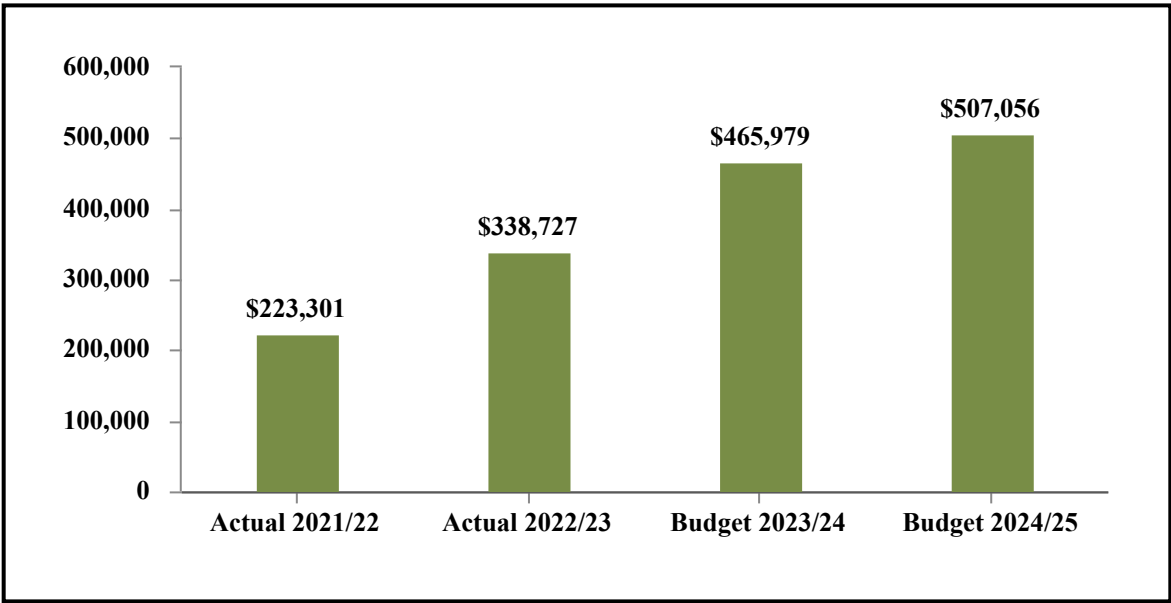
- Processes are properly designed, meet program objectives, and consider risks
- Effectiveness of internal controls for managing risks
- Management accountability over control activities and responses to risks

The recommendations provided after our audits and advisory services support City Council's Strategic Priority of High Performing Government, and support the Strategic Objective of promoting accountable governance.

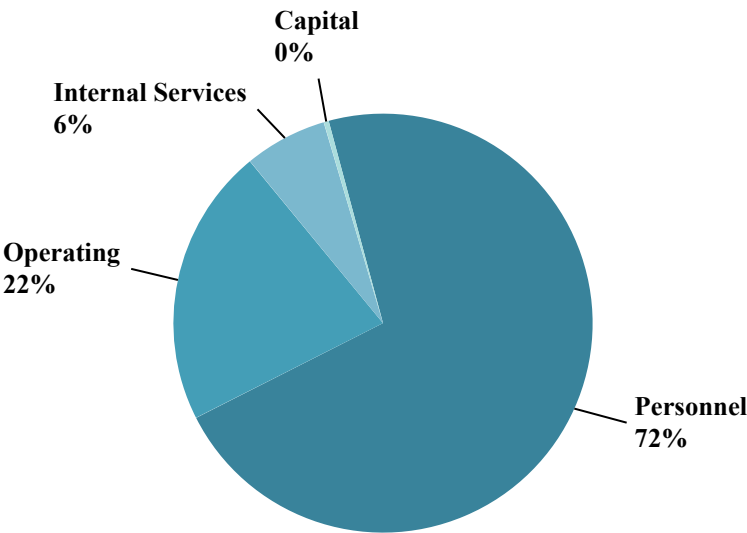
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	202,284	264,126	352,414	363,831	3 %
Operating	2,155	52,891	74,655	108,685	46 %
Internal Services	18,862	21,710	28,710	32,540	13 %
Capital	—	—	10,200.00	2,000	(80)%
Total City Audit Office	223,301	338,727	465,979	507,056	9 %
Total City Audit Office FTEs	2.0	3.0	3.0	3.0	0.0

Total Department Summary

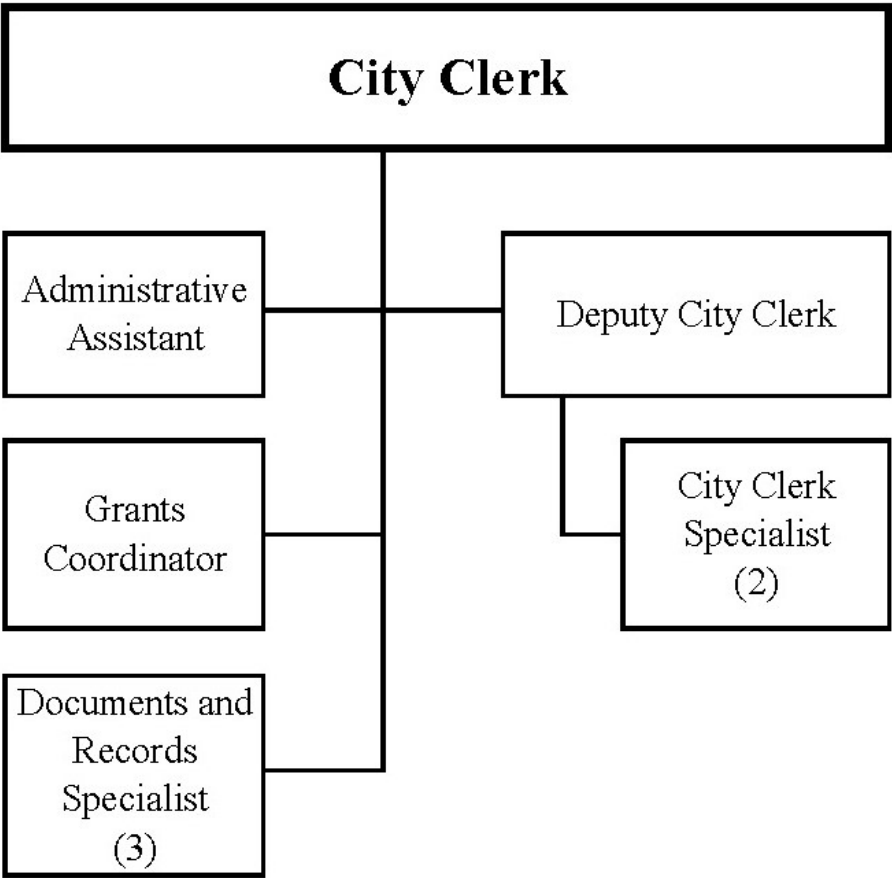


Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The City Auditor's Office is supported by three full-time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ Internal Service charges reflect an increase of 13% from fiscal year 2023/24, primarily due to IT support.
- ◆ Operating expenses reflect an increase of 46% from fiscal year 2023/24 to fund contractual support to supplement audit work plans.
- ◆ There have been no other significant changes in the City Auditor's Office. The budget for this department reflects an increase of 9% in comparison to the 2023/24 budget.



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 Priority of High Performing Government, 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.

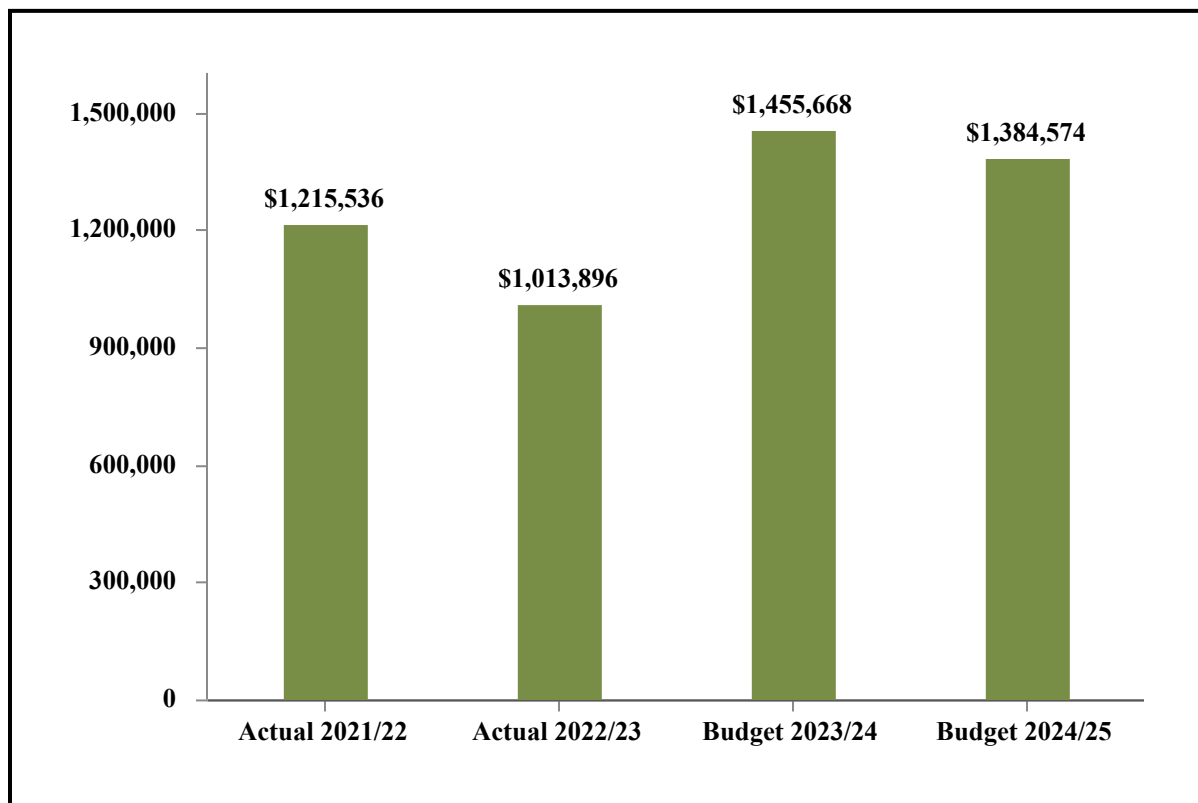
Grant Writing

This program is charged with researching funding opportunities and communicating possible funding sources to city staff.

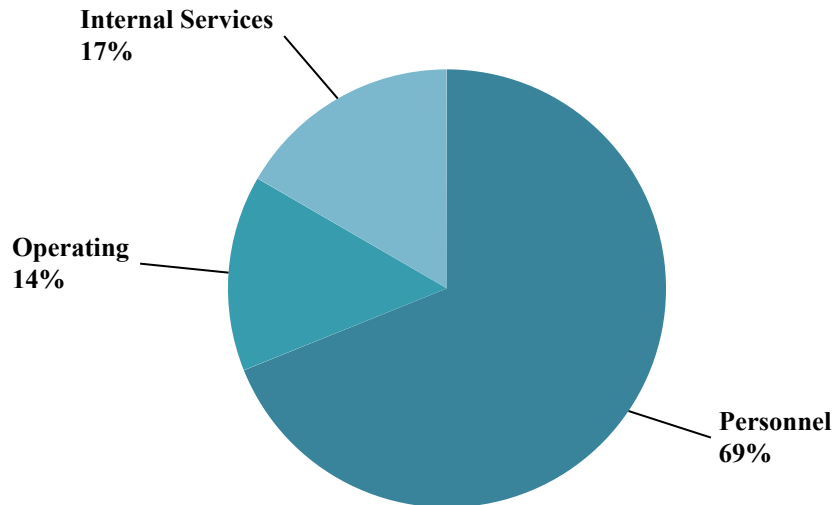
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	630,738	710,211	933,368	954,057	2 %
Operating	405,435	107,982	329,500	200,350	(39) %
Internal Services	179,363	195,704	192,800	230,167	19 %
Total City Clerk	1,215,536	1,013,896	1,455,668	1,384,574	(5) %
Total City Clerk FTEs	8.0	9.5	9.5	9.0	(0.5)

Total Department Summary

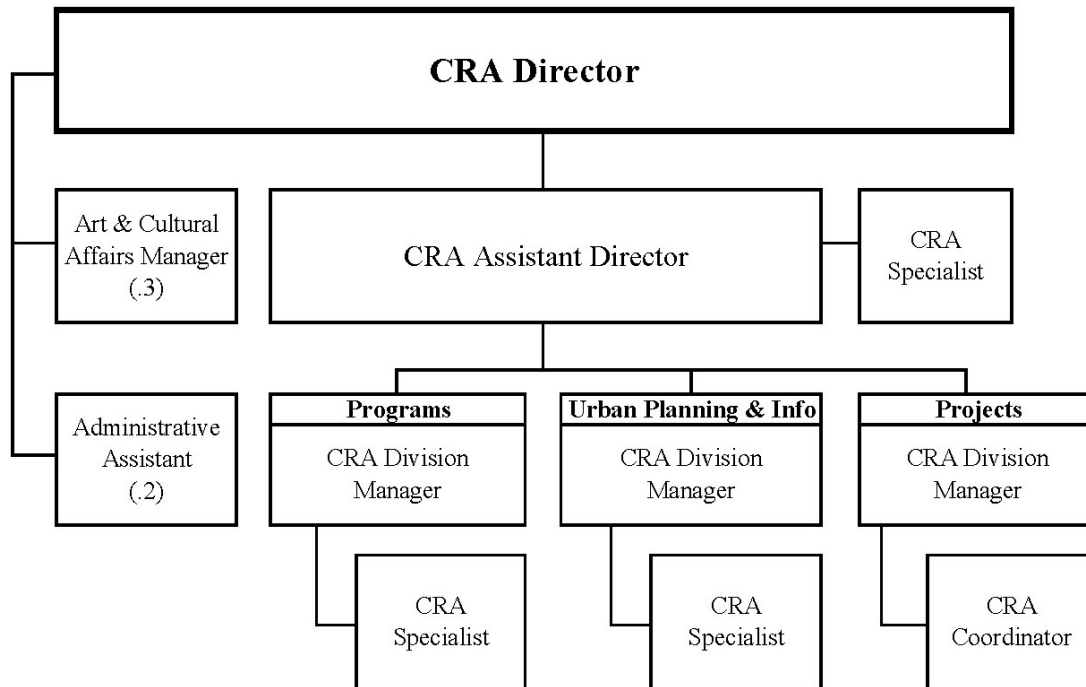


Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The City Clerk department is supported by 9 full-time equivalent positions, a decrease of 0.5 FTE from the 2023/24 budget. The shared Staff Assistant with Economic Development & Housing is now fully supporting that department.
- ◆ Other operating costs include funding for the Supervisor of Elections (SOE) to administer the process for scheduled elections and/or referendums. No elections are scheduled during fiscal year 2024/25, resulting in a 39% decrease in operating costs in comparison to fiscal year 2023/24.
- ◆ Internal Service expenditures reflect an increase of 19%; this includes shared costs for front desk security guards (new for FY25).
- ◆ There have been no other significant changes. The total budget for City Clerk reflects a 5% decrease from fiscal year 2023/24.



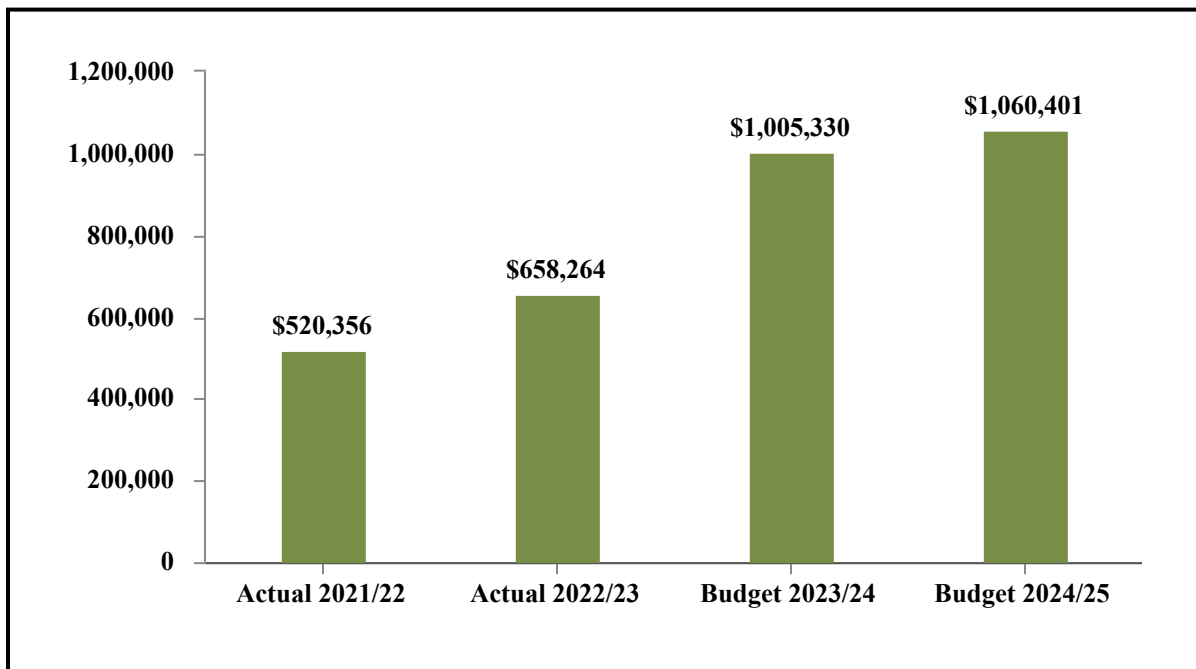
Department Objective

The Community Redevelopment Agency (CRA), established by City government, works to carry out administrative and operations duties and tasks for the City of Clearwater's CRA (Community Redevelopment Area) Districts: The Downtown CRA and the North Greenwood CRA. The CRAs are special dependent tax districts, and this department works to infuse an array of redevelopment activities into these areas to reduce or eliminate blight, improve the tax base, create and retain employment opportunities, and encourage public and private investment into the CRA districts. This departmental budget is for the City staff that administers the operations of the CRA.

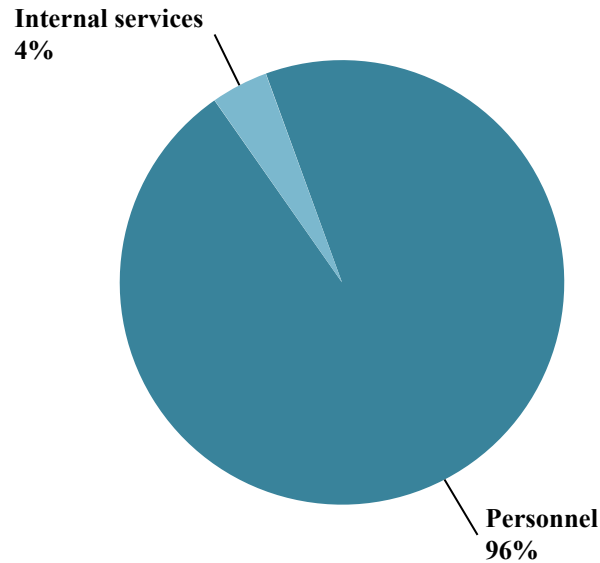
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	491,273	624,110	969,628	1,015,859	5 %
Other Operating	133	4,473.66	500	500	— %
Internal Services	28,950	29,680	35,202	44,042	25 %
Total CRA Administration	520,356	658,264	1,005,330	1,060,401	5 %
Total CRA FTEs	6.5	7.5	9.5	9.5	0.0

Total Department Summary



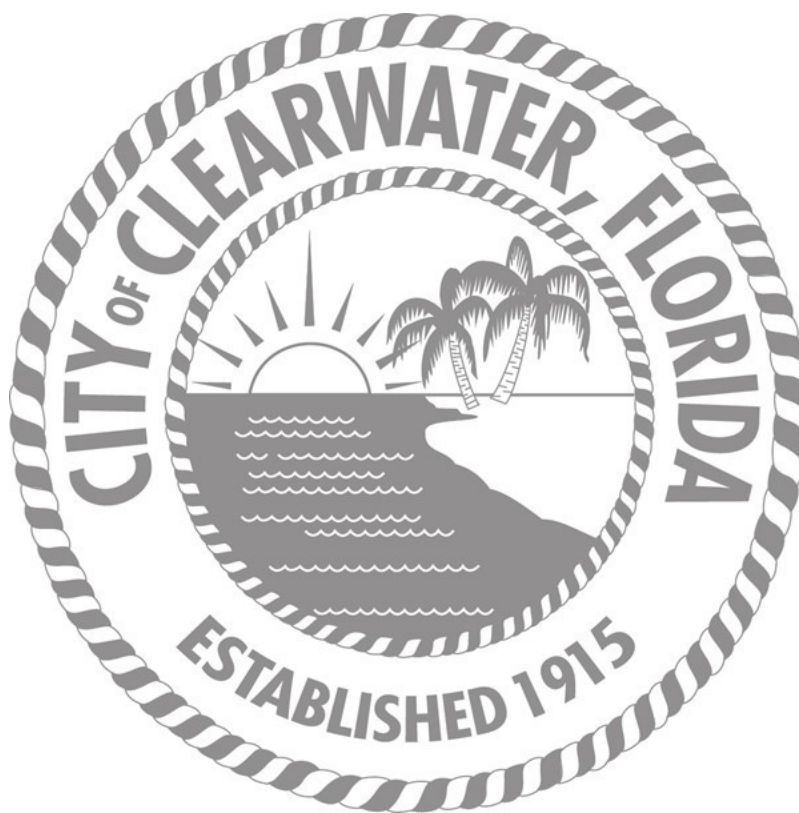
Fiscal Year 2024/25 Budget by Category



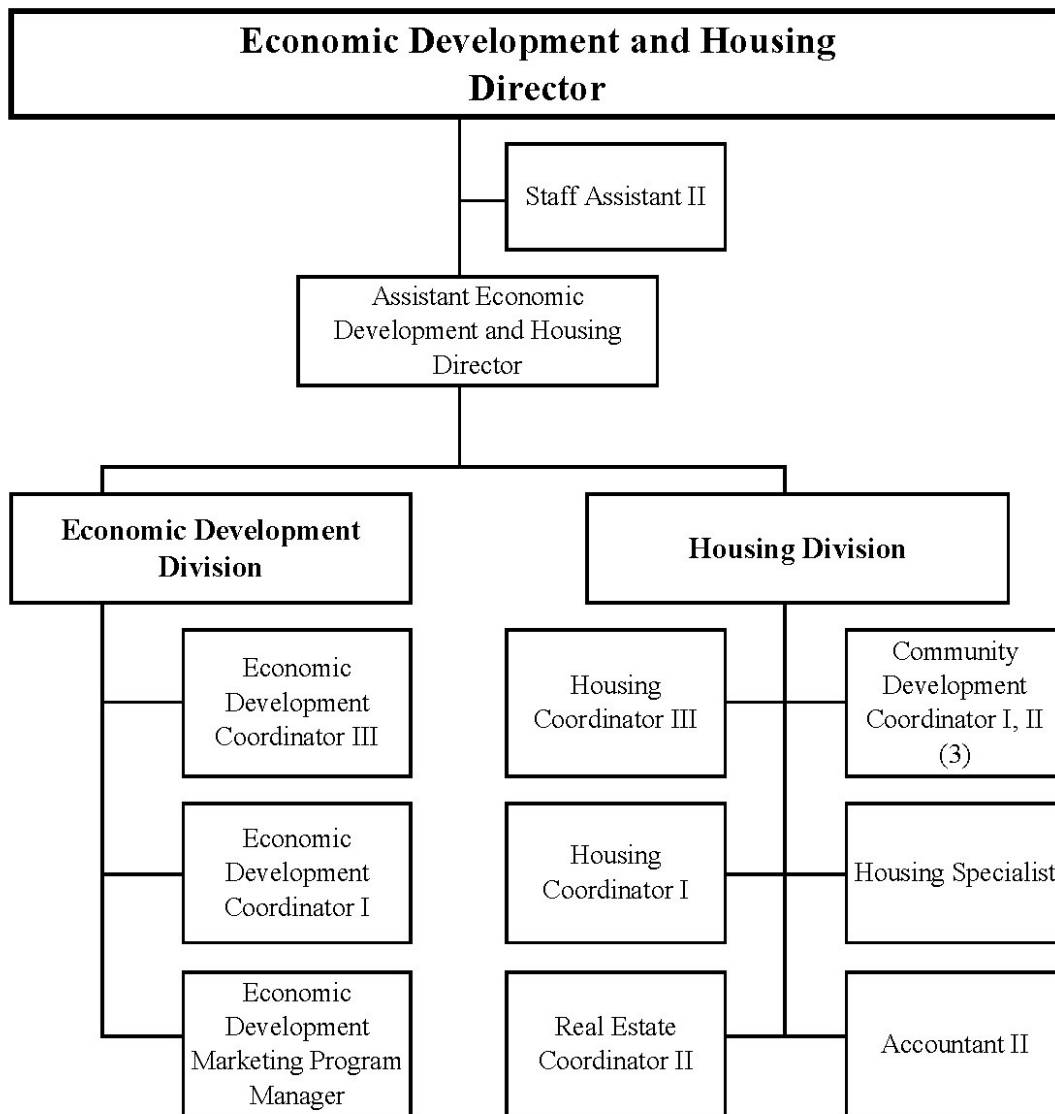
Budget Highlights

◆ The CRA Administration program accounts for the staffing that fully administers the operations of the Community Redevelopment District. The CRA Administration program is supported by 9.5 full-time equivalent positions, the same level of staffing as the fiscal year 2023/24 budget.

◆ The CRA Administration budget includes funding only for personnel, minor operating costs, and internal service charges for the associated staff. Total operating costs of the department reflect a 5% increase in comparison to fiscal year 2023/24. The CRA reimburses the General Fund for these costs in accordance with an annually approved inter-local agreement between the City and CRA.



Economic Development and Housing



Economic Development – 5.5 FTEs

Housing – 8.5 FTEs

Total Economic Development and Housing – 14.0 FTEs

Economic Development and Housing

Department Objective

In furthering the City's mission to foster and sustain a healthy residential and economic environment, the goals of the Economic Development and Housing Department are to strengthen public-private initiatives that attract, develop and retain diversified business sectors, cultivate a business climate that welcomes entrepreneurship, inspire local investment, support eco-friendly enterprises, encourage high-quality job growth, facilitate partnerships to strengthen workforce development opportunities, support equitable housing programs that promote household stability and reduce the incidence of homelessness, and promote the community's overall high quality of life and local and national image.

Summary of Services Provided

Economic Development

The Economic Development Division seeks to strengthen and diversify the local economy, cultivate a business-friendly environment, and support high quality investments that yield high quality job growth and economic impact. Toward that end, the Division engages, collaborates and coordinates with a wide spectrum of public and private organizations to facilitate the development of the economy and foster partnerships for the achievement of the city's economic goals, develops and maintains contacts with the business community, identifies and pursues the preservation of sites suitable for office and industrial development, works with existing businesses to retain and expand the current employment base, and takes the lead role in targeted marketing for recruitment and development desired industry sectors. Additional support is provided to small businesses and entrepreneurs through a collaboration of local and regional partners providing direct services to 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.

Housing

The Affordable Housing and Community Development Division provides opportunities for quality affordable housing and community development services to the citizens of Clearwater. These objectives are achieved primarily 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 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 serve a critical role in 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 \$940,482 and are used to support a wide variety of eligible housing and social service programs. Approximately 75% 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 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 \$400,222 and SHIP entitlement is estimated to be \$1,365,854. 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 administrative portion of Program Income generated from all funding sources and is used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations. Also reflected in the budget is the administrative portion of allocations received or anticipated for COVID-19 response and American Rescue Plan Act funds allocated under the HOME program which have been allocated by federal agencies.

Economic Development and Housing

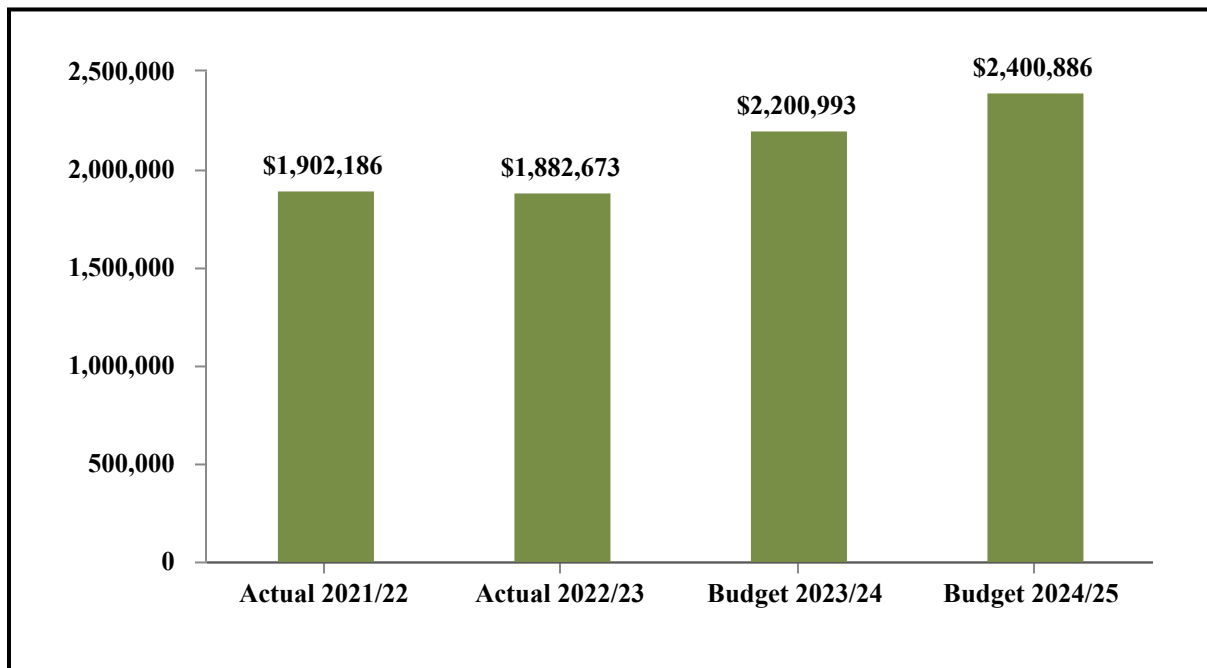
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Economic Development	1,285,865	1,196,234	1,260,445	1,331,073	6 %
Housing	616,322	686,439	940,548	1,069,813	14 %
Total Economic Development and Housing	1,902,186	1,882,673	2,200,993	2,400,886	9 %

Full Time Equivalent Positions

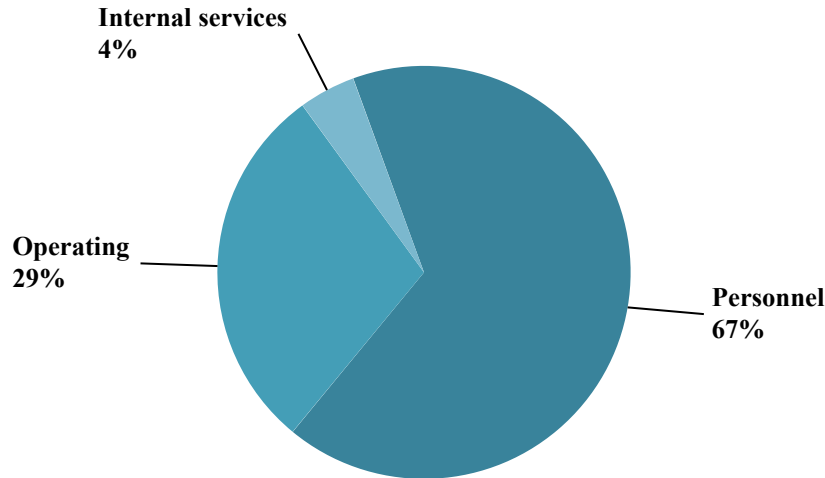
Economic Development	5.5	5.8	5.1	5.5	0.4
Housing	6.5	6.7	8.4	8.5	0.1
Total Economic Development and Housing FTEs	12.0	12.5	13.5	14.0	0.5

Total Department Summary



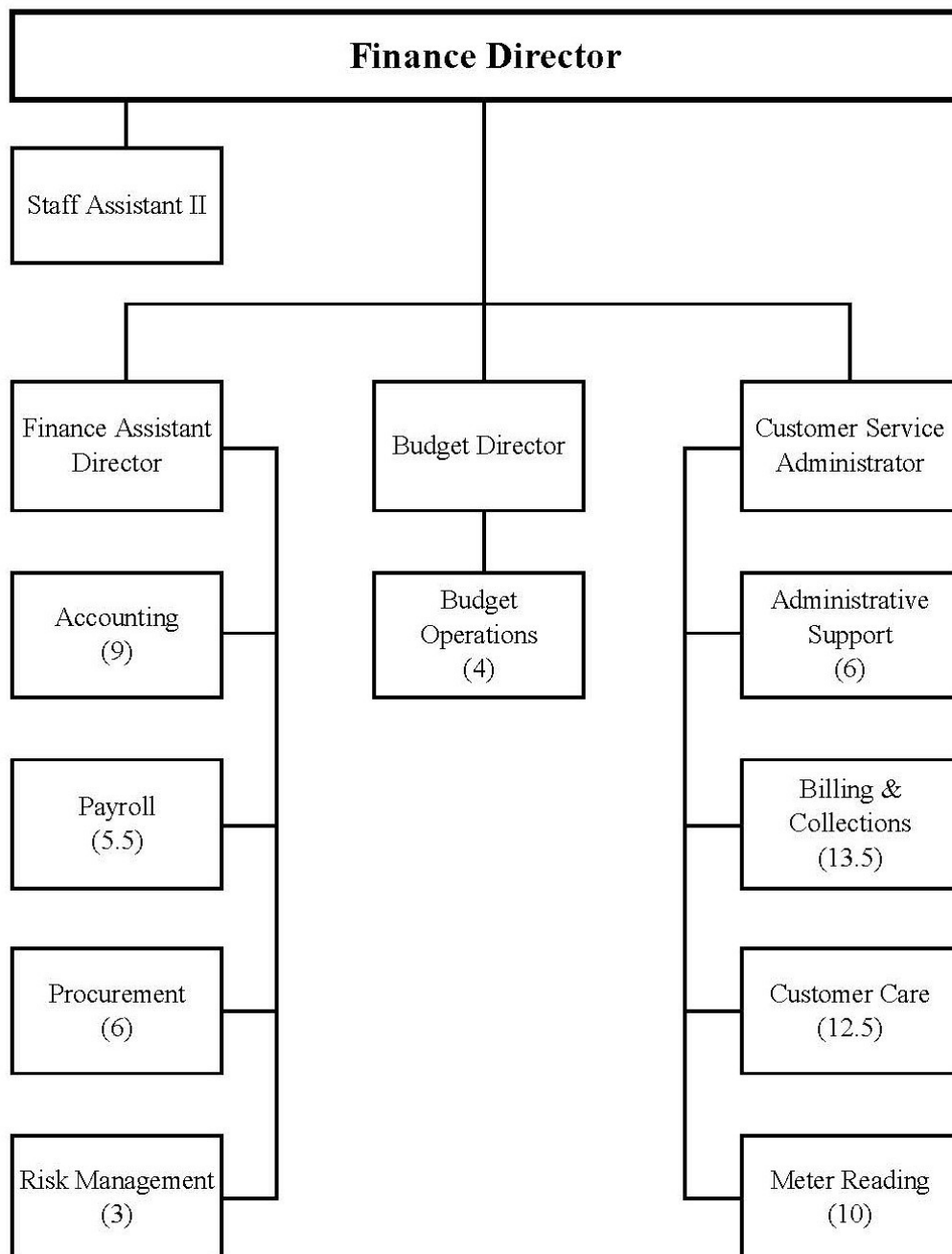
Economic Development and Housing

Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 14 full-time equivalent positions, an increase of 0.5 FTE from the 2023/24 budget. The shared Staff Assistant with the City Clerk's office is now fully supporting this department.
- ◆ Operating costs include outside professional services for auditing, appraisals, research, statistical analysis, market analysis, and software agreements. These are budgeted at \$135,150, a 4% decrease in funding from the 2023/24 budget.
- ◆ A contribution of \$300,000 is budgeted to support citywide homeless initiatives, the same amount as prior-year funding.
- ◆ Internal service charges reflect a 26% increase from the current year, primarily due to increased costs for information technology support.
- ◆ There have been no other significant changes in the Economic Development and Housing program. The budget for this department reflects a 9% increase from fiscal year 2023/24.



Finance (General Fund) – 28.5 FTEs

Utility Customer Service (Administrative Services Fund) – 43.0 FTEs

Finance (Insurance Fund) – 3.0 FTEs

Total Finance – 74.5 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, customer service, 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 Priority of High Performing Government. They address the Council's Strategic Objectives of guiding municipal performance and promoting accountable governance via the Finance and Office of Management and Budget programs, and the objectives of enhancing employee health and productivity via the Risk Management program.

Summary of Services Provided

Finance

Administration – The Administration Division is 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 assists in the accounting for the Downtown Development Board (DDB) and the Community Redevelopment Agency (CRA). The division is also responsible for the daily management of the City's cash flow, investment of funds to maximize investment earnings within safety and liquidity parameters, oversight of the investments of the Employees' Pension Fund and the Firefighters' Relief and Pension Fund, and coordination and monitoring of the City's debt.

Accounting – Accounting is responsible for the maintenance and operation of the computerized financial records system, the maintenance of the official accounting records, asset management via maintenance of the City's capital asset 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.

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 Priority of High Performing Government, 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.

Summary of Services Provided (continued)

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.

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 area 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 identified and measures are undertaken to secure payment. Services are disconnected for nonpayment 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 daily.

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 Customer Service either by phone at 727-562-4600, in person Monday thru Friday (except for observed holidays), or via the web at myclearwater.com/UCS.

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 are later uploaded into 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 area also performs special readings, leak notifications, and initiates service orders based on field observations.

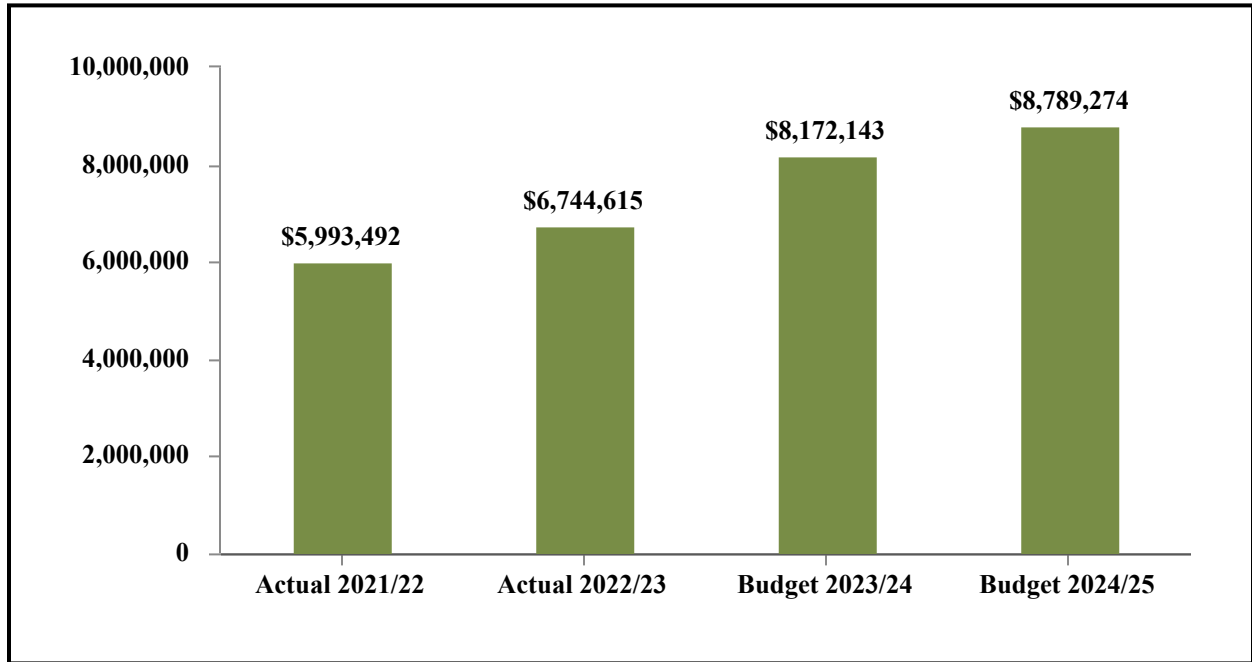
Risk Management

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.

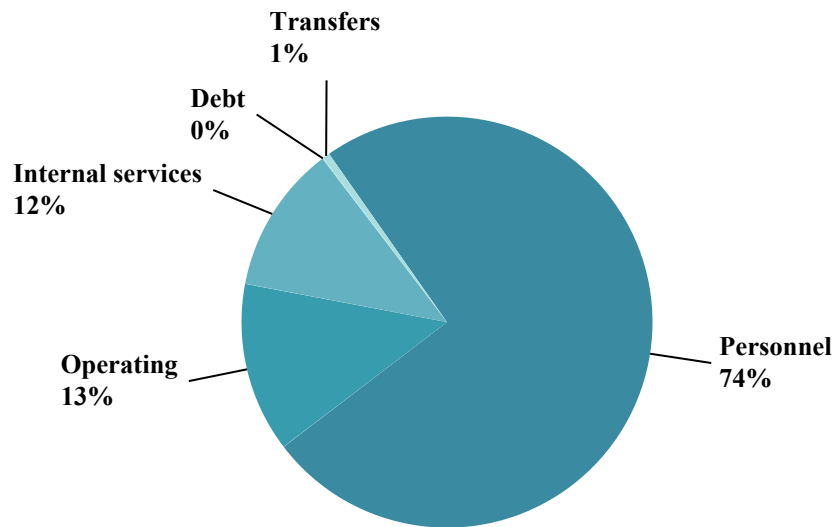
In furthering the City Council’s Strategic Objective of enhancing employee health and productivity, the Risk Management program administers the City’s self-insurance program including general liability, auto liability, commercial property, and Workers’ Compensation insurances, in addition to developing, implementing, and administering loss prevention/control programs. Risk Management also supports this objective of workplace wellness by developing, implementing, and administering safety training and practices.

<u>Budget Summary</u>					
	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Fund					
Finance	2,066,139	2,397,585	2,768,563	2,888,728	4 %
Office of Management & Budget	319,297	451,449	578,436	686,257	19 %
Subtotal - General Fund	2,385,436	2,849,033	3,346,999	3,574,985	7 %
Administrative Services Fund					
Utility Customer Service	3,237,473	3,503,739	4,350,742	4,694,426	8 %
Central Insurance Fund					
Risk Management	370,582	391,844	474,402	519,863	10 %
Total Finance	5,993,492	6,744,615	8,172,143	8,789,274	8 %
<u>Full Time Equivalent Positions</u>					
General Fund					
Finance	26.5	23.5	23.5	23.5	0.0
Office of Management & Budget	3.0	4.0	5.0	5.0	0.0
Subtotal - General Fund	29.5	27.5	28.5	28.5	0.0
Administrative Services Fund					
Utility Customer Service	43.0	43.0	43.0	43.0	0.0
Central Insurance Fund					
Risk Management	3.0	3.0	3.0	3.0	0.0
Total Finance FTEs	75.5	73.5	74.5	74.5	0.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category



General Fund
Finance and Office of Management and Budget
Budget Highlights

- ◆ The Finance Department is supported by 28.5 full-time equivalent positions. In fiscal year 2023/24, one FTE was transferred to the Budget Office from the former Office of Innovation Department. There have been no other staffing changes from the 2023/24 budget.
- ◆ Operating expenditures include \$131,000 for external audit services, \$10,000 for financial advisory services as needed, \$16,000 for the other post-employment benefits (OPEB) Actuary Report and consulting fees, and \$5,000 for disclosure monitoring consulting.
- ◆ Personnel costs represent 84% of this program's budget.
- ◆ There have been no significant changes in Finance General Fund budget. The budget for this department reflects an increase of 7% from fiscal year 2023/24 .
- ◆ Internal service charges are 14% more than the current year's budget due to increased costs for information technology services.

Administrative Services Fund
Utility Customer Service
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 on the services provided. This program supports all customer service functions, including billing, collection, accounting, meter reading, administration, and customer service for over 60,000 monthly billable accounts.
- ◆ 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.
- ◆ The Utility Customer Service program is supported by 43 full-time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ A transfer of \$50,000 is included to fund the capital improvement project, which provides funding for future enhancements, upgrades, and/or replacement of the customer service information system. This is a 33% decrease from the fiscal year 2023/24 budget.
- ◆ Other operating costs include the funding for postage, estimated at \$300,000 and mail service estimated at \$80,000 related to mailing monthly utility bills to City residents. These costs are approximately 52% of operating expenditures. This is the same level of funding as the 2023/24 budget.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects an 8% increase from the 2023/24 budget.

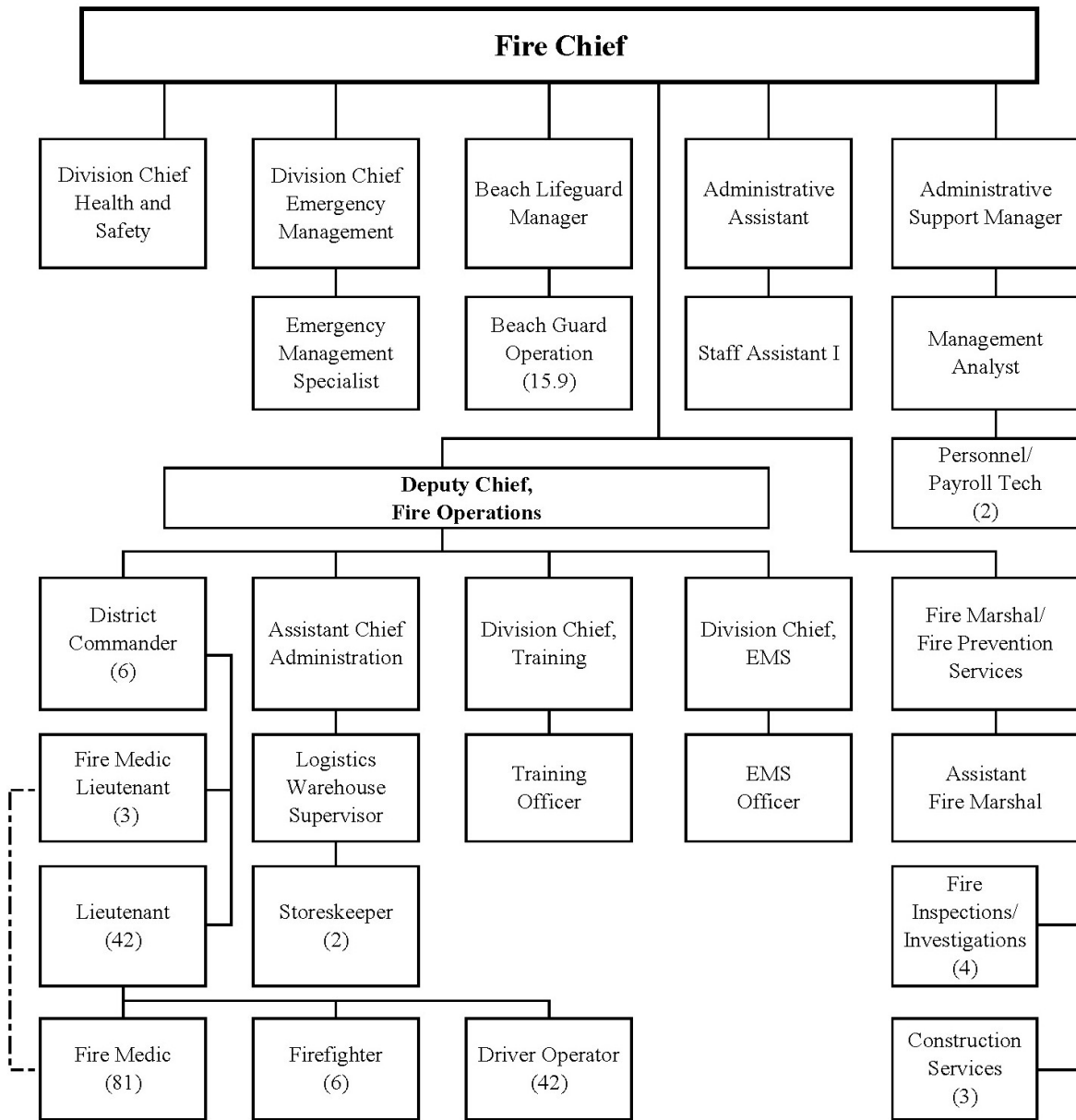
Central Insurance Fund

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.
- ◆ Other operating costs include \$145,650 in professional and contractual services to support risk management and safety functions, a 15% increase from the 2023/24 budget.
- ◆ The Risk Management program is supported by three full-time equivalent positions, the same level of staffing as in fiscal year 2023/24.
- ◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 10% increase from the 2023/24 budget.





Fire Department (General Fund) – 208.0 FTEs

Fire Department (Parking Fund) – 16.9 FTEs

FTEs Total Fire Department – 224.9 FTEs

Department Objective

The objective of Clearwater Fire & Rescue is to advocate for and sustain a leading emergency service organization with a focus on quality, cost-effectiveness, and all-hazard mitigation that exceeds our customer's expectations.

In furthering the City Council's Strategic Objective of fostering safe and healthy communities in Clearwater through first-class public safety and emergency response services, Clearwater Fire & Rescue provides timely emergency and non-emergency services and prevention and inspection services in the Clearwater Fire District.

Summary of Services Provided

Administration

Fire Administration oversees a department with eight (8) fire stations strategically located throughout the district. Budget, payroll, policies and procedures, grants, and Capital Improvement Projects are managed through the division. The 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.

Emergency Management

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).

Fire Prevention Services

The Fire Prevention Services program provides building inspections and construction review services to ensure the safety of structures within the fire district. Fire Investigations are conducted to predict room of origin and determine causes of fires and explosions. Investigators examine fire sites and collect evidence such as glass, metal fragments, charred wood, and accelerant residue for use in determining the cause of a fire.

Fire Operations

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.

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.

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.

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.

Summary of Services Provided (continued)

Fire Operations (continued)

Logistics supports the City's Strategic Objective of adopting responsive levels of service for public facilities and amenities, and identifying resources require to sustain that level of service by ensuring all fire equipment and supplies are extensively researched, planned, and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance.

Health and Safety

This program oversees the health & safety initiative 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, promotes health and safety preparedness, and manages the hiring of firefighters and paramedics.

Clearwater Beach Patrol

The City of Clearwater beach lifeguards provide supervision and safety to citizens enjoying the Gulf waters and 1.2 miles of Clearwater's public beach. To further the City Council's Strategic Priority of High Performing Government, the Beach Patrol provides safety by ensuring timely emergency response, care, and recovery.

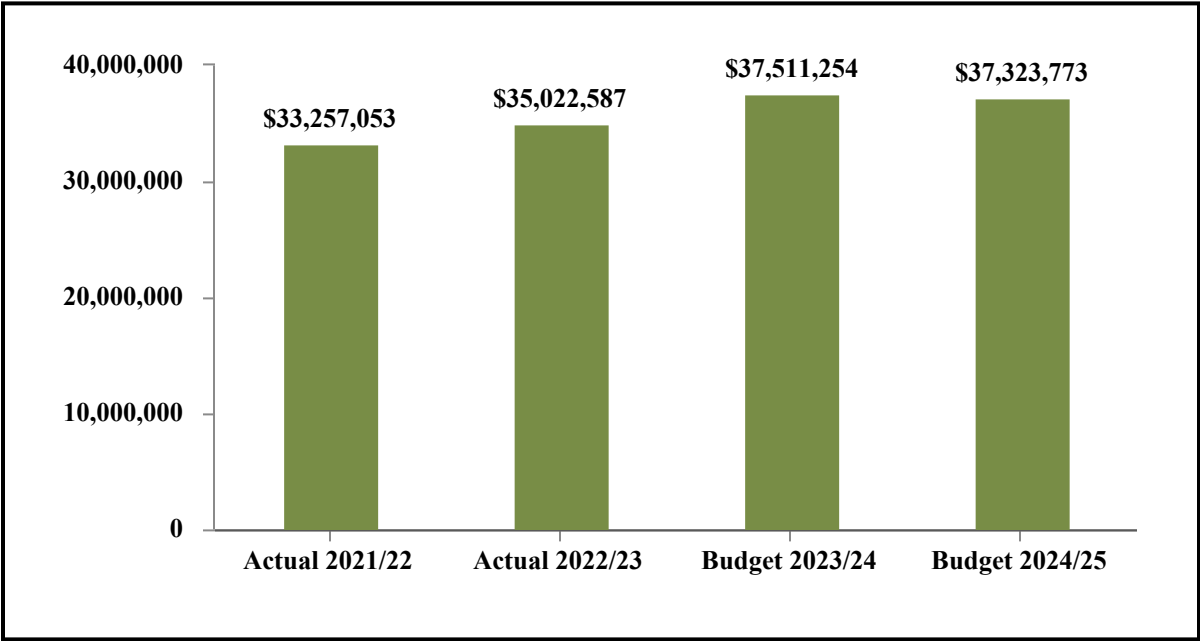
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Administration	729,412	825,134	929,823	1,015,400	9 %
Logistics Division	3,939,422	4,413,344	4,852,304	5,014,355	3 %
Fire Prevention Services	1,191,131	1,291,913	1,472,220	1,641,504	11 %
Fire Operations	14,822,870	15,307,924	15,813,730	16,666,244	5 %
Emergency Medical	11,526,349	12,015,364	13,109,556	11,480,076	(12) %
Subtotal - General Fund	32,209,184	33,853,679	36,177,633	35,817,579	(1) %
Parking Fund					
Beach Guards	1,047,870	1,168,908	1,333,621	1,506,194	13 %
Total Fire	33,257,053	35,022,587	37,511,254	37,323,773	0 %

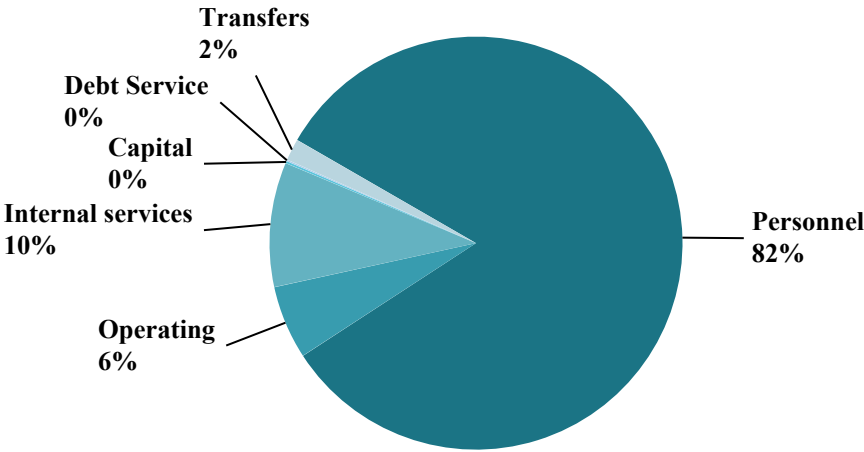
Full Time Equivalent Positions

Administration	7.3	8.0	8.0	8.0	0.0
Logistics Division	2.7	3.0	3.0	3.0	0.0
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	99.0	99.0	99.0	99.0	0.0
Emergency Medical	86.0	86.0	89.0	89.0	0.0
Subtotal - General Fund	204.0	205.0	208.0	208.0	0.0
Parking Fund					
Beach Guards	16.9	16.9	16.9	16.9	0.0
Total Fire FTEs	220.9	221.9	224.9	224.9	0.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category

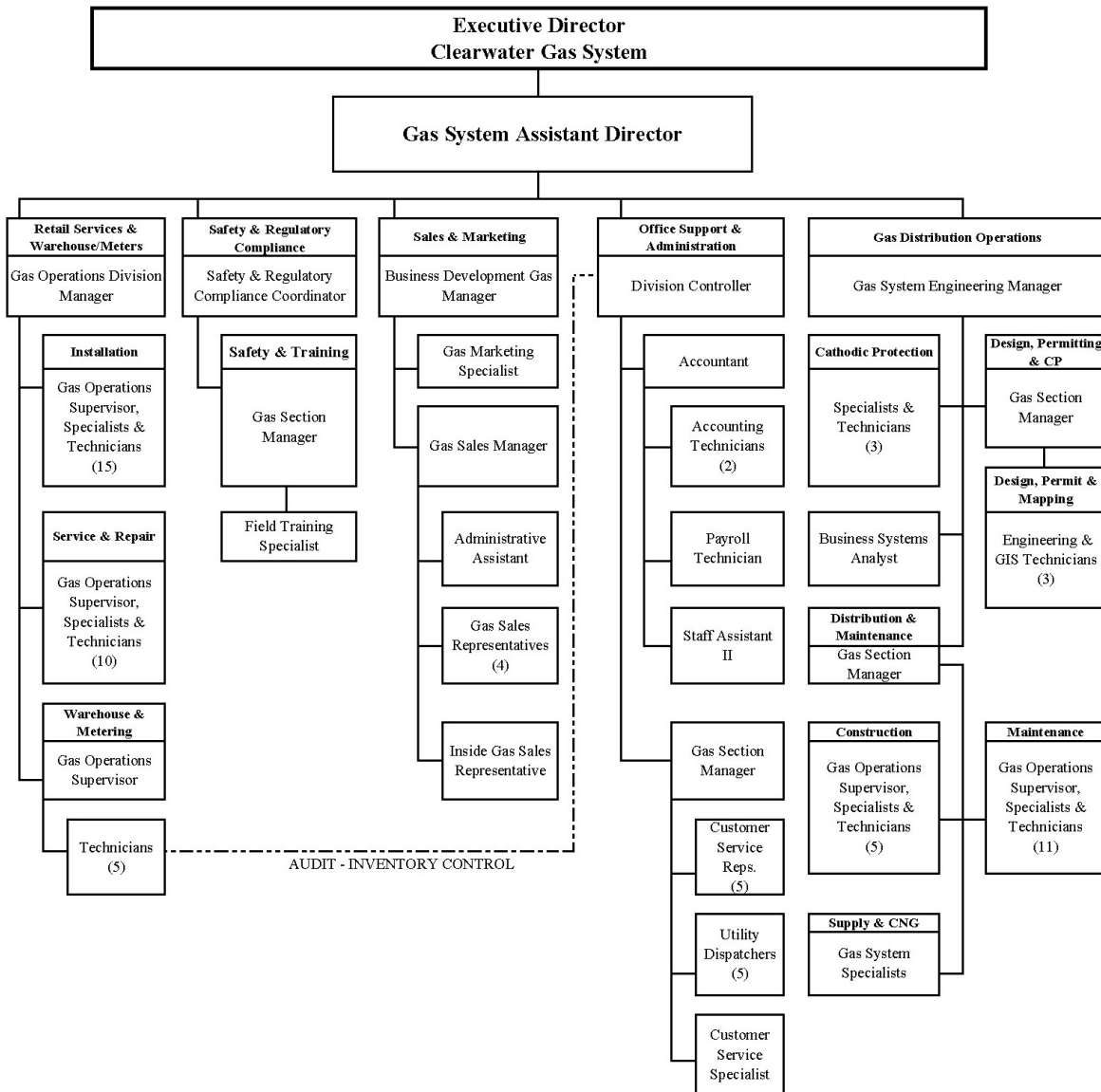


General Fund
Fire Department Highlights

- ◆ The Fire Department is supported by 208 full-time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$1,806,500, a 19% decrease from the 2023/24 amended budget.
- ◆ Funding of \$1,560,000 for the Fire Supplemental Pension Plan is included in the budget for fiscal year 2024/25. 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.
- ◆ Due to ongoing contract negotiations, no wage increases were budgeted for IAFF union employees in the proposed 2024/25 budget.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$41,050; this is a decrease of 80% from fiscal year 2023/24.
- ◆ Transfers to the Capital Improvement Fund total \$407,580 to support Fire projects for fiscal year 2024/25, an 8% increase from the prior year.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2024/25. The budget reflects an 1% decrease from the fiscal year 2023/24 amended budget.

Parking Fund
Beach Guard Budget Highlights

- ◆ The Beach Guard program is supported by 16.9 full-time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ Personnel costs represent 73% of the Beach Guard Operations program budget.
- ◆ Transfers to the Capital Improvement Fund of \$230,000 provide funding for the replacement and maintenance of beach guard facilities and lifeguard towers. This is a 98% increase from prior-year funding.
- ◆ There are no other significant changes to the Beach Guard program for fiscal year 2024/25. The budget reflects an increase of 13% from the fiscal year 2023/24 amended budget.



Gas System – 91.0 FTEs

Department Objective

To be the energy provider of choice by fulfilling the natural and propane gas needs of residents and businesses in the Tampa Bay area. Furthering the City Council's Strategic Priority of High Performing Government, 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 1924. CGS is owned and operated as an enterprise utility by the City of Clearwater and operates approximately 1,095 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 approximately 32,000 customers in a 330 square mile service territory, which includes 20 municipalities, unincorporated areas of Pinellas, and 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 that 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 supplies of natural gas to our bulk transfer points; financial planning/budgeting and tracking; and storeroom/warehouse operations to ensure 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 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 regulations.
Pasco Gas Operations
Pasco Gas Operations is responsible for the delivery of natural 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 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 gas, appliances, and piping installation to commercial and residential customers.

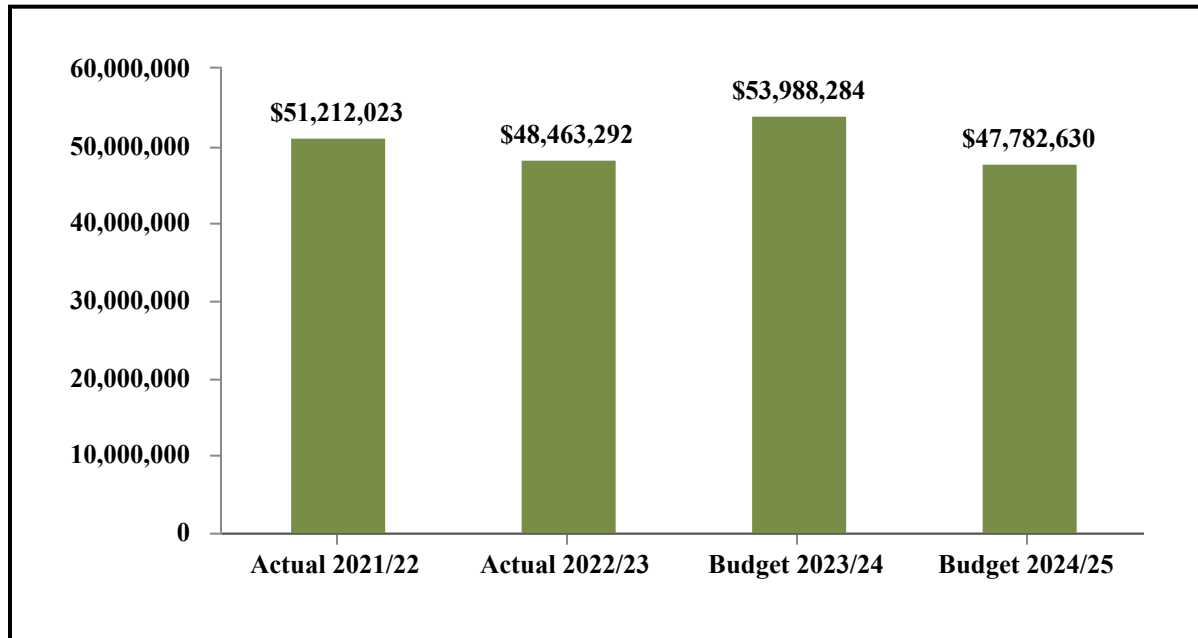
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Administration & Supply	27,593,785	22,978,345	25,499,212	24,716,617	(3)%
Pinellas Gas Operations	10,924,671	12,180,632	13,515,306	10,659,362	(21)%
Pasco Gas Operations	6,291,858	7,976,274	8,486,971	7,292,463	(14)%
Marketing & Sales	6,401,709	5,328,041	6,486,795	5,114,188	(21)%
Total Gas	51,212,023	48,463,292	53,988,284	47,782,630	(11)%

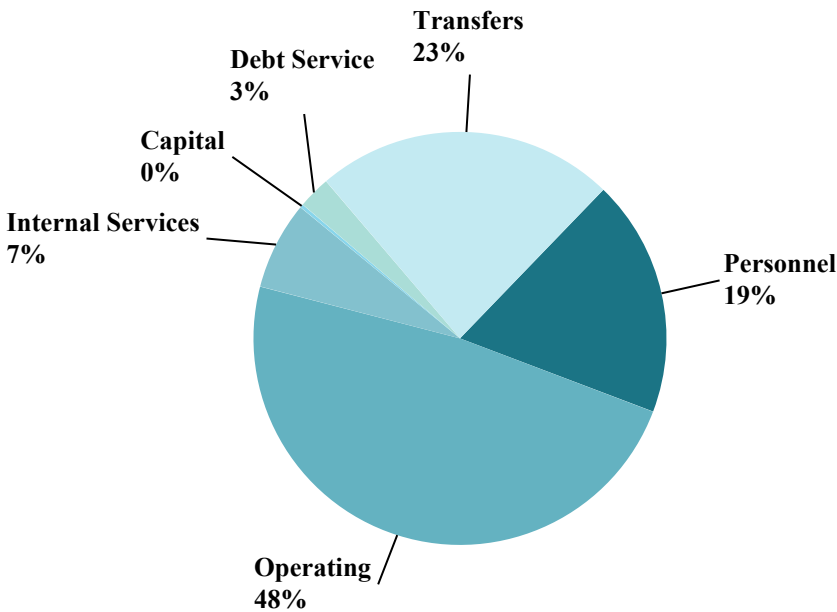
Full Time Equivalent Positions

Administration & Supply	13.8	11.0	13.0	13.0	0.0
Pinellas Gas Operations	55.9	49.9	43.9	43.9	0.0
Pasco Gas Operations	29.0	25.0	23.0	23.0	0.0
Marketing & Sales	11.3	11.1	11.1	11.1	0.0
Total Gas FTEs	110.0	97.0	91.0	91.0	0.0

Total Department Summary

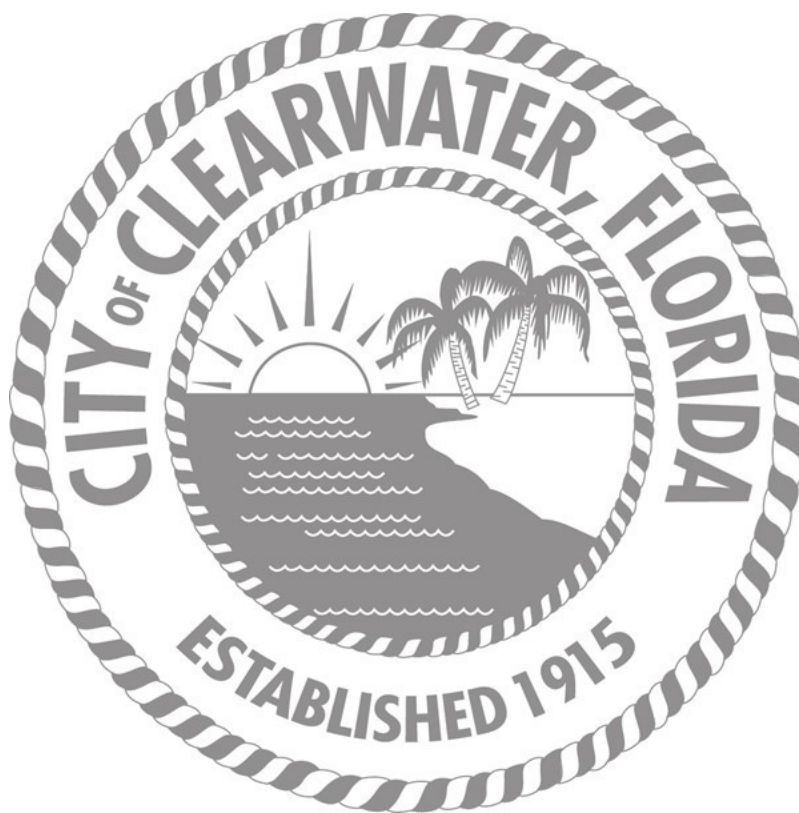


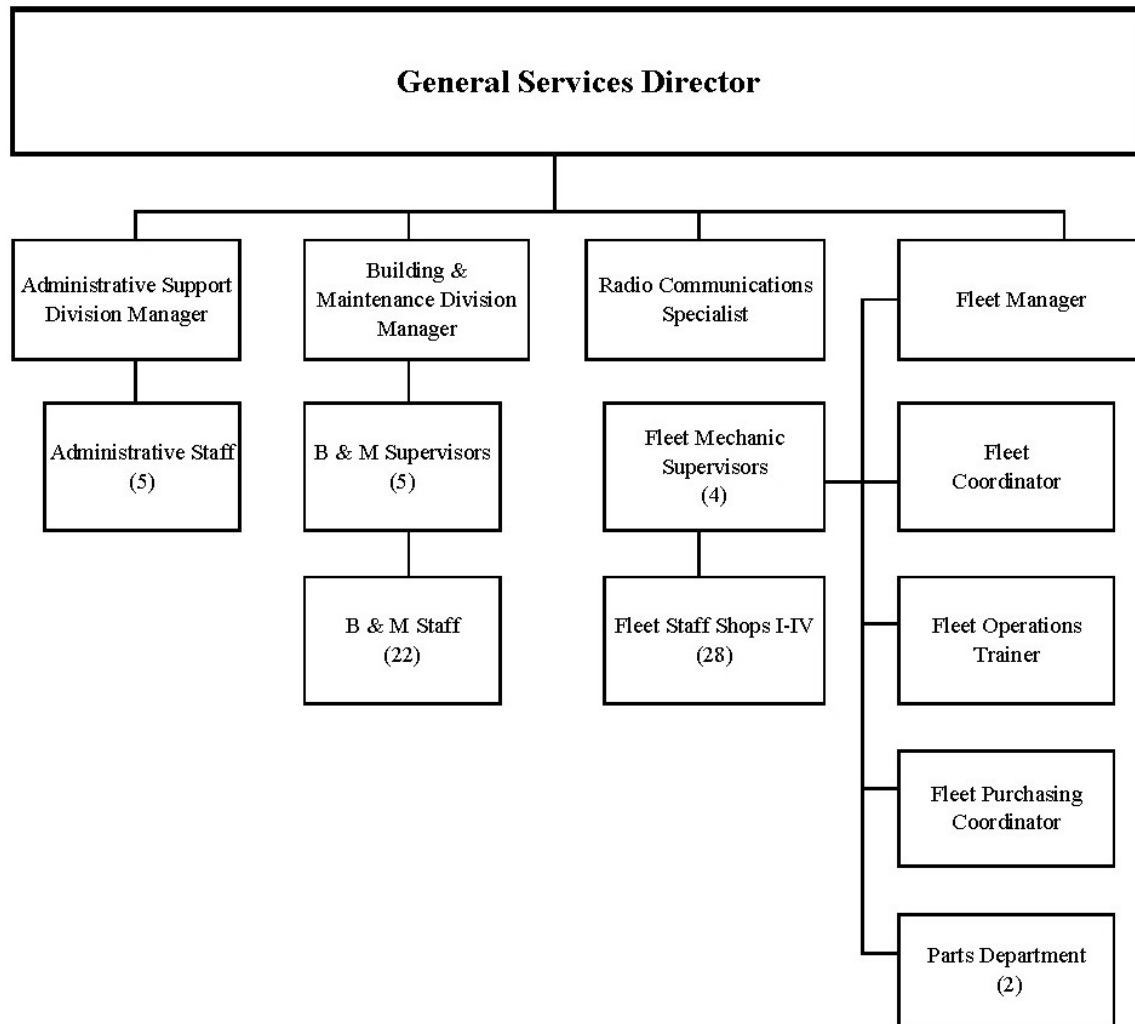
Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The Gas Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to maintain the Clearwater Gas System which serves customers in portions of both Pinellas and Pasco Counties.
- ◆ The Gas Department is supported by 91 full-time equivalent positions. During fiscal year 2023/24, operations of the Clearwater Gas propane division were sold, eliminating 6 FTEs. (Employees were relocated to other positions in the department.) There were no other changes to staffing in the fiscal year 2024/25 budget.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$13.9 million, representing 29% of the department's total operating budget. This is an 18% decrease from the 2023/24 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 anticipates a portion of this cost is \$2.0 million in fiscal year 2024/25, an increase of 2% from the 2023/24 budget.
- ◆ Internal Service costs include reimbursement for Utility Customer Service operations for billing and customer service support services. This is budgeted at \$1.2 million in fiscal year 2024/25, a 10% increase from the 2023/24 budget.
- ◆ Debt service costs, which include debt on outstanding bonds and new vehicle purchases, total \$1.2 million for the fiscal year 2024/25 budget, which is a 1% decrease from 2023/24.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$3.0 million, estimated at a 75% increase over the minimum (\$1.7 million) due to projected profit for fiscal year 2023/24. Transfers to the Capital Improvement Fund are budgeted at \$8.2 million to support the capital projects of the Gas Fund; this is a 36% decrease in funding from the 2023/24 budget.
- ◆ The 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 11% from the 2023/24 amended budget.





General Services/Fleet – 74.0 FTEs

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 Priority of High Performing Government, 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 divisions. 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 program management, welding and fabrication, quick line (emergency response) repair service, safety inspections, tire maintenance, and compliance with federal, state and local laws.

Fleet Maintenance also provides services to ensure the longest serviceable life of equipment at the lowest possible cost. These services comprise 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 other departments with highly technical radio communication services via the P25 radio communication system. This system is one of the most sophisticated radio systems available. The P25 radio system is essential for reliable countywide radio connectivity, particularly with emergency services. Radio Communications personnel provide radio repair and maintenance when needed, as well as maintenance of the City's two Radio Communication towers. This program is also responsible for the replacement of obsolete radio equipment and/or that which is uneconomical to repair. A primary commitment of Radio Communications is to ensure that the City is complying with all applicable laws and statutes governing radio communications.

General Services and Fleet

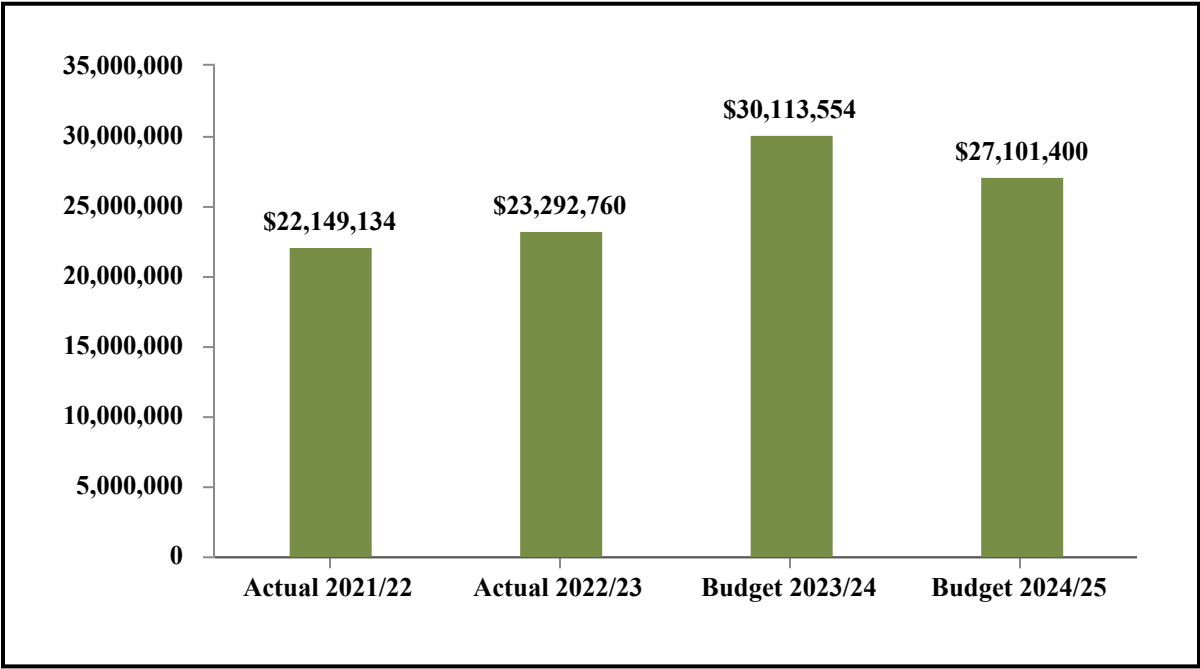
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Services Fund					
Administration	456,794	395,245	450,563	600,275	33 %
Building & Maintenance	5,012,339	6,334,247	7,281,975	8,068,615	11 %
Subtotal - General Services Fund	5,469,133	6,729,492	7,732,538	8,668,890	12 %
Garage Fund					
Fleet	15,922,286	15,811,029	19,809,341	17,633,580	(11) %
Radio Comm	757,715	752,239	2,571,675	798,930	(69) %
Subtotal - Garage Fund	16,680,001	16,563,268	22,381,016	18,432,510	(18) %
Total General and Garage Services	22,149,134	23,292,760	30,113,554	27,101,400	(10)%

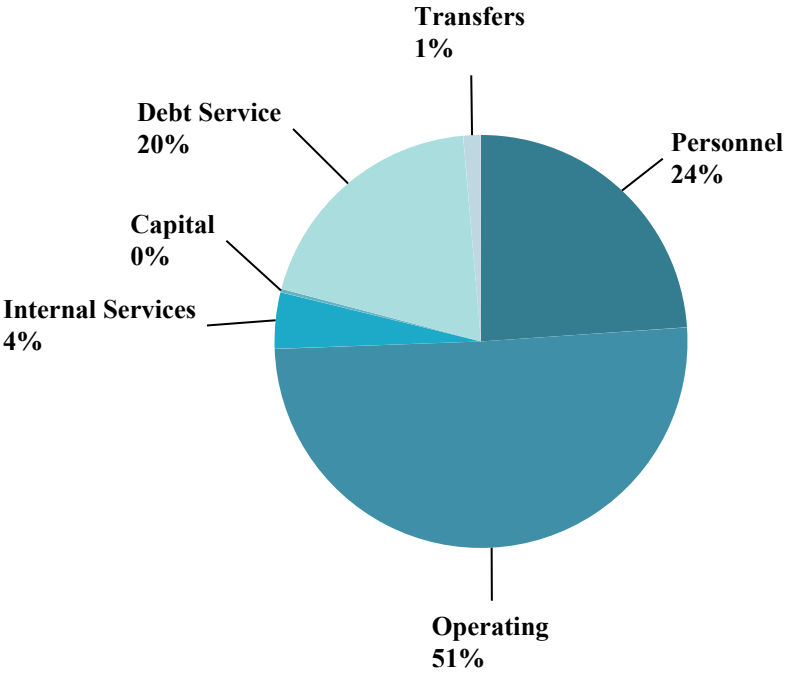
Full Time Equivalent Positions General

Administration	6.3	6.3	8.0	8.0	0.0
Building & Maintenance	28.0	24.0	26.0	28.0	2.0
Subtotal - General Services Fund	34.3	30.3	34.0	36.0	2.0
Garage Fund					
Fleet	35.0	35.0	35.0	37.0	2.0
Radio Comm	2.0	2.0	1.0	1.0	0.0
Subtotal - Garage Fund	37.0	37.0	36.0	38.0	2.0
Total General and Garage Services FTEs	71.3	67.3	70.0	74.0	4.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category



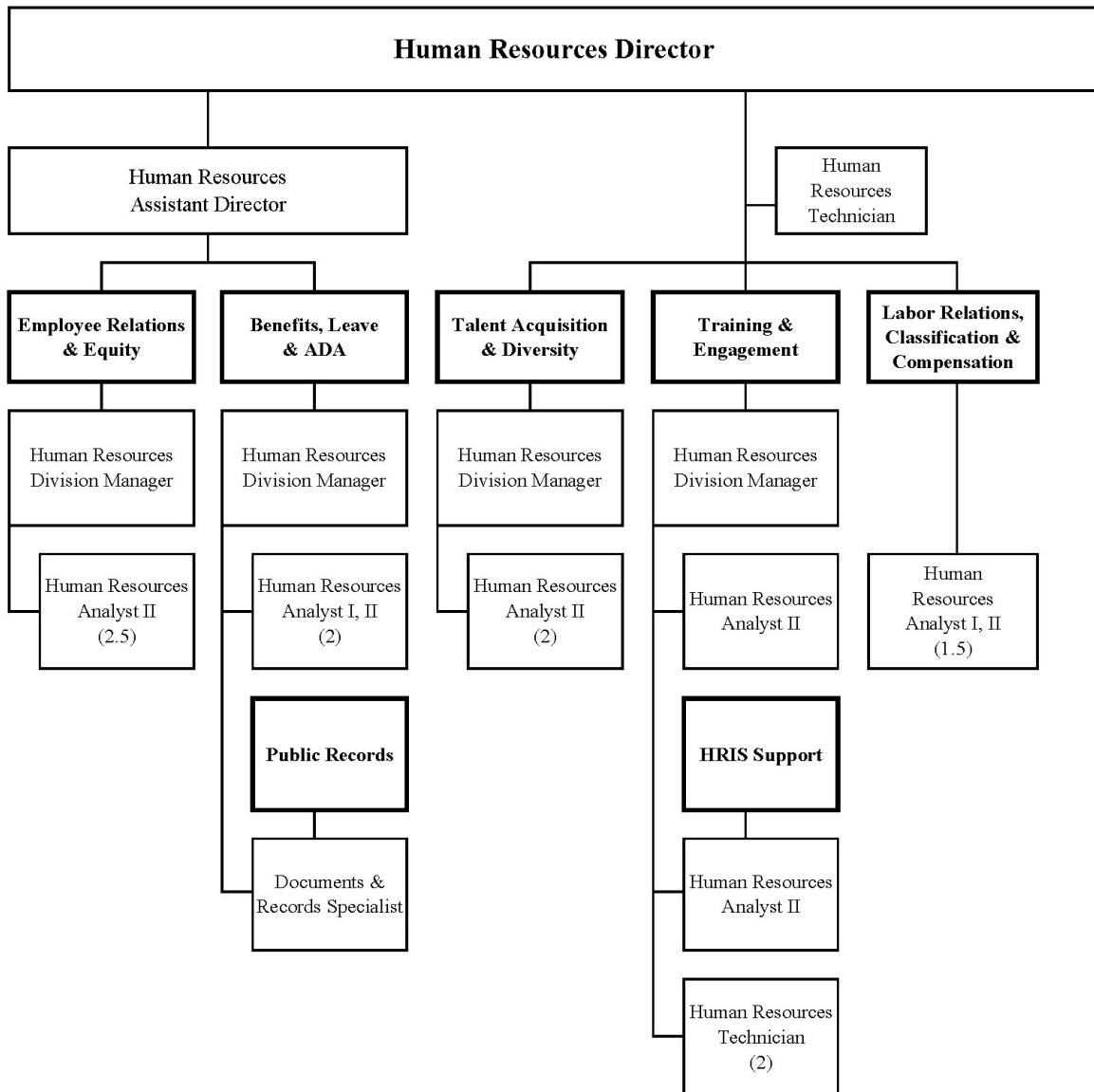
General Services Fund **Budget Highlights**

- ◆ 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 36 full-time equivalent positions, an increase of two FTEs from the 2023/24 budget. For fiscal year 2024/25, two tradesworkers are being added. The department was reorganized in fiscal year 2023/24, making General Services a stand-alone department managed by the General Services Director.
- ◆ Other operating expenses include the budget for building service contracts citywide, which include custodial services, electrical, HVAC, plumbing, pest control, elevator maintenance, security, and the Cenergist contract . The total budget for these contracts is estimated at \$2.9 million for fiscal year 2024/25, a 2% decrease from the 2023/24 budget.
- ◆ Debt service costs, which represent payments on additional vehicles and equipment purchases, total \$12,810 in fiscal year 2024/25.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$200,000 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 12% increase from the 2023/24 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 on the services provided.
- ◆ The Garage Fund is supported by 38 full-time equivalent positions, an increase of two FTEs from fiscal year 2023/24 budget. For fiscal year 2024/25, two fleet mechanics are being added.
- ◆ Other operating expenses for the Garage fund include fuel and maintenance costs for the City's fleet, and radio communication maintenance. For fiscal year 2024/25; fuel costs, including natural gas vehicle fuel, are budgeted at \$3.5 million, vehicle parts and tires are \$2.8 million and radio maintenance contracts are \$571,000. These represent 77% of Garage Fund operating costs.
- ◆ Debt costs budgeted in the Garage Fund reflects financing for the replacement of motorized vehicles/equipment for all City departments. The fiscal year 2024/25 debt service budget for the Garage Fund is estimated at \$5.3 million, a 22% decrease from the 2023/24 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$175,000 for 2024/25. This is a 70% decrease from fiscal year 2023/24.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects a decrease of 18% from fiscal year 2023/24.





Human Resources (General Fund) – 16.5 FTEs
Human Resources (Insurance Fund) – 3.5 FTEs
Total Human Resources – 20.0 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 Priority of Superior Public Service; 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 divisions of the department: Administration, Employee Relations & Equity, Talent Acquisition & Diversity, Human Resources Information Systems & Analytics, Training & Engagement, Employee Benefits, Leave & ADA, Public Records, and the Employee Health Center.

Summary of Services Provided

Administration

The Administrative division encompasses 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, HIPAA, USERRA, etc.).

Employee Relations & Equity

The Employee Relations division is responsible for internal investigations into employee performance/behavior, employee orientation, City mandated referrals, Performance and Behavior Management Program (PBMP); City Drug and Alcohol compliance, Workplace Violence, managing Equal Employment Opportunity (EEO), discrimination and harassment investigations, and acts as liaison to state and county EEO offices.

Talent Acquisition & Diversity

The Talent Acquisition portion of the division encompasses planning, organizing, and implementing employment activities such as sourcing, advertising, career fair participation, review and referral of employment applications, interviewing, pre-employment testing and background review, selection, coordinating orientation activities, diversity training, awareness, appreciation, and inclusiveness; Diversity Leadership Council (DLC); training and orientation on discrimination, and harassment prevention; and coordinating with departments to ensure DEI principles are reflected throughout city structures, policies, and procedures.

Human Resources Information Systems & Analytics

The Human Resources Information Systems (HRIS) & Analytics division encompasses managing the Human Resources Information Systems (Munis); processing personnel actions and related entries; collecting performance management data, developing reporting and analysis; handling personnel records management; and monitoring the market, comparators, and government regulations to ensure that the City's pay rates are current and competitive.

Training & Engagement

The Talent Development division encompasses managing, organizing, and implementing a comprehensive training and education program for City employees; managing MyClearwater Learn; administering City tuition refund program; coordinating and conducting training sessions, maintaining contact with managers and supervisors regarding training needs; evaluating and hiring training facilitators, coordinating apprenticeship programs; and reviewing the development of employment tests, test administration and scoring.

Employee Benefits, Leave & ADA

Employee Benefits encompasses: the administration of the Employee Pension Plan, Money Purchase Pension Plan (401A), Deferred Compensation Plan (457K), and health, life, and disability insurance programs; administration and oversight of the Family and Medical Leave Act (FMLA), analyzing, evaluating, negotiating benefit services and coverage with providers, vendors, and consultants; wellness initiatives aimed at improving the health of City employees; meeting the regulatory reporting requirements of the Affordable Care Act (ACA), employee orientation, school mentoring and tutoring partnerships, Employee Assistance Program (EAP), overseeing/maintaining benefits HRIS records and managing Americans with Disabilities Act (ADA) programs.

Summary of Services Provided (continued)

Public Records

Public Records encompasses personnel records management; maintaining ongoing microfilm program of official records; responding to records requests; requesting public records from other entities; ensuring compliance with Florida records law.

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 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Fund					
Administration, Records & Training	442,086	770,307	1,440,346	1,544,964	7 %
Talent Acquisition & Diversity	594,734	640,477	511,892	493,961	(4) %
Employee Relations & Equity	175,949	199,111	301,964	377,659	25 %
Diversity and Equity Svc (reorg FY23)	322,611	243,668	—	—	n/a
Subtotal - General Fund	1,535,380	1,853,562	2,254,202	2,416,584	7 %
Central Insurance Fund					
Employee Benefits	303,498	367,306	478,403	501,286	5 %
Employee Health Center	1,473,582	1,541,303	1,730,900	1,753,770	1 %
Subtotal - Central Insurance Fund	1,777,079	1,908,609	2,209,303	2,255,056	2 %
Total Human Resources	3,312,459	3,762,171	4,463,505	4,671,640	5 %

Full Time Equivalent Positions

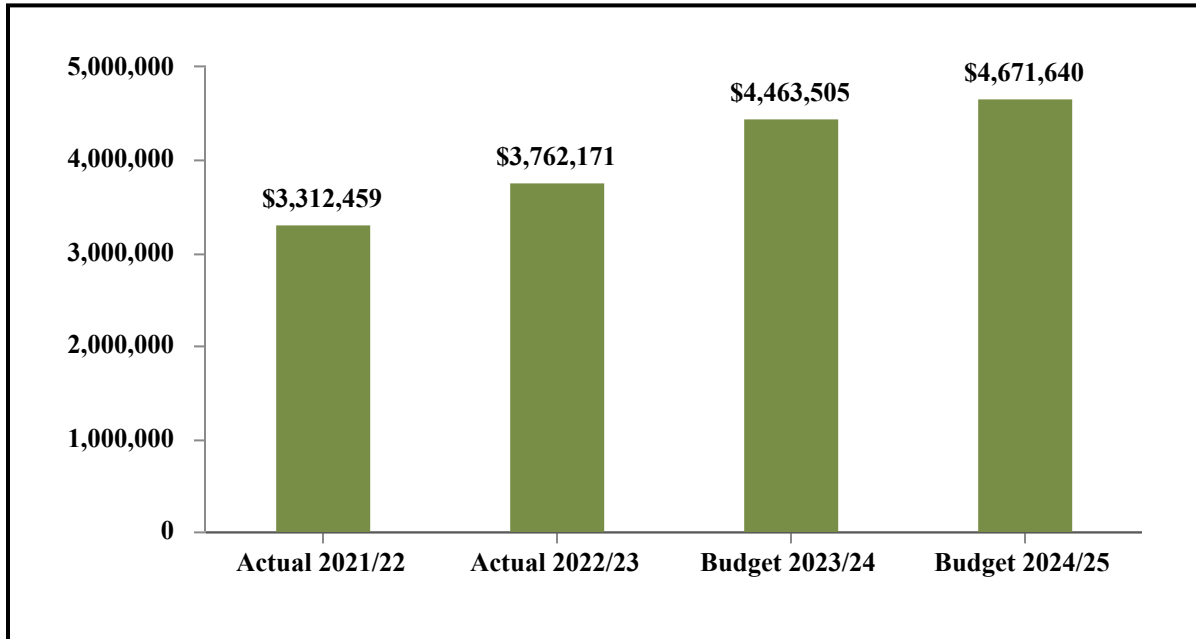
General Fund

Administration, Records & Training	3.2	9.2	9.2	10.0	0.8
Talent Acquisition & Diversity	6.0	3.0	3.0	3.0	0.0
Employee Relations & Equity	2.0	3.0	3.0	3.5	0.5
Diversity and Equity Svc (reorg FY23)	2.0	0.0	0.0	0.0	0.0
Subtotal - General Fund	13.2	15.2	15.2	16.5	1.3

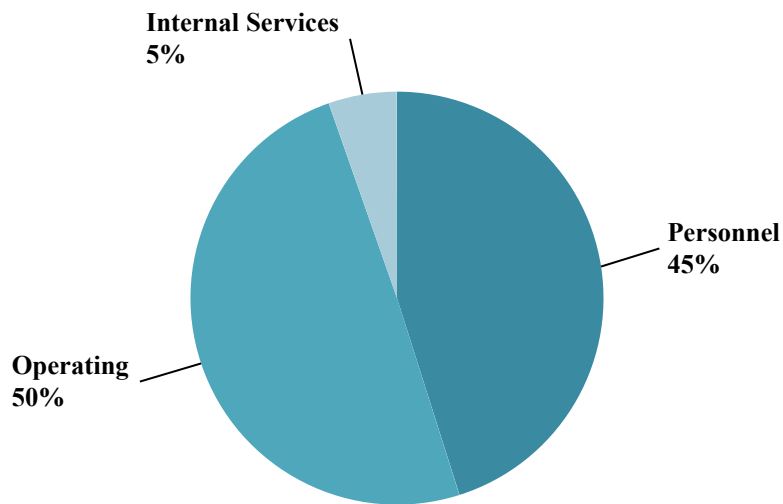
Central Insurance Fund

Employee Benefits	3.5	3.5	3.5	3.5	0.0
Total Human Resources FTEs	16.7	18.7	18.7	20.0	1.3

Total Department Summary



Fiscal Year 2024/25 Budget by Category



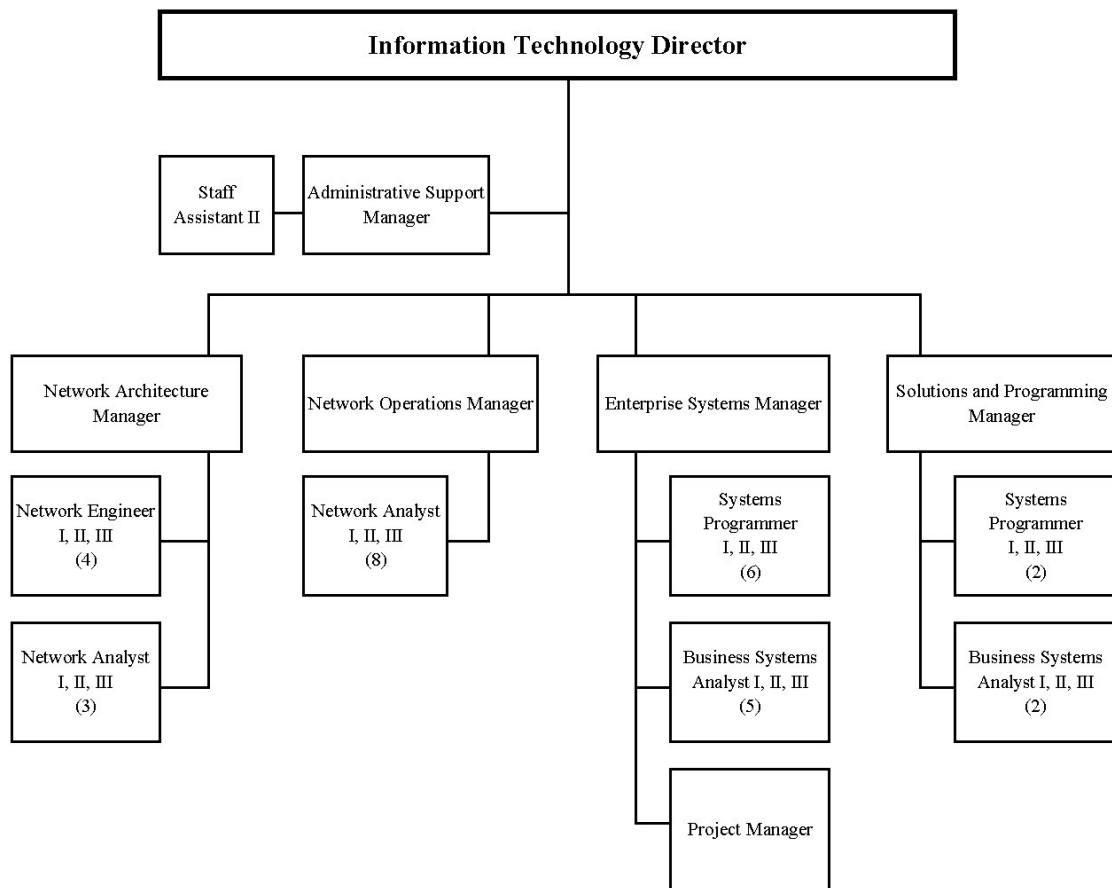
General Fund
Administration; Acquisition, Development and HRIS;
Employee Relations and Benefits; Diversity & Equity Services
Budget Highlights

- ◆ The Human Resources General Fund programs are supported by 16.5 full-time equivalent positions, an increase of 1.3 FTEs from 2023/24 budget. In fiscal year 2024/25, a part-time position is being upgraded to a full-time Human Resources Technician (0.3 increase), and a Human Resources Analyst is being added.
- ◆ The budget for internal services includes support from Information Technology, Building and Maintenance, and Risk Management. The budget for these services reflects an increase of 22% in comparison to the prior year due to increased technology costs.
- ◆ Operating expenditures include the budget for tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect an 18% decrease from the fiscal year 2023/24 budget, primarily due to "one-time" funding of a software purchase in the prior year.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects a 7% increase from fiscal year 2023/24.

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 Health Center (EHC) provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. The 2024/25 budget for the Employee Health Center reflects a 1% increase from fiscal year 2023/24.
- ◆ The Employee Benefits program is supported by 3.5 full-time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ There have been no other significant changes in the Employee Benefits program or the Employee Health Center. This budget reflects a 2% increase from fiscal year 2023/24.





Information Technology – 38 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 Priority of High Performing Government, 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 Services Provided

Administration

Administration of the City's information technology systems includes development and maintenance of governance and architecture plans used to guide operations and development of technology throughout the City. Tasks include the development and oversight of contracts and vendor relationships, technology innovation, resource allocation, data collection and analysis, and project management for citywide application implementation. The administrative arm of IT is committed to maintaining vital relationships with internal customers in their pursuit of excellence.

Network Operations & User Support

This division is responsible for the management of the IT Helpdesk, telecommunications, computer and printer troubleshooting, hardware inventory, network connection leases, support contracts, daily operations support, security administration, and after-hours and emergency call-out support. This division also manages individual user account administration, enterprise office software support, software licensing, and basic user training and orientation.

Network Security & Architecture

This division is charged with the administration, maintenance and the oversight of the City Wide-Area-Network, network and system security, data storage and backups, video security, maintenance and repair of the City's fiber optic network, and all physical network infrastructure refurbishment and replacement. The Network Architecture Manager is the City's lead cybersecurity officer and is responsible for coordinating with all IT managers to create comprehensive security procedures and training for all systems and network users.

Solutions & Programming

The Solutions & Programming division reviews requests for software solutions and system projects, while also maintaining both internet and intranet based internally developed applications and solutions. This division aims to maximize the functional capabilities of existing systems and control the growth of the City's software portfolio.

Enterprise Systems & Training

This division is responsible for the administration and ongoing support of the City's enterprise operating solutions, including financial and human resources, utility customer billing, land management, permitting, code enforcement, geographic information systems, infrastructure work and asset management, City Council agenda management and meeting video streaming, and City records management. The division also maintains a structured schedule of patch and upgrade management, in addition to a rigorous security and audit schedule.

Information Technology

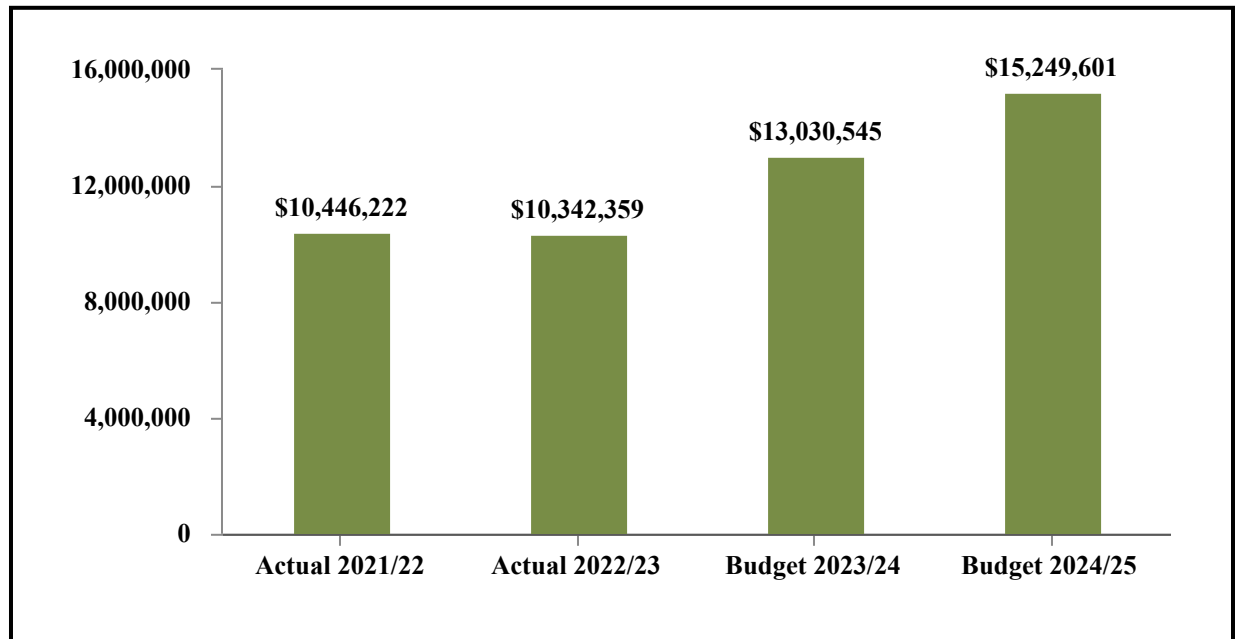
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Administration	399,783	414,295	694,892	701,295	1 %
Network Operations & Support	4,254,449	4,832,511	4,692,237	5,779,449	23 %
Network Security & Architecture	662,362	2,065,329	2,908,837	3,505,911	21 %
Enterprise Systems & Training	3,222,579	2,567,327	3,768,601	4,330,190	15 %
Solutions & Programming	328,852	462,897	965,978	932,756	(3)%
IT Telecommunications	1,578,197	—	—	—	n/a
Total Information Technology	10,446,222	10,342,359	13,030,545	15,249,601	17 %

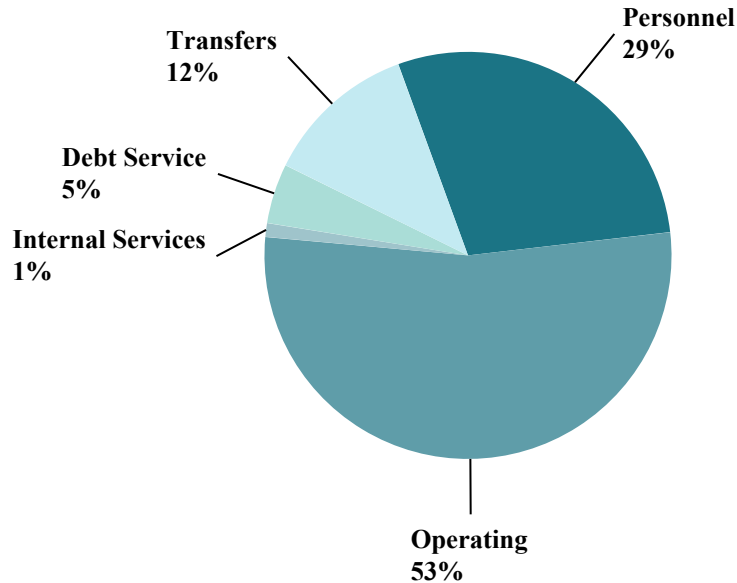
Full Time Equivalent Positions

Administration	3.0	3.0	2.0	3.0	1.0
Network Operations & Support	14.0	9.0	10.0	9.0	(1.0)
Network Security & Architecture	0.0	6.0	6.0	8.0	2.0
Enterprise Systems & Training	0.0	13.0	12.0	13.0	1.0
Solutions & Programming	16.0	6.0	6.0	5.0	(1.0)
IT Telecommunications	1.0	0.0	0.0	0.0	
Total Information Technology FTEs	34.0	37.0	36.0	38.0	2.0

Total Department Summary

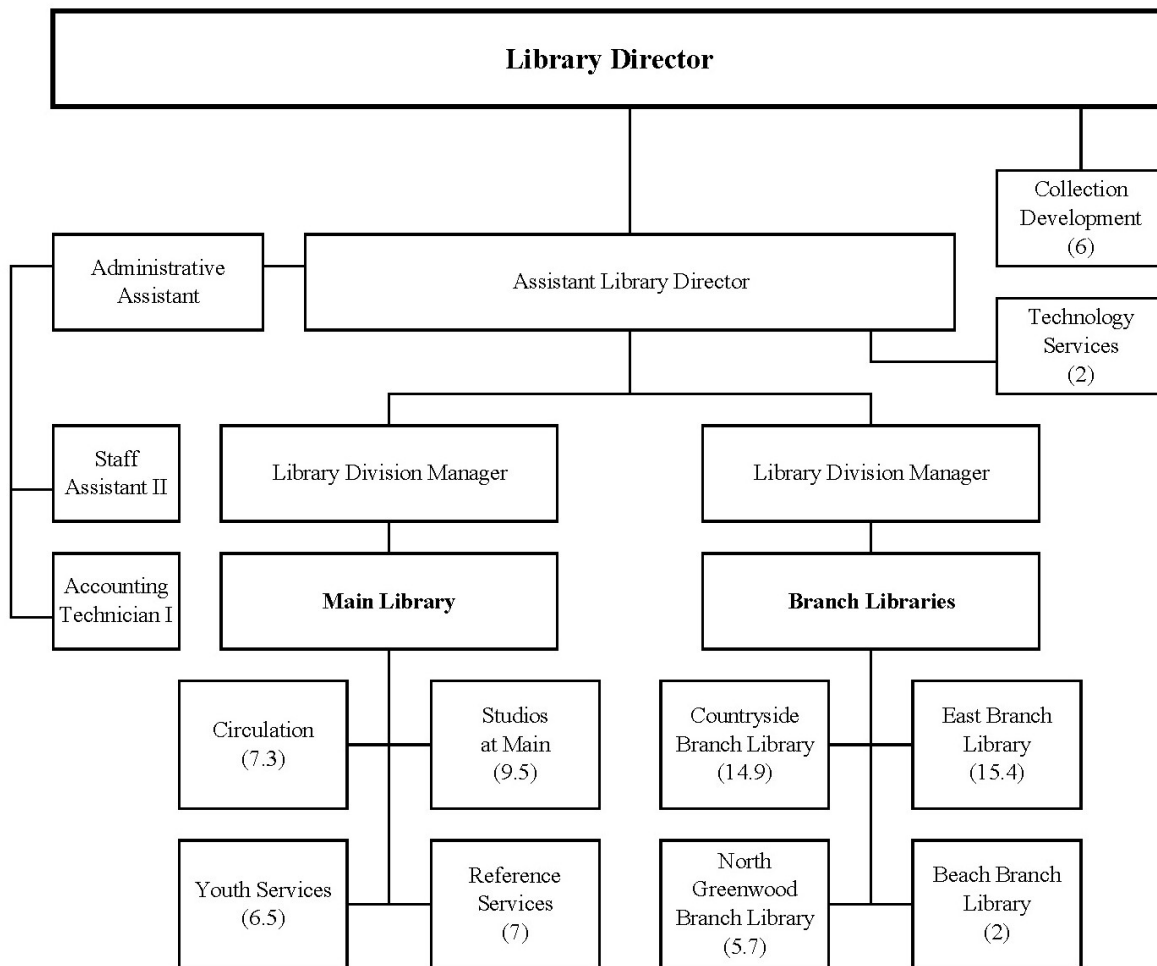


Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ All programs in the Information Technology department are internal service functions. All costs of operation are passed back to user departments based on the services provided.
- ◆ The Information Technology Department is supported by 38 full-time equivalent positions, an increase of two FTEs from the 2023/24 budget. For fiscal year 2024/25, a Staff Assistant II and Network Analyst III are added.
- ◆ Debt costs account for financing of capital purchases of technology equipment. This totals \$726,450 for fiscal year 2024/25, a 77% increase from the prior year.
- ◆ Operating expenditures include the budget for citywide telephone charges, computer lease costs, professional consulting, maintenance contract renewals, and subscription charges for software programming and infrastructure needs. These costs are estimated at \$7.8 million for fiscal year 2024/25, which is 51% of the total operating budget. Operating expenditures increased by 15% from the prior year due to escalating costs of software and additional solutions that have been added citywide.
- ◆ Transfers to support capital projects for system and infrastructure replacements and upgrades are budgeted at \$1.9 million for fiscal year 2024/25, a 32% increase from the prior budget year.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2024/25. The Department budget reflects a 17% increase from fiscal year 2023/24.



Library – 83.3 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. In the prior fiscal year, the library provided a collection of more than one million physical and electronic items across five locations and circulated well over one million total items to more than 67,047 active borrowers.

In furthering the City Council's Strategic Priority of Community Well-Being, the Library works to preserve community history and provide programming and events that reached more than 27,772 patrons last fiscal 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* newspaper photograph, and microfilm archives. Digitize materials of historic significance for online access for city departments and patrons.
- 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, including a dynamic Summer Reading Program, and provide space for literacy tutoring.
- Provide meeting and study space to more than 1,393 partners, community groups and individuals and accommodate 293 city meetings.
- Provide temporary library service to tourists and other visitors to the area.
- Serve as a "Safe Place" and utilize Code Adam for youth.
- 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 a founding 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 children, teens, adults easy access to hands-on and virtual learning opportunities via the Studios @ Main interactive maker spaces and these services system wide.
- Provide drive-through and curbside pickup to allow patrons to maintain social distancing while utilizing library services.

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 Priority of High Performing Government, 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, system wide staffing, and the central oversight of all social media and marketing 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, and Coachman Park. The Main Library offers state-of-the-art technology that provides 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 2015, 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 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 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 3,900 items, including biographies, magazines, literature, music, and films.

Beach Branch Library

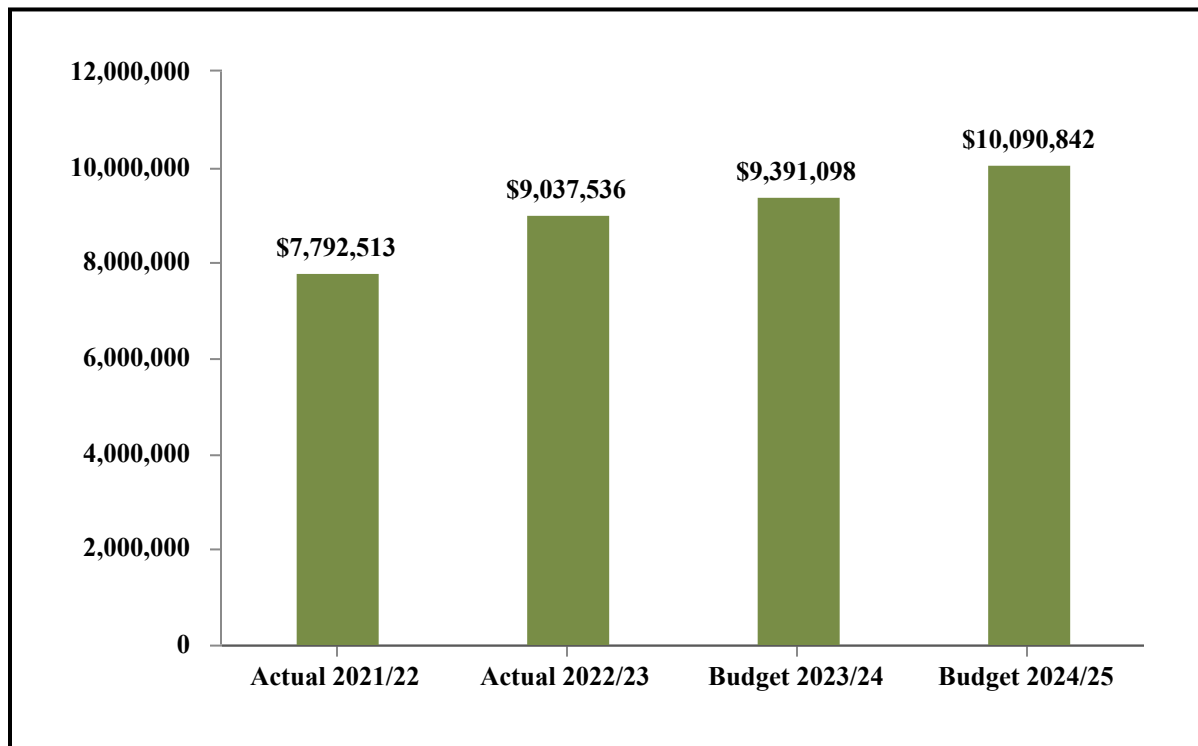
The Beach Branch Library serves both residents and visitors in the Clearwater Beach community, with its busiest time during the winter season. The mix of popular library materials, internet computers, free wi-fi, and increased programming serves a variety of needs relevant to the beach community. With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

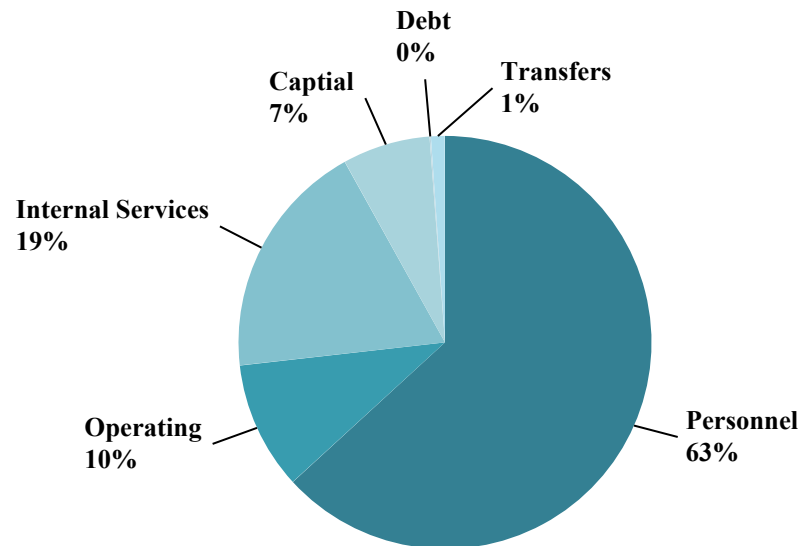
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Centralized Services	2,977,161	3,851,217	3,364,030	3,626,937	8 %
Main Library	2,559,959	2,724,571	3,148,602	3,313,373	5 %
Countryside Branch Library	995,970	1,061,984	1,252,339	1,327,972	6 %
East Branch Library	895,938	942,841	1,088,874	1,187,400	9 %
North Greenwood Library	271,019	344,261	407,955	498,993	22 %
Beach Branch Library	92,466	112,661	129,298	136,167	5 %
Total Library	7,792,513	9,037,536	9,391,098	10,090,842	7 %

Full Time Equivalent Positions

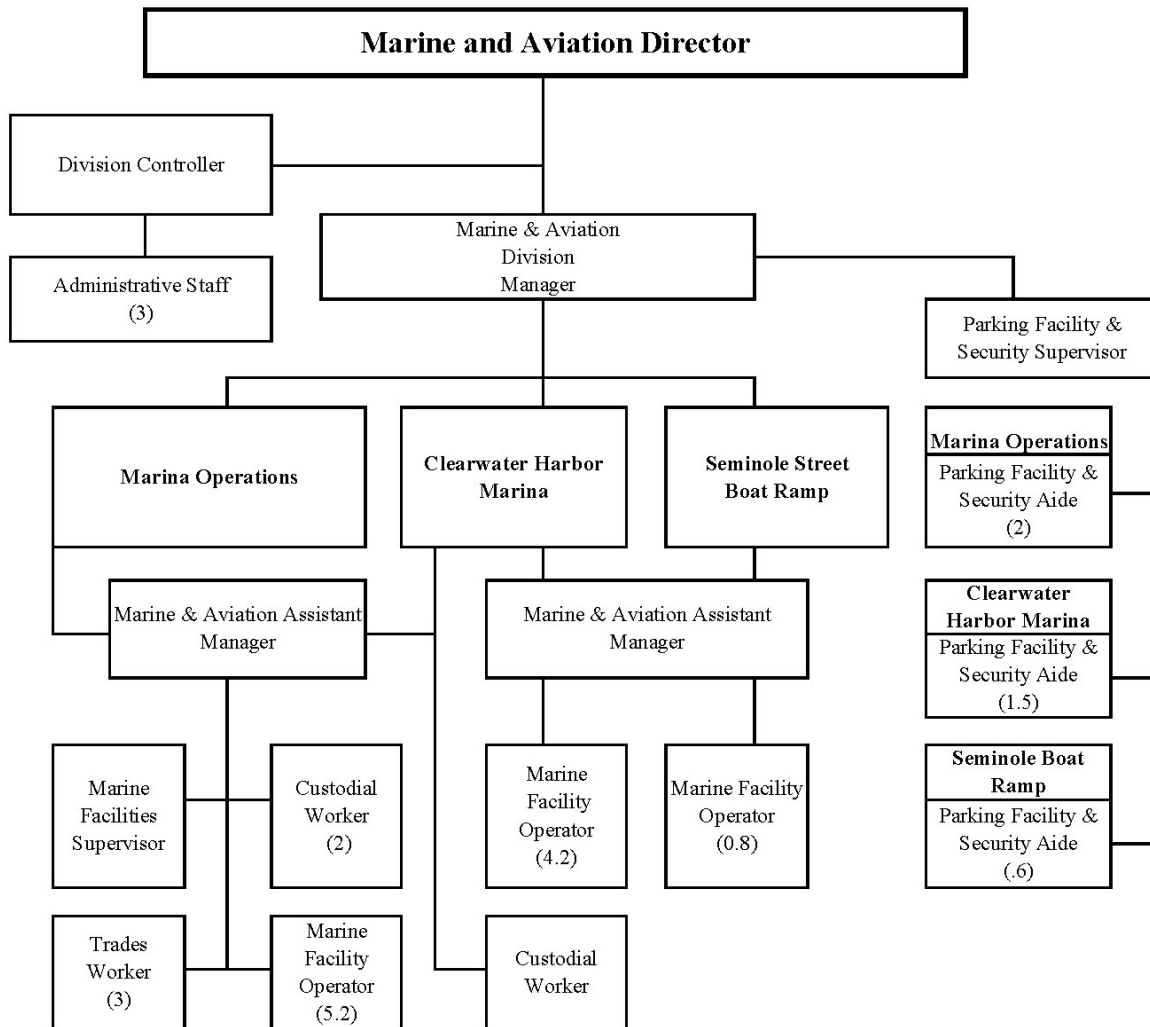
Centralized Services	14.0	14.0	14.0	14.0	0.0
Main Library	33.1	33.1	32.0	31.3	(0.7)
Countryside Branch Library	14.9	14.9	14.9	14.9	0.0
East Branch Library	15.8	15.8	15.2	15.4	0.2
North Greenwood Library	3.5	3.5	5.2	5.7	0.5
Beach Branch Library	2.0	2.0	2.0	2.0	0.0
Total Library FTEs	83.3	83.3	83.3	83.3	0.0

Total Department Summary

Fiscal Year 2024/25 Budget by Category**Budget Highlights**

- ◆ The Library Department is supported by 83.3 full-time equivalent positions, the same level of staffing as the 2023/24 amended budget.
- ◆ Operating costs include our operating share of the East Community Library at St. Petersburg College of \$122,791 for fiscal year 2024/25. Other operating costs include utilities for all branch locations, software/hardware support for library systems, and funding for library outreach programs. Total operating expenditures have increased by 2% from the 2023/24 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 \$110,000 to fund Library projects for fiscal year 2024/25; this is the same amount of funding as the 2023/24 budget.
- ◆ There have been no other significant changes in the Library department. The 2024/25 budget for this department reflects a 7% increase from 2023/24.





Marine Fund – 18.5 FTEs

Airpark Fund – 0.3 FTEs

Clearwater Harbor Marina Fund – 10.1 FTEs

Seminole Street Boat Ramp (Parking Fund) - 1.4 FTEs

Total Marine and Aviation – 30.3 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 Priority of High Performing Government, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants, both permanent and transient.

Summary of Services 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 under design and construction and is scheduled to open in spring 2025. In 2014, the runway and taxiway were extended to a total of 4108 feet and an Automated Weather Observation Station was installed. A new FBO (FlyUSA) took over operations at the Airpark in March of 2023.

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 revenue each year. A marina rebuild is scheduled to begin autumn 2024.

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 administrative support of the facility.

Seminole Street Boat Ramp

The Seminole Street Boat Ramp provides public waterway access to Clearwater Harbor via 8 launch ramps. There are public green spaces available on site. Construction was completed in 2021 to add new restrooms to the area and the City is renovating the existing docks in summer 2024. The Harbormaster's Office is responsible for the management, maintenance, and administrative support of the facility.

Marine and Aviation

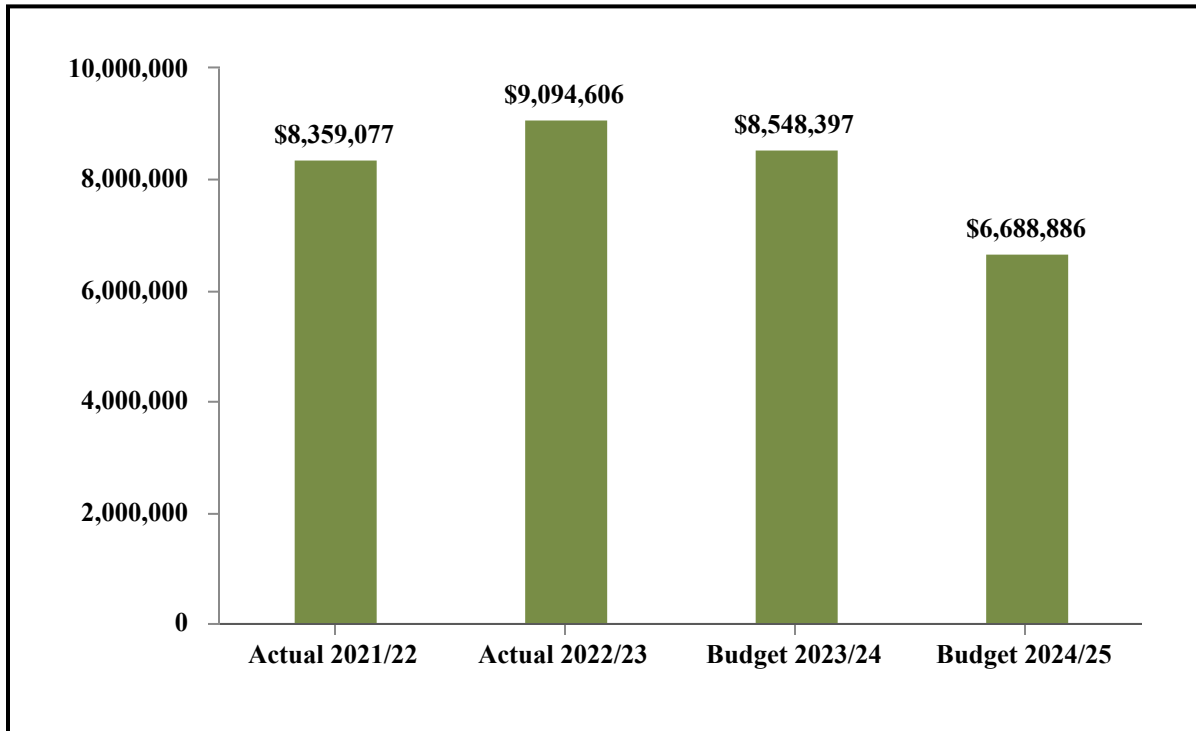
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Marine Fund					
Beach Marina Operations	6,965,275	7,156,877	7,052,428	5,168,960	(27) %
Airpark Fund					
Airpark Operations	300,762	634,532	187,925	151,110	(20) %
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina Operations	829,694	1,044,772	1,149,081	1,168,400	2 %
Parking Fund					
Seminole Street Boat Ramp	263,345.36	258,424	158,963	200,416	26 %
Total Marine & Aviation	8,359,077	9,094,606	8,548,397	6,688,886	(22)%

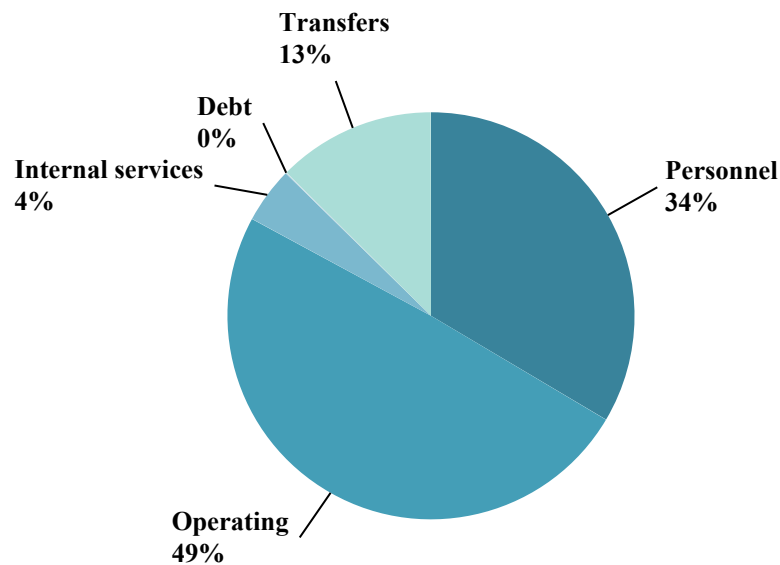
Full Time Equivalent Positions

Marina Operations	15.6	18.5	18.8	18.5	(0.3)
Airpark Operations	2.6	2.9	0.3	0.3	0.0
Clearwater Harbor Marina Fund	8.8	9.1	10.4	10.1	(0.3)
Seminole Street Boat Ramp	0.8	0.8	0.8	1.4	0.6
Total Marine & Aviation FTEs	27.8	31.3	30.3	30.3	0.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category



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 at Clearwater Beach.
- ◆ The Marine Operations program is supported by 18.5 full-time equivalent positions, a decrease of 0.3 FTEs from fiscal year 2023/24. For fiscal year 2024/25, a shared part-time Parking and Security Aide (0.3 FTE) is transferred to the Seminole Street Boat Ramp.
- ◆ Operating expenses include an administrative charge to reimburse the General Fund for a portion of City administrative functions, for fiscal year 2024/25, this expenditure is \$238,920, a 1% decrease from the 2023/24 budget.
- ◆ Inventory costs for fuel purchases are budgeted at \$2.0 million in 2024/25, a 33% decrease from the current year's amended budget to account for the disruption in service during construction of the Marina.
- ◆ Budgeted transfers for 2024/25 include a payment in lieu of taxes in the amount of \$378,430 to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2022/23 gross revenues, a 3% decrease from the 2023/24 budget. Transfers to the Capital Improvement Fund are budgeted at \$150,000 to provide funding to maintain the infrastructure of the Marina.
- ◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 27% decrease from the 2023/24 amended budget due to increased capital funding in the prior year.

Airpark Fund **Budget Highlights**

- ◆ The Airpark Fund is a self-supporting enterprise operation established to fund all operations of the Clearwater Airpark as required in the approved operating agreement.
- ◆ The Airpark Operations program is supported by 0.3 full-time equivalent positions, the same level of staffing as in fiscal year 2023/24. Staffing at the Airpark represents a portion of management's time for oversight and administration of the operating contract with FlyUSA.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund for a portion of City administrative functions. For fiscal year 2024/25 this expenditure is \$5,660, a 59% decrease from 2023/24.
- ◆ Transfers to the Capital Improvement Fund of \$35,000 provide funding for Airpark projects for fiscal years 2024/25. Transfers also include \$14,790 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2022/23 gross revenues and reflects a 20% decrease from the 2023/24 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects a decrease of 20% from the 2023/24 amended budget.

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 10.1 full-time equivalent positions, a decrease of 0.3 FTEs from fiscal year 2023/24. For fiscal year 2024/25, a shared part-time Parking and Security Aide (0.3 FTE) is transferred to the Seminole Street Boat Ramp.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions. For fiscal year 2024/25, this expenditure is \$39,580, a 16% increase from 2023/24.
- ◆ Transfers to the Capital Improvement Fund include funding for routine maintenance and a capital replacement fund. This is budgeted at \$175,000 in fiscal year 2024/25, the same funding as the 2023/24 budget. Transfers also include \$51,690 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2022/23 gross revenues. This is a decrease of 3% over the 2023/24 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 2% over the 2023/24 budget.

Seminole Street Boat Ramp - Parking Fund **Budget Highlights**

- ◆ The Seminole Street Boat Ramp cost center provides for all operating expenditures to operate the City's public boat ramp. Revenues from parking fees at the facility fund these expenditures.
- ◆ This program is supported by 1.4 full-time equivalent positions, an increase of 0.6 FTEs from fiscal year 2023/24. For fiscal year 2024/25, a part-time Parking and Security Aide (0.6 FTE) shared at the Beach and Down Town Marinas is transferred to support peak operating times at the Seminole Street Boat Ramp.
- ◆ Operating expenditures include utilities costs, grounds maintenance contracts, operating and custodial supplies, and contractual fees for parking meters. For fiscal year 2024/25, these costs are estimated at \$80,070, a slight decrease from fiscal year 2023/24.
- ◆ A transfer to the Capital Improvement Fund to provide funding for routine maintenance and future capital improvements is budgeted at \$30,000 for fiscal year 2024/25.
- ◆ There have been no other significant changes in this program, the budget for fiscal year 2024/25 reflects a 26% increase from the current year.

Non-Departmental General Fund

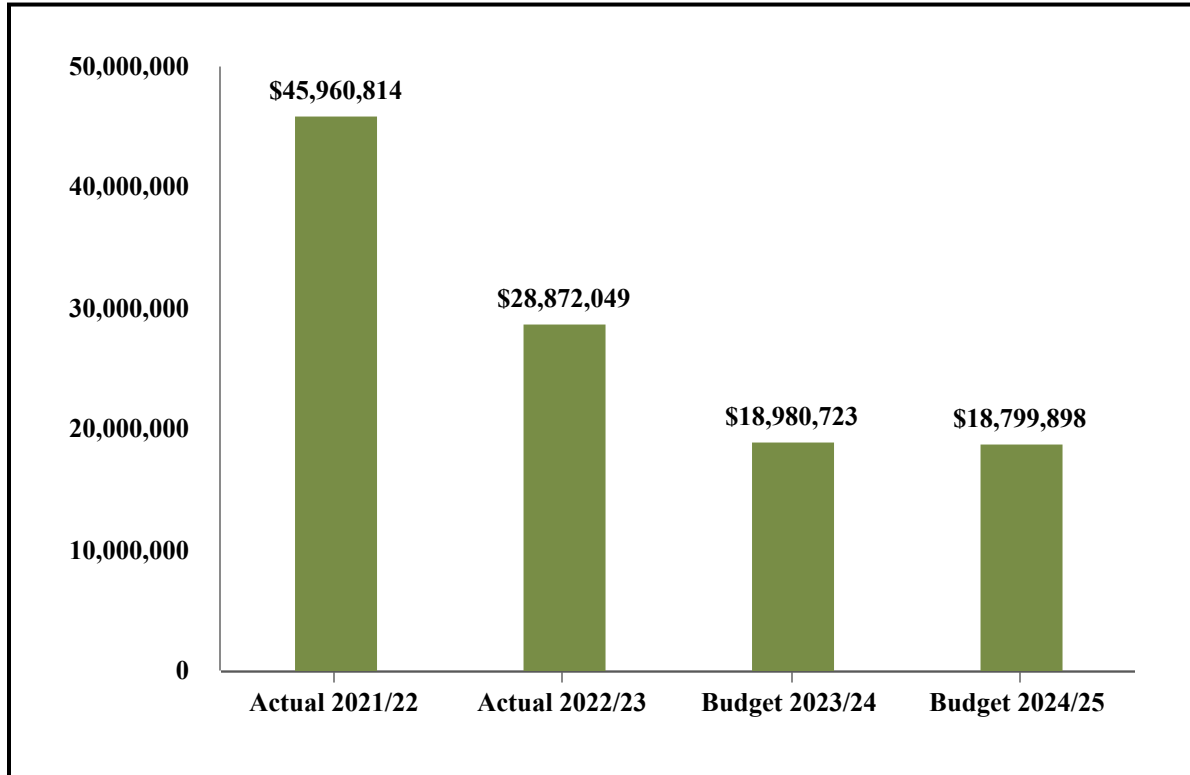
Program Description

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

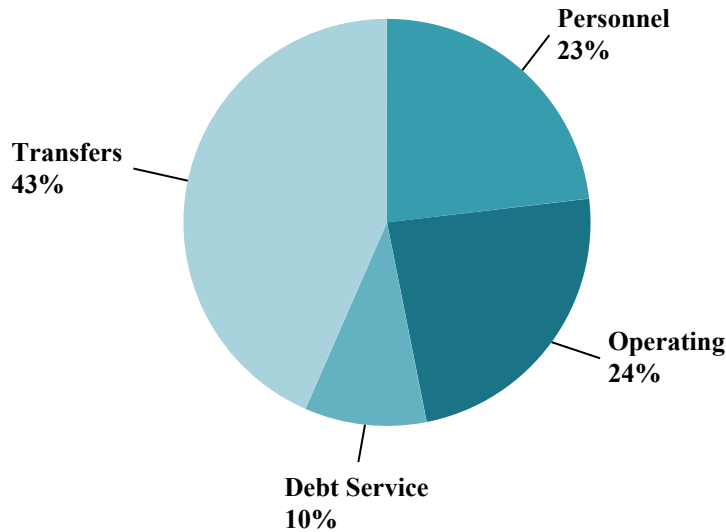
	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Personnel	—	—	—	4,350,003	n/a
Operating	2,686,833	4,484,899	4,203,200	4,462,680	6 %
Capital	35,910	108,400	—	—	n/a
Debt Service	—	—	1,821,930	1,821,930	— %
Transfers	43,238,071	24,278,750	12,955,593	8,165,285	(37) %
Total General Fund	45,960,814	28,872,049	18,980,723	18,799,898	(1) %

Total Department Summary



Non-Departmental General Fund

Fiscal Year 2024/25 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.
- ◆ The budget for personnel costs is a placeholder to include funding to implement new union contracts for both public safety unions (IAFF and FOP) which are currently in negotiations.
- ◆ Operating costs include \$3.5 million for general property and liability insurance for all General Fund programs. This is a 6% increase from the 2023/24 budget due to increased claims activity and insurance market increases.
- ◆ Debt service expense are budgeted at \$1.8 million for the debt payments on Imagine Clearwater bonds.
- ◆ Interfund transfers for fiscal year 2024/25 include the tax increment (TIF) payment to the downtown Community Redevelopment Agency (CRA) at an estimated amount of \$3.4 million. New for fiscal year 2024/25, \$473,000 is budgeted for the transfer of TIF revenue to the new North Greenwood CRA.
- ◆ Interfund transfers also include transfers to the Capital Improvement Fund which is budgeted at \$4.3 million in fiscal year 2024/25 to fund ongoing maintenance projects at current general government facilities. This reflects a 55% decrease from the fiscal year 2023/24 amended budget.

Non-Departmental Central Insurance Fund

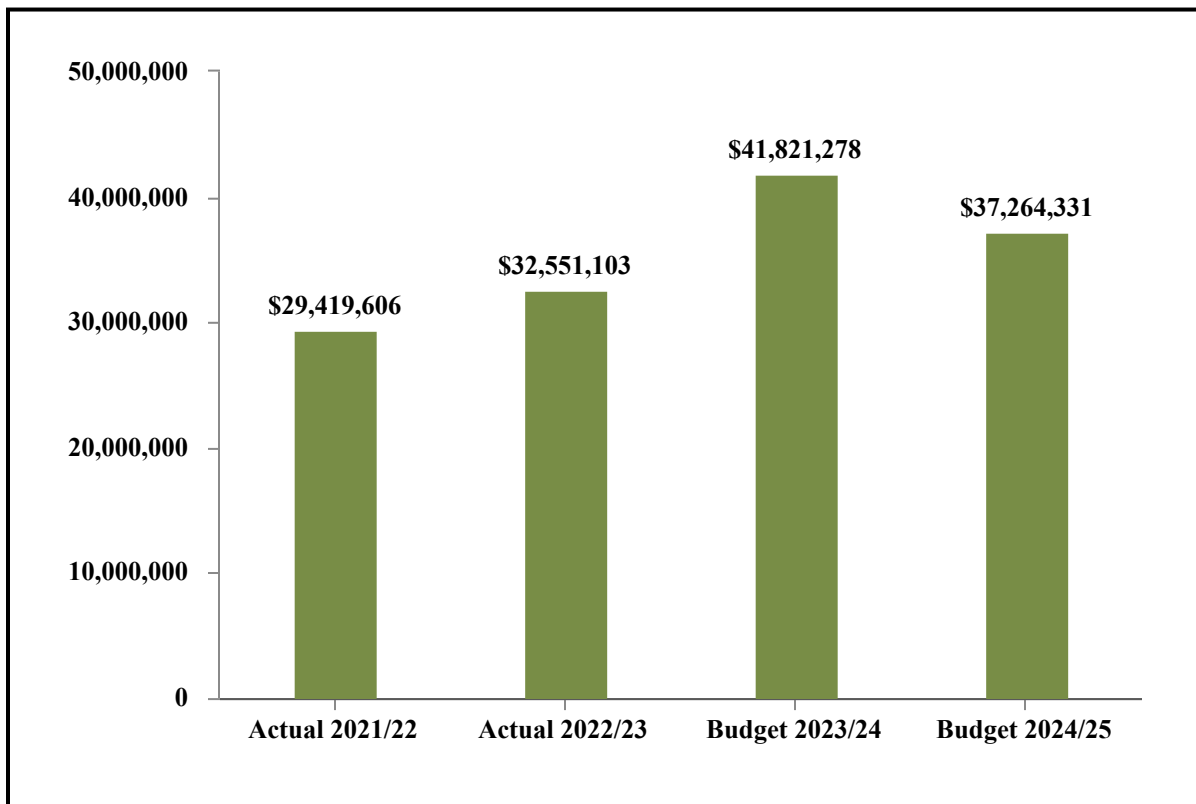
Program Description

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

Budget Summary

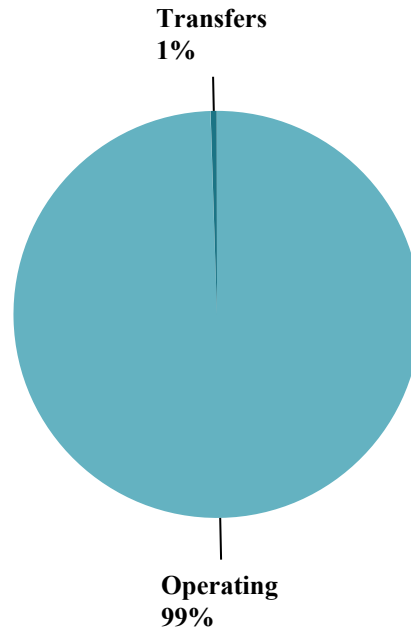
	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Operating	29,386,574	32,379,103	41,646,278	37,087,811	(11)%
Transfers	33,032	172,000	175,000	176,520	1 %
Total Central Insurance Fund	29,419,606	32,551,103	41,821,278	37,264,331	(11)%

Total Department Summary



Non-Departmental Central Insurance Fund

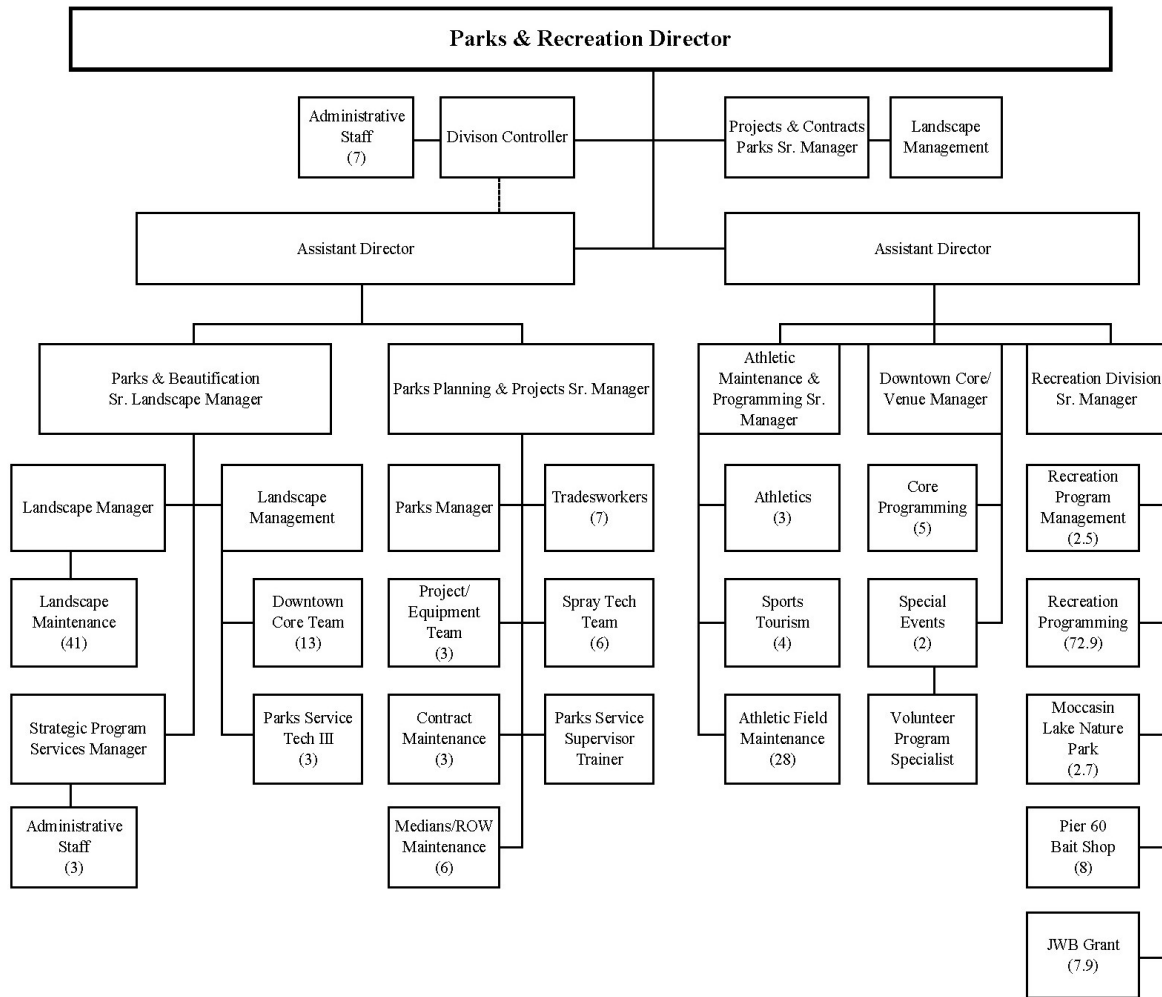
Fiscal Year 2024/25 Budget by Category



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 a combination of personnel and performance indicators.
- ◆ Worker's compensation costs for administration and claims are estimated at \$2.1 million city wide for fiscal year 2024/25. Prior year activity is distributed across all operating funds based upon employee count and claims experience to fund this year's expense.
- ◆ Property and liability insurance costs for administration and claims is estimated at \$8.9 million citywide for fiscal year 2024/25. Prior-year activity is distributed across all operating funds based upon employee count, vehicles, and claims experience to fund this year's expense.
- ◆ 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 and life insurance paid by the City in fiscal years 2024/25 is budgeted at \$26.1 million. This includes an estimated 3% contract increase for fiscal year 2024/25. Both employee and retiree costs are included in this total, which is offset by revenues received from the Central Insurance Fund. Approximately \$1.7 million is also budgeted separately for the cost of the Employee Health Clinic.
- ◆ Transfers to the Capital fund are budgeted at \$176,520 to fund AED replacements in all City facilities and the right-of-way tree management program.

Parks and Recreation



Parks and Recreation (General Fund) – 237.1 FTEs
Parks and Recreation (Special Program Fund) – 7.9 FTEs
Total Parks and Recreation – 245.0 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 for the residents and visitors of the City of Clearwater. To achieve this objective, the department is divided into Administration, Recreation Programming, and Parks and Beautification.

The Parks and Recreation Department supports the City Council's Strategic Priorities of High Performing Government, Economic & Housing Opportunity, Community Well-Being, and Environmental Stewardship by providing supportive programs and recreational offerings that foster a healthy, vibrant, and livable community.

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 the Older Adult Program, Volunteers, and Special Events.

To further the City Council's Strategic Priority of Community Well-Being, the Administration Division promotes the City's brand by promoting the offerings of community amenities, fostering community engagement, and coordinating city community events. To further the City Council's Strategic Priority of High Performing Government, the Administration Division ensures efficiency through optimizing the use of employees, assets, and resources in Parks and Recreation and coordinating over 60 public-private partnerships to ensure effective delivery of services; quality through continuously measuring and improving performance; promotes financial responsibility by setting department priorities that align with the Strategic Plan, 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 of 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, and citywide wellness at City facilities and recreation centers. A strong volunteer program, grants, sponsorship recruitment, donations, and the collection of user fees help to defray operating costs and enhance operations.

To further the City Council's Strategic Priority of Economic & Housing Opportunity, 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 produces community events. To further the City Council's Strategic Priority of High Performing Government, the Recreation Programming Division promotes efficiency by ensuring the optimal use of employees, assets, and resources 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 maintenance of properties; 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 and sports complexes; and Baycare Ballpark, the 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 Priority of Economic & Housing Opportunity, 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 Priority of High Performing Government, 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 and ensuring 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 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, which provides sailing classes and regattas for those with physical challenges. The center also has watercolor classes, yoga classes, and 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. In 2023, the two docks utilized by the Sailing Center were replaced. The facility is currently managed by a 501(c)(3) organization.

Pier 60 Operations

Pier 60 is a popular City owned fishing and observation pier. 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 recycled plastic lumber as part of a Pier renovation project in 2013. Renovations to the gift shop and covered shelters occurred in 2018. While fishing is the primary activity on the pier, sightseeing and the nightly Sunsets at Pier 60 are other tourist attractions that utilize a portion of the pier

Parks and Recreation

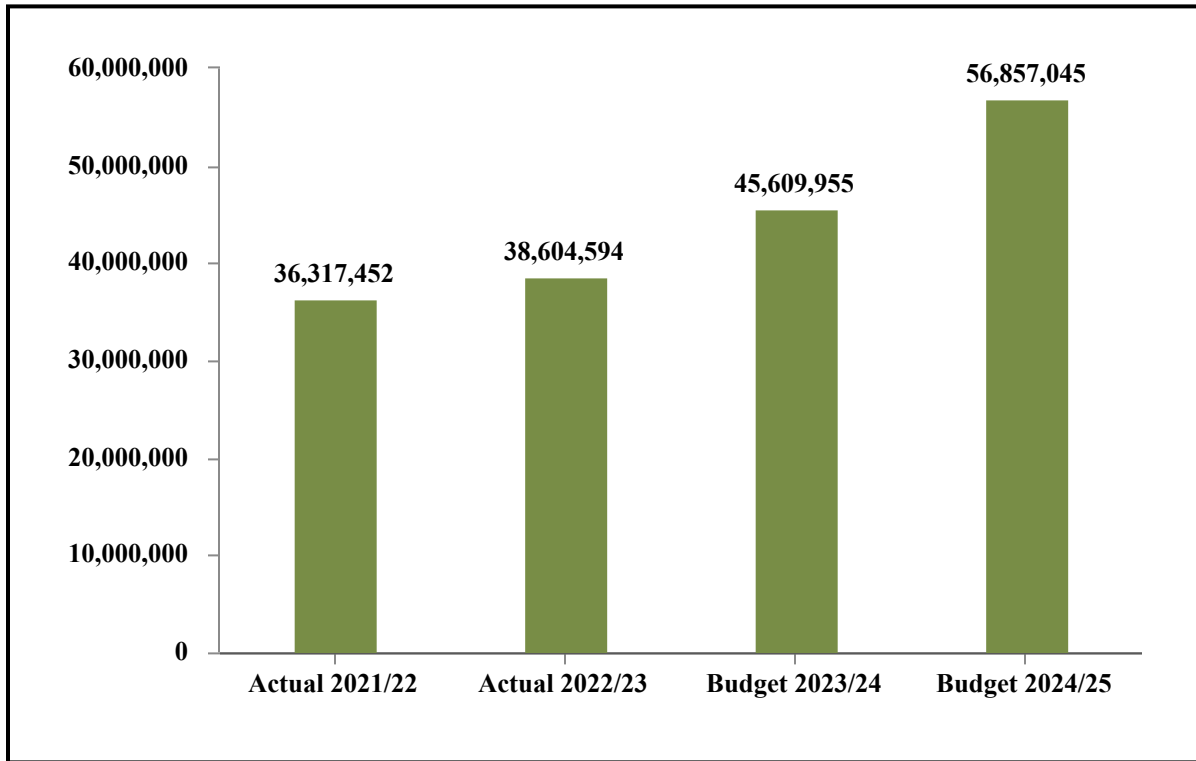
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Fund					
Administration	3,942,868	4,237,165	5,933,290	6,505,883	10 %
Recreation Programming	11,226,432	14,198,655	13,587,170	21,612,709	59 %
Parks and Beautification	18,743,361	18,557,302	24,312,754	26,511,975	9 %
Streets and Sidewalks	900,125	—	—	—	0 %
Pier 60	1,469,332	1,574,218	1,729,771	2,175,308	26 %
Sailing Center	35,335	37,254	46,970	51,170	9 %
Total Parks and Recreation	36,317,452	38,604,594	45,609,955	56,857,045	25 %

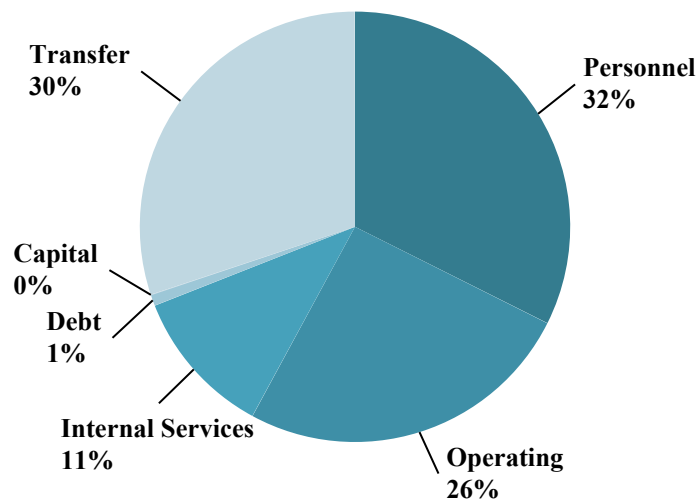
Full Time Equivalent Positions

General Fund					
Administration	28.5	23.6	24.0	23.0	(1.0)
Recreation Programming	84.3	90.4	85.9	88.1	2.2
Parks and Beautification	105.4	119.0	119.0	118.0	(1.0)
Streets and Sidewalks	11.0	0.0	0.0	0.0	0.0
Pier 60	8.2	8.2	8.2	8.0	(0.2)
Subtotal - General Fund	237.4	241.2	237.1	237.1	0.0
Special Program Fund	8.0	8.6	7.6	7.9	0.3
Total Parks and Recreation FTEs	245.4	249.8	244.7	245.0	0.3

Total Department Summary



Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 237.1 full time equivalent positions, the same level of staffing as the 2023/24 amended budget.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. For fiscal year 2024/25, this includes contributions of \$400,000 to Ruth Eckerd Hall, Inc. (REH), \$19,400 for the Clearwater Community Chorus at REH; \$17,000 to support Clearwater Lawn Bowl and Shuffleboard Clubs; and \$5,500 for Clearwater for Youth sponsorships. The budget for event related cash contributions includes the following: \$75,000 for Jazz Holiday; \$200,000 for co-sponsored community events; and \$200,000 for high-impact events.
- ◆ Operating expenditures include contractors for landscape maintenance and tree trimming/pruning at City facilities and all parks and recreation sites; cleaning supplies and services at recreation centers and athletic facilities; park sign replacements; and funding for city events and tournament contractors. These expenses are estimated at \$3.5 million.
- ◆ Operating expenditures also include \$4.8 million for utilities costs at all P&R locations; \$2.5 million estimated for operating supplies; \$750,000 for inventory for resale items at the Pier 60 Bait House; and \$365,000 in for expenditures to be reimbursed for large college sports tournaments. Total operating expenditures reflect an increase of 10% over fiscal year 2023/24.
- ◆ Internal service charges include the cost of support from fleet (garage services), building and maintenance, and information technology , risk management, and employee benefits. These costs reflect a net increase of 14% over fiscal year 2023/24 primarily due to increased costs in building and maintenance and information technology.
- ◆ Debt service expenditures are estimated at \$464,500 for fiscal year 2024/25. This is for the short-term debt payments on additional vehicles and equipment reflecting a 22% increase from prior year.
- ◆ Transfers include \$70,000 transferred to the special program fund for the annual contribution for City special events (4th of July and Sea Blues).
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$16.9 million in fiscal year 2024/25. This includes \$8.3 million to fund on-going repair and maintenance of Parks and Recreation facilities, and \$8.6 million for one-time capital projects for major facility renovations. This is an 87% increase from prior year.
- ◆ 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 25% from the amended 2023/24 budget.

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: \$3,569,104

Program FTEs: 15.0

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 typically includes processing over 300 event applications. This section will act as the liaison between Ruth Eckerd Hall (the operator of The BayCareSound amphitheater) and the City.

Program Expenditures: \$1,487,161

Program FTEs: 3.0

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, and program assistance.

Program Expenditures: \$148,556

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 offers oversight to the Aging Well Center which is located at the Long Center.

Program Expenditures: \$23,000

Program FTEs: 0.0

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: \$1,278,062

Program FTEs: 4.0

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 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: \$2,354,609

Program FTEs: 3.5

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: \$345,137

Program FTEs: 2.7

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 19 lighted tennis courts which include seven hard courts, 12 clay courts, a lighted practice wall, a locker room, vending machine, and picnic area. Pickleball is also played on some of the existing tennis courts. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

Program Expenditures: \$529,346

Program FTEs: 5.5

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, lighted 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 if funding is available. The aquatics center comes with added amenities including umbrellas, lounge chairs and cabana changing rooms.

Program Expenditures: \$1,146,957

Program FTEs: 10.5

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 gymnasium. 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 year for the complex as summer day camps are provided at the center.

Program Expenditures: \$1,330,715

Program FTEs: 12.0 (General Fund)

Program FTEs: 2.6 (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 ArtzforLife at Kings Highway; Boys and Girls Club at Wood Valley; Shuffleboard Club at Shuffleboard Complex; Lawnbowls Club at Lawnbowls Complex; and Horseshoe Club at Ed Wright Park. These programs are managed by the Recreation Programming Division.

Program Expenditures: \$126,940

Program FTEs: 0.0

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 and Clearwater for Youth 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: \$10,364,278

Program FTEs: 20.5

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. 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: \$2,067,830

Program FTEs: 4.0

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 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: \$1,098,264

Program FTEs: 10.3 (General Fund)

Program FTEs: 5.3 (Special Program Fund)

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. Adjacent to the recreation center is the Countryside Library. 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: \$890,419

Program FTEs: 8.5

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: \$582,151

Program FTEs: 5.6

Downtown Core Programming Team

This program provides staff and resources to supervise and program activities and special events for the downtown core area of the city including Coachman Park, Station Square Park, downtown Cleveland Street to Crest Lake Park, and the Mercado Plaza.

Program Expenditures: \$776,063

Program FTEs: 5.0

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: \$6,359,005

Program FTEs: 5.0

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: \$2,300,739

Program FTEs: 20.0

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: \$1,314,838

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, with the exception of 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: \$951,224

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: \$732,566

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. The budget includes the cost of these contracts as well as personnel to manage and maintain the contracts.

Program Expenditures: \$1,470,455

Program FTEs: 3.0

Right of Way Landscape

This program provides staff and resources to renovate landscaping of all city public medians, traffic calming structures, round-a-bouts, etc in the city rights of way. This includes funding for planned updates and renovations to aging landscape infrastructure and irrigation systems.

Program Expenditures: \$846,044

Program FTEs: 6.0

Downtown Core Maintenance Team

This program provides staff and resources to perform landscape maintenance from Coachman Park to Crest Lake Park. Areas included are Coachman Park, Station Square Park, Cleveland Street to Crest Lake, a portion of Gulf to Bay, Crest Lake Park and the Mercado. Normal landscape maintenance activities including mowing, weeding, trimming, edging, irrigation repairs, and spraying to maintain standards established by administrative staff. These areas are staffed 365 days per year not only to provide maintenance but also to assist visitors to the parks.

Program Expenditures: \$2,335,354

Program FTEs: 17.0

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: \$543,547

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 Baycare Ballpark Team; EC Moore Team; Countryside Team; and the Sid Lickton and Nortack Team, which includes Jack Russell Stadium, Walter Campbell Park and Buccaneer Field. 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.

Program Expenditures: \$817,773

Program FTEs: 4.0

Custodial Team

This program provides staffing and resources to clean restrooms at outdoor athletic facilities.

Program Expenditures: \$158,811

Program FTEs: 1.0

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: \$902,448

Program FTEs: 5.0

Carpenter/Joe DiMaggio/Spectrum Team

This program provides staff and resources to maintain the ball fields and turf grass at Carpenter, Joe DiMaggio and Baycare Ballpark. While the Phillies do the majority of maintenance at Carpenter and Baycare Ballpark this team does provide assistance to them according to the agreement between the Phillies and City. The City provides all capital maintenance at Baycare Ballpark; 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: \$4,114,384

Program FTEs: 3.0

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. 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: \$537,659

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: \$807,261

Program FTEs: 3.0

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, Walter Campbell Park and Buccaneer Field. 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: \$936,569

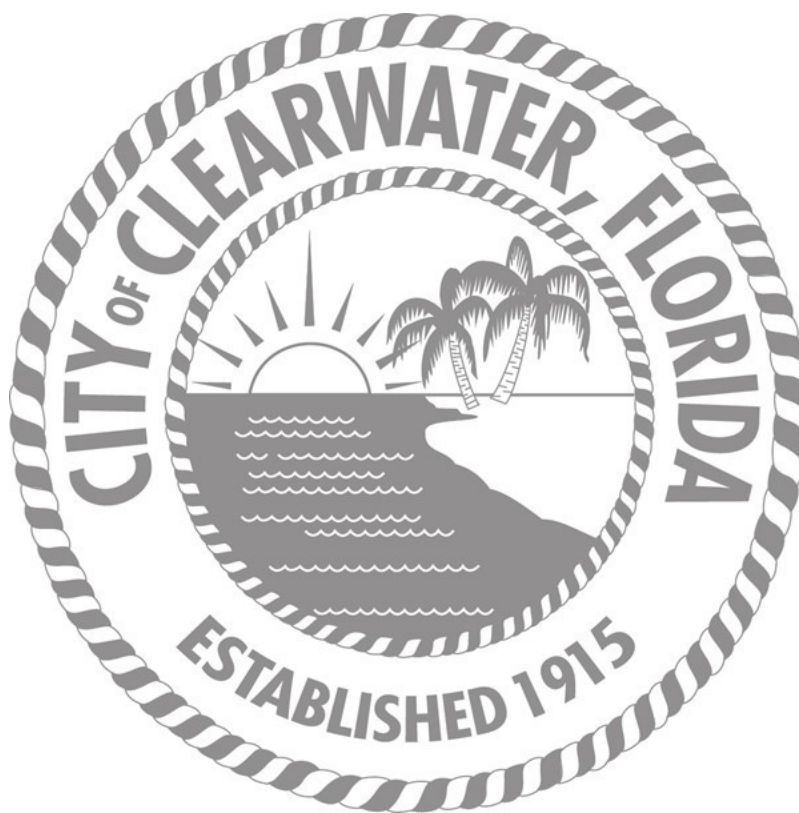
Program FTEs: 7.0

Tradesworker Team

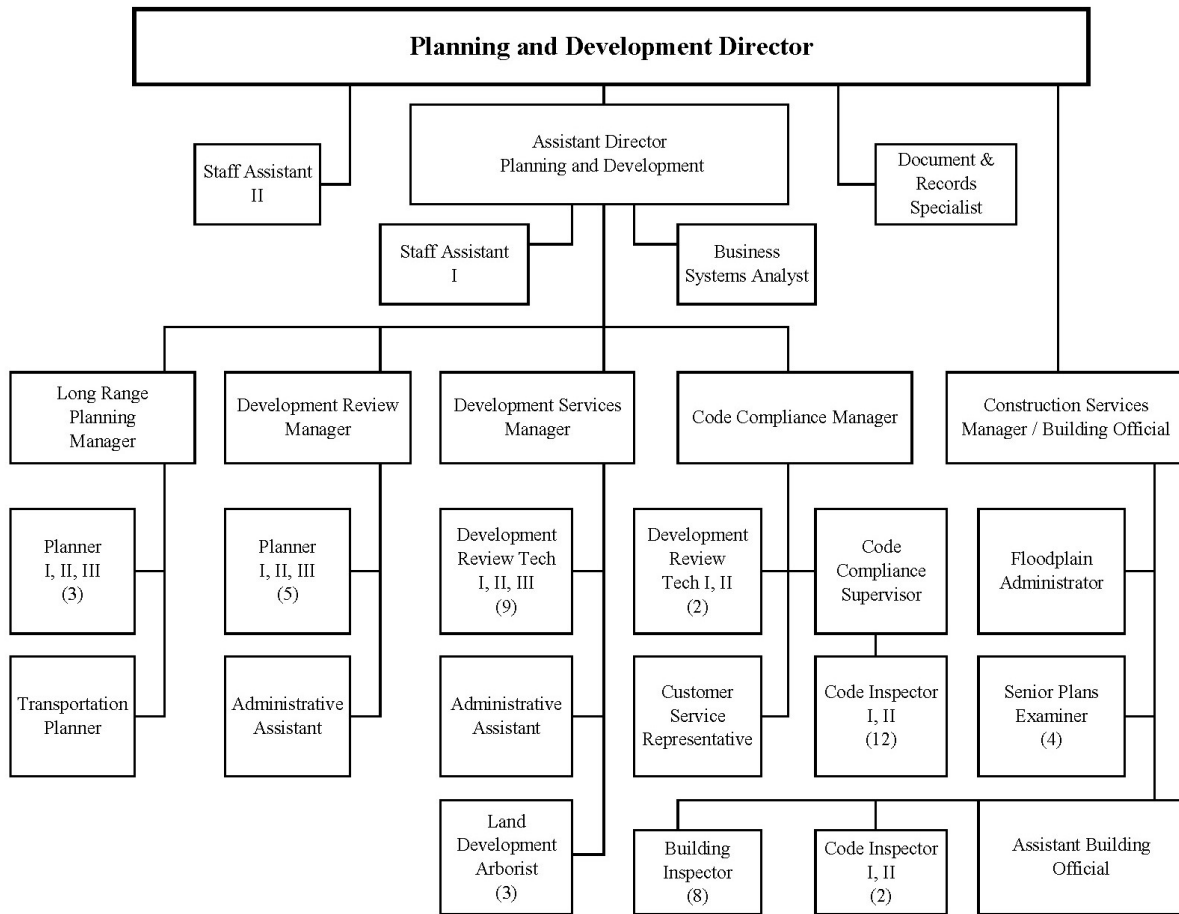
This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 26 playgrounds in the city. This team inspects 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 as well as all outdoor recreation and park amenities not handled through Building and Maintenance.

Program Expenditures: \$1,383,298

Program FTEs: 9.0



Planning and Development



Planning & Development – 66.0 FTEs

Department Objective

Planning and Development aligns with the City Council’s vision of “a community that thrives from bay to beach” through 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 future goals and ensure 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 and 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 place making initiatives.

Current Work Projects

- ◆ Community Development Code Amendments
- ◆ Development of North Greenwood Site and Design Standards
- ◆ Implementation of Legislative Changes

Development Review Division

The Development Review Division is responsible for assisting residents, business 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, Building and Sign Permits, and the Comprehensive Sign Program.
- ◆ Business Process Study Implementation
- ◆ Permitting and Inspections for Land Clearing and Grubbing, and Tree Protection and Preservation

Summary of Services Provided (continued)

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

- ◆ Building Permit Intake, Plan Review, and Inspections
- ◆ Expansion of Floodplain Management Program
- ◆ Implementation of Building Milestone Inspections Program (SB 154 [2023])

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 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

- ◆ Targeted Code Sweeps
- ◆ Implementation of Special Magistrate Process for Code Enforcement Cases
- ◆ Continued Implementation of Short-Term Rental Identification and Enforcement
- ◆ Implementation of Short-Term Rental Registry for Nonresidential Zoning Districts

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 to locate and notify 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.

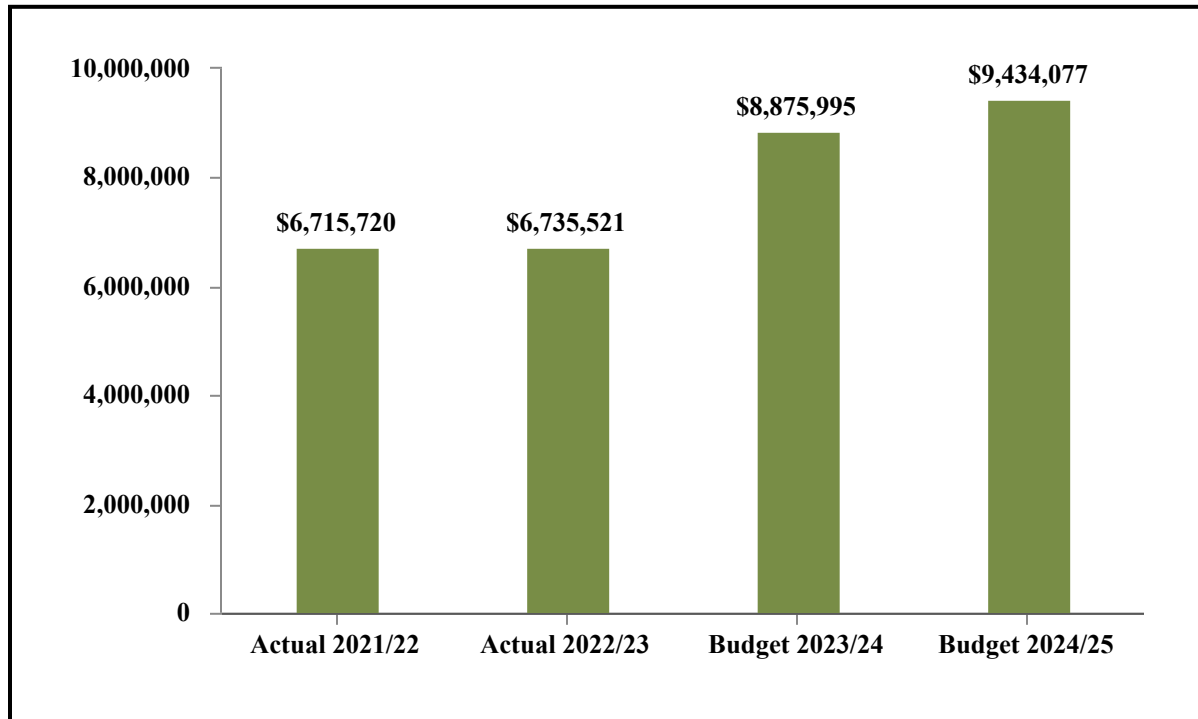
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Planning	1,740,388	1,833,836	2,134,349	2,189,731	3 %
Construction Services	3,758,199	3,580,811	4,897,410	5,323,333	9 %
Code Compliance	1,217,133	1,320,874	1,844,236	1,921,013	4 %
Total Planning and Development	6,715,720	6,735,521	8,875,995	9,434,077	6 %

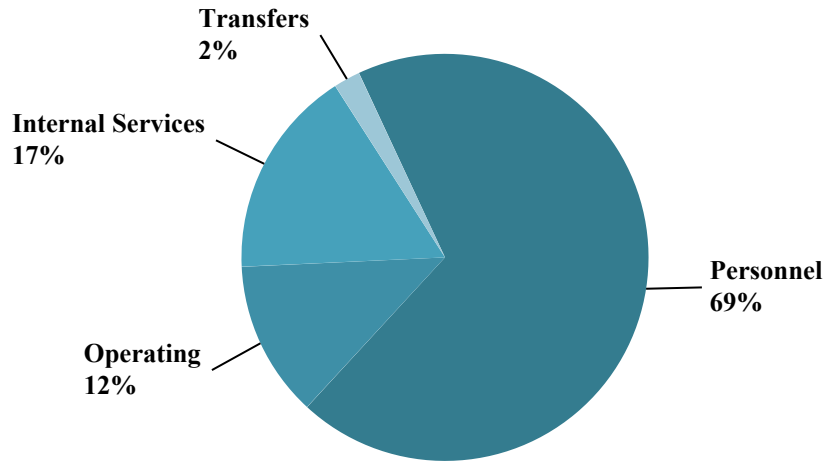
Full Time Equivalent Positions

Planning	14.8	14.6	15.6	15.6	0.0
Construction Services	28.1	30.2	32.1	32.1	0.0
Code Compliance	18.1	18.2	18.3	18.3	0.0
Total Planning and Development FTEs	61.0	63.0	66.0	66.0	0.0

Total Department Summary



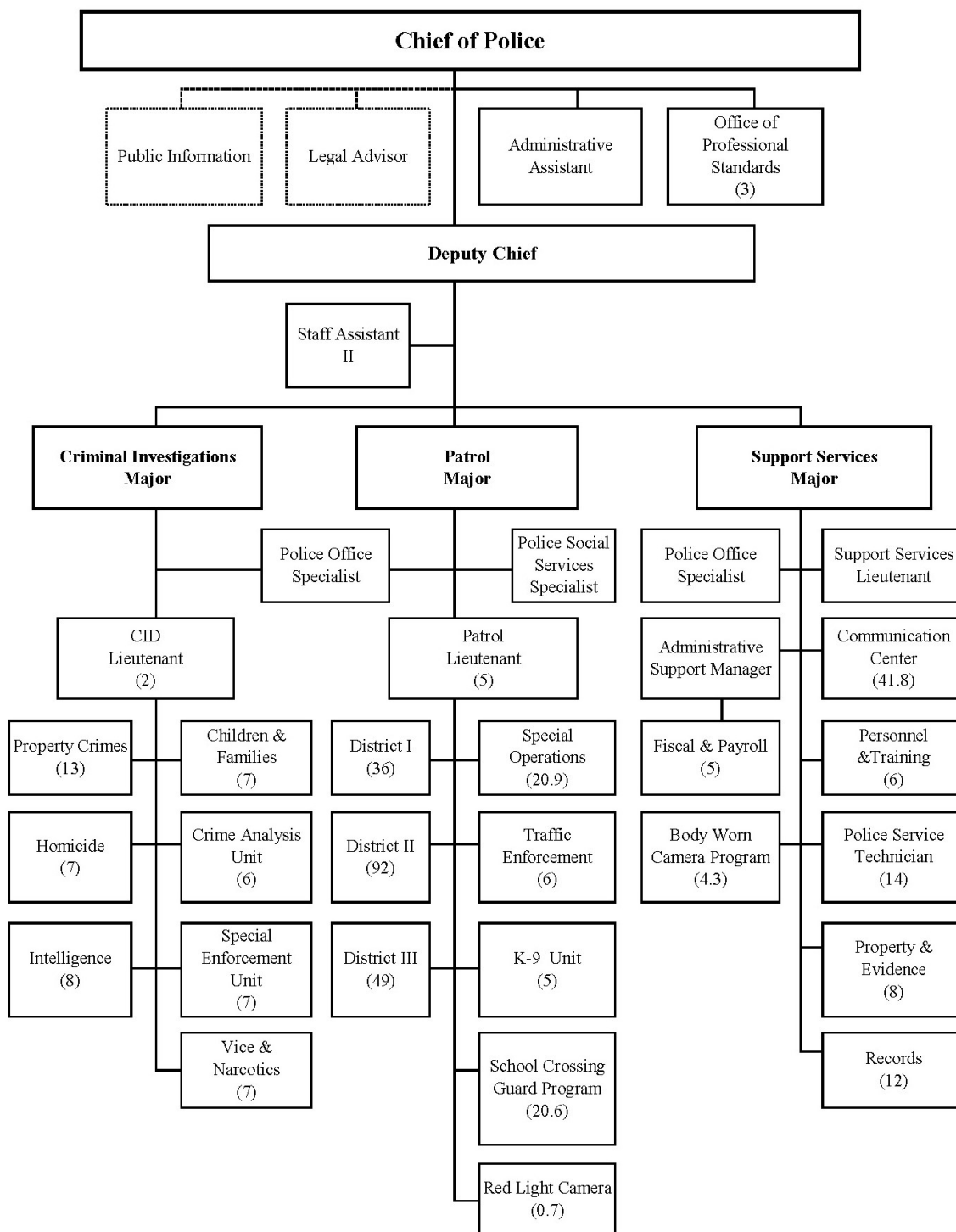
Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The Planning and Development Department is supported by 66 full time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ Operating expenditures include funding of \$600,000 for construction inspection services, \$125,000 for software maintenance to support enforcement of short term rentals and Laserfiche conversions; \$160,000 for credit card processing fees, and \$30,000 for lot mowing for vacant and/or overgrown properties throughout the City. These costs represent 78% of the department's operating expenditures.
- ◆ Transfers for fiscal year 2024/25 include \$200,000 to the special program fund to provide for planning and feasibility studies planned over the next five years.
- ◆ There have been no other significant changes in Planning and Development. The budget for this department reflects a 6% increase from the 2023/24 budget.





Police – (General Fund) – 390.2 FTEs
Police (Special Program Fund) – 8.1 FTEs
Total Police – 398.3 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 Priority of High Performing Government 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 40,000 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 Objective of fostering safe and healthy communities in Clearwater through first-class public safety and emergency response services 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 objective 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 Priorities, 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 Priority of High Performing Government 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 Objective of fostering safety and healthy communities in Clearwater through first-class public safety and emergency response services.

Communications Section

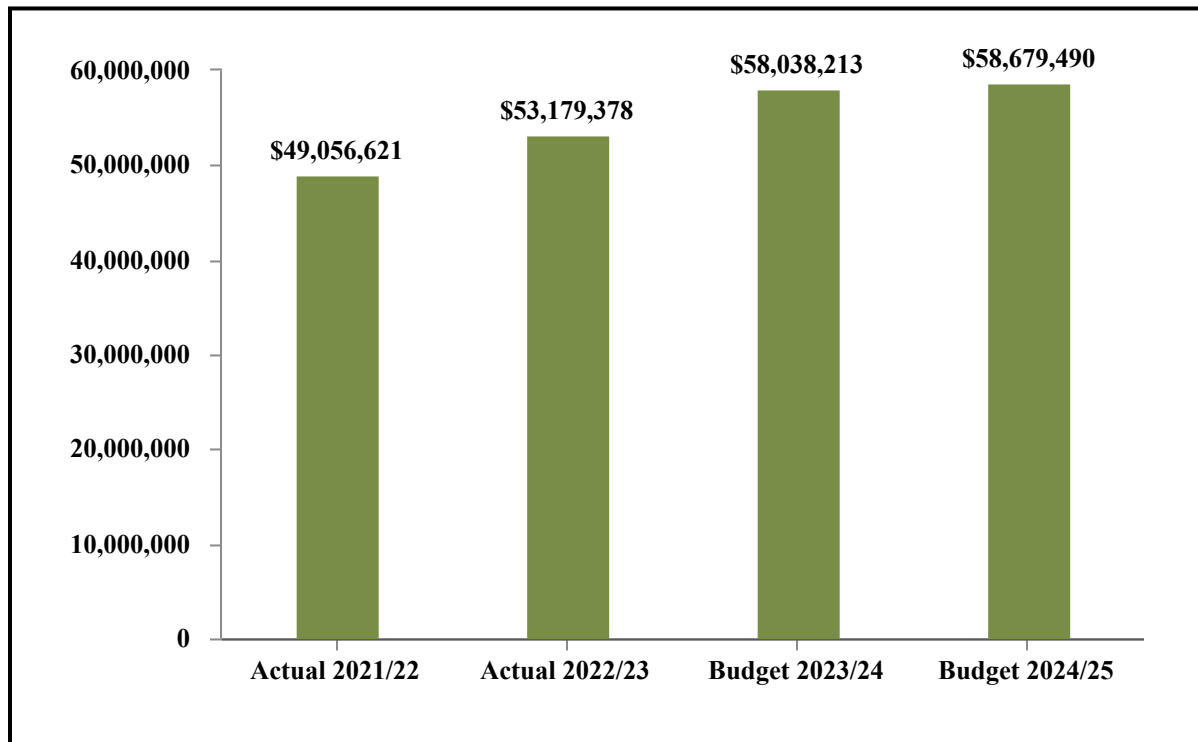
The Communications Section is responsible for receiving emergency and non-emergency calls from citizens, prioritizing the calls, and subsequently dispatching personnel as needed. The section oversees the Computer Aided Dispatch system that allows for measures of department performance, and can operate a reliable, interoperable radio system that allows for an efficient response during a disaster or emergency.

Budget Summary

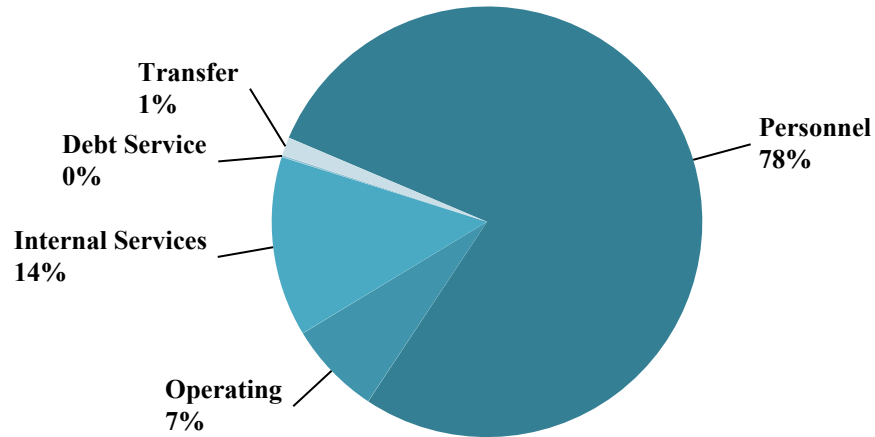
	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Office of the Chief	1,312,696	1,282,242	1,229,545	1,399,323	14 %
Criminal Investigations	7,422,871	8,499,479	8,544,161	8,078,259	(5) %
Patrol	26,435,773	28,283,299	31,645,517	31,999,472	1 %
Support Services	10,500,003	10,398,332	11,320,547	12,490,394	10 %
Communications	3,385,278	4,716,026	5,298,443	4,712,042	(11) %
Total Police	49,056,621	53,179,378	58,038,213	58,679,490	1 %

Full Time Equivalent Positions General Fund

Office of the Chief	7.0	8.0	7.0	8.0	1.0
Criminal Investigations	55.0	55.0	59.0	57.0	(2.0)
Patrol	209.9	221.1	228.1	231.9	3.8
Support Services	54.5	53.5	52.3	52.3	0.0
Communications	41.6	41.6	41.8	41.0	(0.8)
Subtotal - General Fund	368.0	379.2	388.2	390.2	2.0
Special Program Fund	7.3	8.1	8.1	8.1	0.0
Total Police FTEs	375.3	387.3	396.3	398.3	2.0

Total Department Summary

Fiscal Year 2024/25 Budget by Category



Budget Highlights

- ◆ The Police Department is supported by 398.3 full time equivalent (FTEs) positions, an increase of 2 FTEs from fiscal year 2023/24. For fiscal year 2024/25, hours which total 1.8 FTE are added to the Police Aide program and hours which total 0.2 FTE are added to the Police Service Technician who supports the red light camera program.
- ◆ In the Patrol Division, 5.8 FTEs that are assigned to work as School Resource Officers are budgeted in the Special Program Fund. This program is funded by revenues from the Pinellas County School Board and a transfer from the General Fund. In addition, one Police Safety Officer (0.8 FTE) is assigned to Countryside Christian Academy (CCA) accounted for in a special program funded by CCA.
- ◆ Funding for the Police Supplemental Pension plan of \$1,370,000 is included in the budget for fiscal year 2024/25. 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.
- ◆ Due to ongoing contract negotiations, no wage increases were budgeted for employees in the FOP and FOP Supervisors unions. Personnel costs represent approximately 78% of the total Police Department operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$575,000 for the Pinellas County Sheriff's Office contract, \$845,000 for tasers, evidence, video, and body camera system maintenance, \$182,720 for the red light camera contract, and \$277,417 for the Tri-Tech maintenance contract for the Communications Center.
- ◆ Internal service charges are estimated at \$7.9 million for 2024/25, representing funding for information technology, telecommunications, fleet service charges, building and maintenance, and radio communications, risk management, and employee benefits. This is a 4% increase from the prior year.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$78,000 for fiscal year 2024/25.
- ◆ The fiscal year 2024/25 budget includes interfund transfers to the special program fund of \$435,020 to provide funding for police recruitments, the mental health co-responder program and the School Resource Officer program. Transfers for Police related capital projects are budgeted at \$370,000. Transfers represent an increase of 80% in comparison to prior year due to increased funding needed for the special programs and new capital projects created to fund repairs and upgrades to the training range and increased costs for police equipment.
- ◆ There have been no other significant changes in Police Department programs. The budget is approximately 1% greater than the fiscal year 2023/24 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: \$766,525

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: \$632,798

Program FTEs: 4.0

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: \$957,828

Program FTEs: 4.0

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. This unit is also responsible for the Real Time Operations Center which is capable of monitoring criminal and terrorism related incidents. This unit serves as the department's liaison with local, state, and federal public safety agencies.

Program Expenditures: \$1,053,497

Program FTEs: 8.0

Homicide Unit

The Homicide Unit is supervised by a Sergeant. The Homicide Unit is responsible for the investigation of all homicides, bombings, death investigations, extortion by violence, missing person (adult), suicides, attempted suicides, officer involved deadly force (Pinellas County Deadly Force Task Force), and other violent crimes that threaten the well-being of the citizens of Clearwater.

Program Expenditures: \$824,055

Program FTEs: 6.0

Property Crimes Unit

The Property Crimes Unit, supervised by a Sergeant, is responsible for the investigation of crimes against property, economic crimes, and pawn shop/second-hand dealer regulations.

Program Expenditures: \$1,545,715

Program FTEs: 12.0

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: \$856,916

Program FTEs: 7.0

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: \$869,118

Program FTEs: 6.0

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: \$1,330,299

Program FTEs: 7.0

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. Analysts are assigned to General Investigations and the Real-Time Operations Center.

Program Expenditures: \$640,831

Program FTEs: 7.0

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: \$6,280,542

Program FTEs: 8.0

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 Clearwater and within the Community Redevelopment Area.

Program Expenditures: \$11,021,291

Program FTEs: 97.0

District III

Commanded by a 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: \$6,344,102

Program FTEs: 49.0

District I

Commanded by a Lieutenant, District 1 includes the Clearwater Beach area, as well as responsibility for patrolling the coastal waters of 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 two Community Problem Response Teams, 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: \$4,750,876

Program FTEs: 34.0

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: \$668,215

Program FTEs: 5.0

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 scheduled weekly training at night attended by all members. Teams are certified annually by FDLE in a variety of high-liability exercises.

Program Expenditures: \$621,154
Program FTEs: 4.0

Red Light Camera Program

The Red Light Camera Program is an agreement that the City has in place with Verra Mobility (d.b.a. 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 transfers to RedFlex Traffic Systems a monthly amount per intersection approach and the City receives revenue from the traffic infractions incurred.

Program Expenditures: \$216,218
Program FTEs: 0.7

Special Operations

Commanded by a Lieutenant, Special Operations is responsible for supervision of several functions and programs including the School Resource Officers, Mental Health Unit, Volunteers, Extra Duty Program, Community Outreach Program, Mounted Patrol Unit, and Police Aide Program. 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.

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: \$1,204,378
Program FTEs: 13.6 (General Fund)
Program FTEs: 7.1 (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: \$892,696
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: \$802,444

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: \$957,318

Program FTEs: 12.0

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 online reports. They also assist in the investigation of non-criminal auto accidents, recovered property, abandoned vehicles and other non-criminal incidents.

Program Expenditures: \$1,093,870

Program FTEs: 14.0

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: \$7,398,035

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: \$977,199

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: \$301,439

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 responsible for the issuing of officer uniforms and equipment, in addition to the oversight of building maintenance and repairs for all police facilities.

Program Expenditures: \$544,699

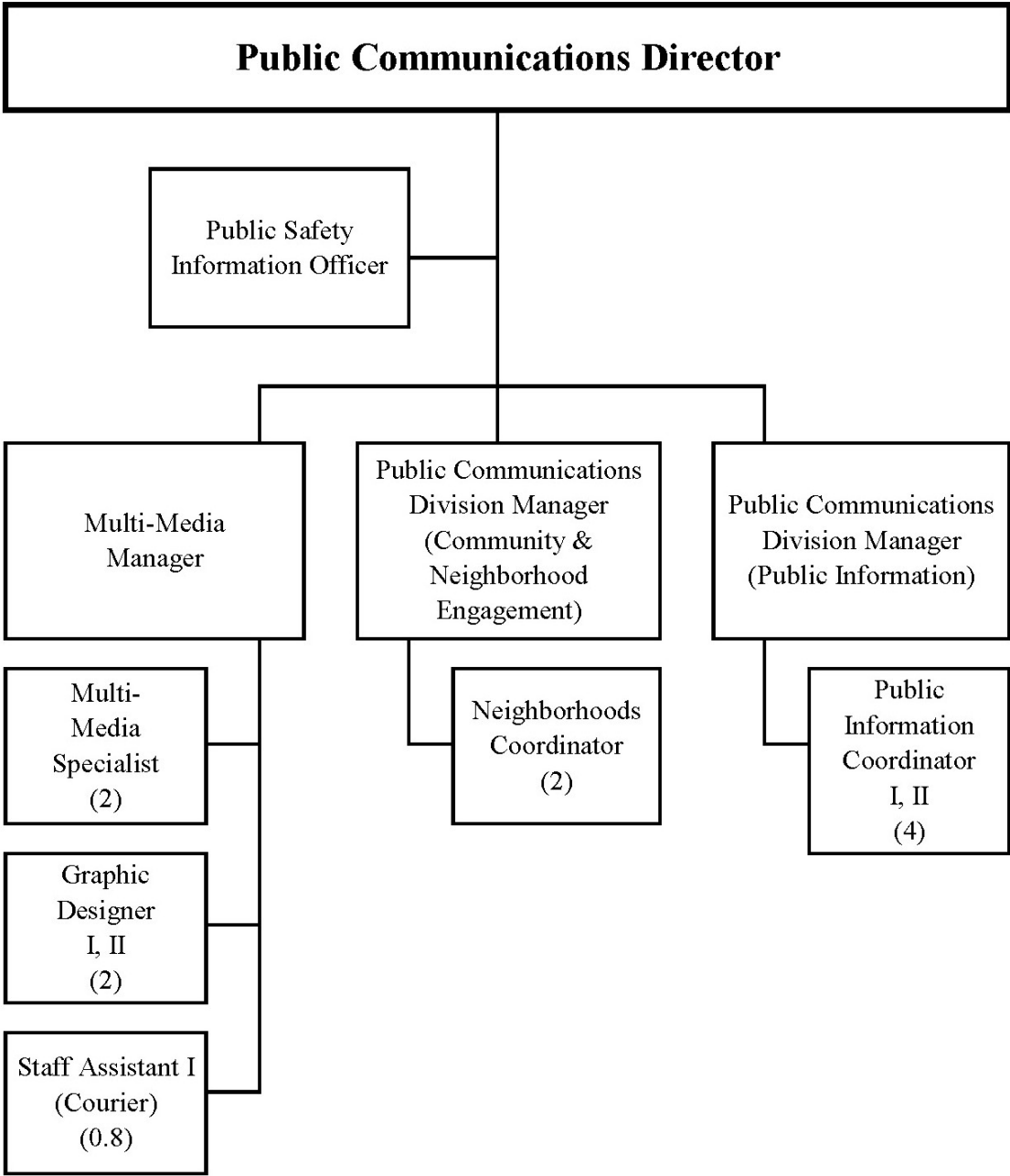
Program FTEs: 8.0

Body Worn Camera Program

This program is responsible for the administration, monitoring, and auditing of body camera videos, in addition to processing public records 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: \$415,390

Program FTEs: 4.3



Public Communications (General Fund) – 15.0 FTEs
Courier (Administrative Services Fund) – 0.8 FTEs
Total Public Communications – 15.8 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 Priority of Community Well-Being, 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 partners 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 supports the City's Strategic Objective of promoting marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.

Summary of Services Provided

Public Communications

Communications & Community Relations

The Public Communications Division coordinates all comprehensive marketing activities, which include writing and distribution of media releases, production of printed and electronic collateral materials, providing content for and monitoring of social media accounts, 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, candidate forums, and other events. 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 and public meetings, community surveying and targeted programs, such as the Citizens Academy. Key achievements in fiscal year 2022/23 included efficiently communicating the city's accomplishments, launching a new city website and multiple subsites, improving e-communications with residents through implementation of a new email subscriber platform, growing the city's multiple social media audiences, and promoting downtown and special events. Another one of the team's focuses includes planning the Coachman Park grand opening celebration and associated events to follow. The division continues to place an emphasis on employee communications and on engaging with our staff to find ways to continually improve.

In fiscal year 2023/24, the division will continue to improve the new website with additional communications features, and staff will look for ways to communicate more efficiently and effectively. The division continues to explore social media outreach and new technologies as ways to reach new audiences. A focus will be on promoting activities at Coachman Park, the bluff redevelopment project, and downtown activities and projects. Communications about key staff changes in the leadership team will continue to be a priority.

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 2022/23, C-VIEW staff produced 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.

Most of the C-VIEW audience watches the videos and items on demand. C-VIEW staff helped produce promotional videos for the website and social media outreach, which includes the city's YouTube, Facebook, Twitter, Nextdoor, and Instagram accounts.

In fiscal year 2023/24 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 city departments and to promote events will remain a focus for the division. A large focus of the 2023/24 fiscal year will be to design a new City Council chambers for the proposed new City Hall.

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

Neighborhoods Division

The Neighborhoods Division aims to empower residents and neighborhood associations to build community and create flourishing, connected neighborhoods. This division provides resources to residents looking to form a neighborhood association, facilitates and attends neighborhood meetings, organizes important community building events like Neighborhoods Day, issues permits for neighborhood block parties, and refers residents to resources for resolving neighborhood issues. The division also coordinates and facilitates community engagement programs such as Citizens Academy, See Click Fix task management system and other customer service interfaces.

Courier

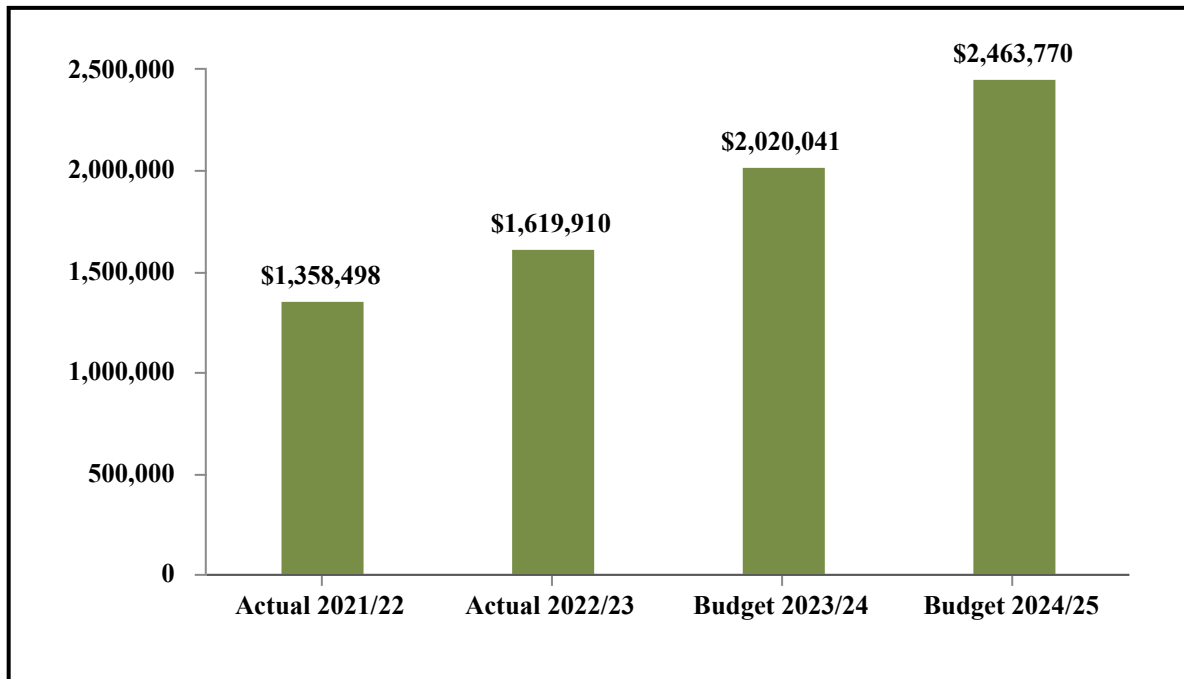
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as Council mail. It also assists the City Clerk department with records retention and coordination.

Public Communications

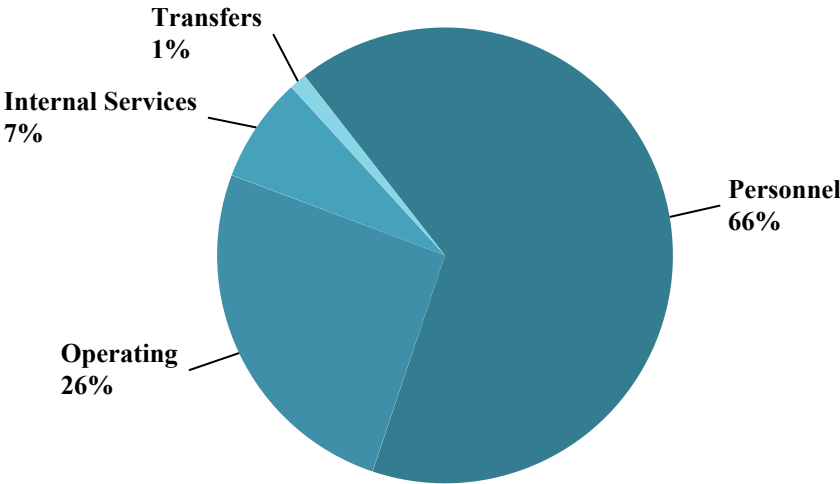
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Fund					
Public Communications	1,167,278	1,464,336	1,811,572	2,254,207	24 %
Administrative Svcs Fund					
Courier	191,220	155,574	208,469	209,563	1 %
Total Public Communications	1,358,498	1,619,910	2,020,041	2,463,770	22 %
Public Communications	11.0	11.0	12.0	15.0	3.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	11.8	11.8	12.8	15.8	3.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category

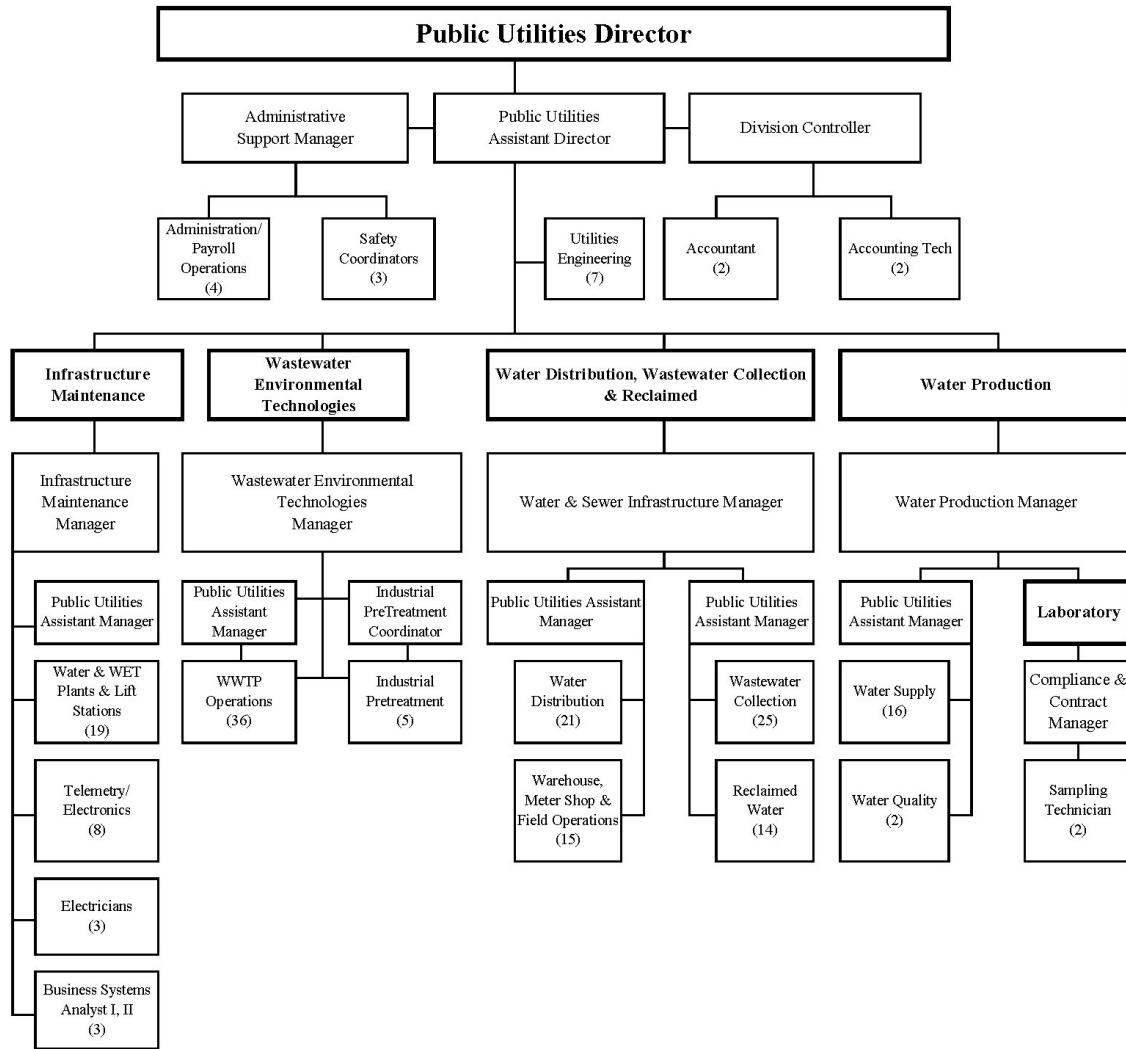


General Fund **Public Communications Budget Highlights**

- ◆ The General Fund operation of the Public Communications Department is supported by 15 full time equivalent positions, an increase of three FTEs from fiscal year 2023/24. This increase reflects a transfer of three neighborhoods division positions from the City Manager's Office.
- ◆ Internal services include the charges for support from fleet (garage services), information technology, building and maintenance, risk management, employee benefits. These costs reflect an increase of 14% from the prior year.
- ◆ Operating costs for the Public Communications Department includes \$50,000 for an employee or citizen survey; \$17,000 for studio engineering, meeting and video support; \$94,500 for advertising, promotional, and printing services; \$200,000 to fund a public relations/marketing firm; and \$50,000 for neighborhood outreach programs.
- ◆ For fiscal year 2024/25, transfers to the capital fund include \$30,000 for the project established to fund studio equipment upgrades and/or replacements.
- ◆ There have been no other significant changes to the Public Communications budget. The budget for this program reflects a 24% increase from the 2023/24 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 \$152,000 in this program, the same as the 2023/24 budget.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2023/24 budget.
- ◆ The budget for this program reflects a 1% increase from fiscal year 2023/24.



Water and Sewer Fund - 202.0 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 Priority of High Performing Government, 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 United States Environmental Agency (USEPA) and State of Florida's environmental regulations.

Summary of Services Provided

Administration

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.

Wastewater Collection

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.

Infrastructure Maintenance

The Infrastructure Maintenance program provides for safe transmission and pumping of wastewater through the City's 78 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, maintenance of three water reclamation facilities, three water treatment plants, 44 potable water wells, and 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.

Wastewater Environmental Technologies

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.

Laboratory

The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and the Wastewater Collection programs.

Industrial Pretreatment

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 and the dental amalgam program. 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.

Summary of Services Provided (continued)

Water Distribution

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.

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.

Water Supply

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.

Reclaimed Water

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 beneficial use of Reclaimed Water helps conserve our drinking water resources.

Maintenance Facility

The Maintenance Facility provides for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.

Public Utilities

Budget Summary

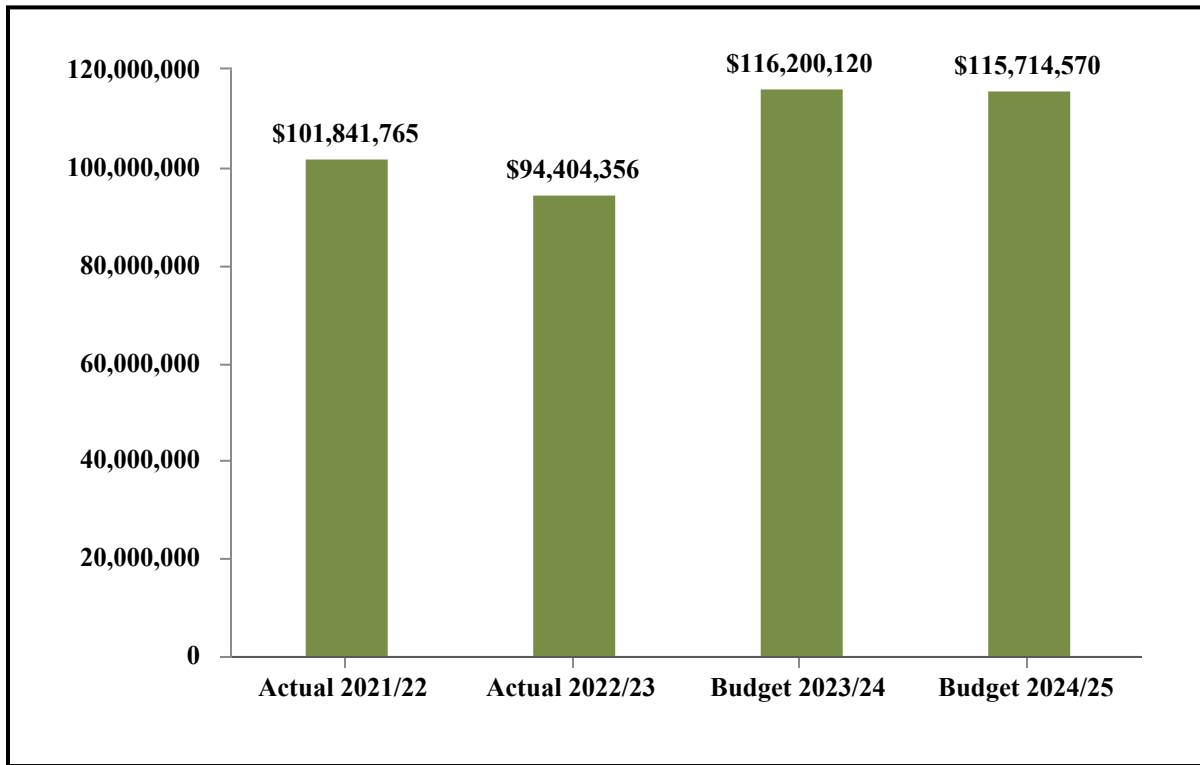
	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
Water And Sewer Fund					
Administration	1,981,125	2,940,753	4,367,753	4,659,188	7 %
Wastewater Collection	15,305,009	13,262,608	25,751,297	24,659,184	(4) %
Infrastructure Maintenance	7,670,800	7,888,432	9,272,386	10,891,095	17 %
WW Environment Technologies	27,984,156	26,500,923	22,175,763	26,835,759	21 %
Laboratory Operations	514,817	555,146	585,205	627,966	7 %
Industrial Pretreatment	898,617	959,368	1,043,468	1,149,406	10 %
Water Distribution	20,332,899	14,273,453	26,406,790	19,250,399	(27) %
Water Supply	22,414,340	22,816,149	22,742,009	20,917,852	(8) %
Reclaimed Water	4,347,528	4,785,960	3,409,869	6,211,591	82 %
Subtotal - Water and Sewer Fund	101,449,292	93,982,792	115,754,540	115,202,440	0 %
General Fund					
Maintenance Facility	392,473	421,565	445,580	512,130	15 %
Total Public Utilities	101,841,765	94,404,356	116,200,120	115,714,570	0 %

Full Time Equivalent Positions

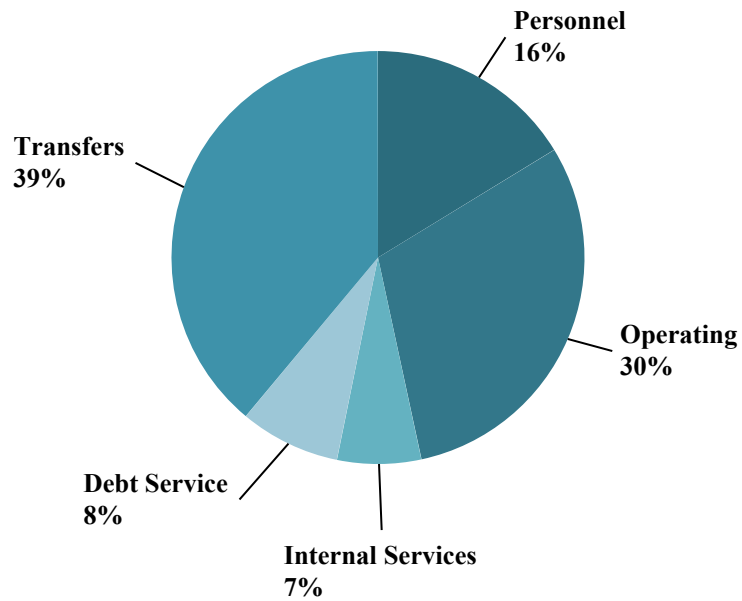
Water And Sewer Fund

Administration	17.0	22.0	22.0	23.0	1.0
Wastewater Collection	25.0	25.0	25.0	25.0	0.0
Infrastructure Maintenance	33.0	32.0	32.0	34.0	2.0
WW Environment Technologies	38.0	38.0	38.0	38.0	0.0
Laboratory Operations	3.0	3.0	3.0	3.0	0.0
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.0
Water Distribution	38.0	37.0	37.0	38.0	1.0
Water Supply	19.0	20.0	20.0	20.0	0.0
Reclaimed Water	17.0	15.0	15.0	15.0	0.0
Total Public Utilities FTEs	196.0	198.0	198.0	202.0	4.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category



Water and Sewer Fund **Budget Highlights**

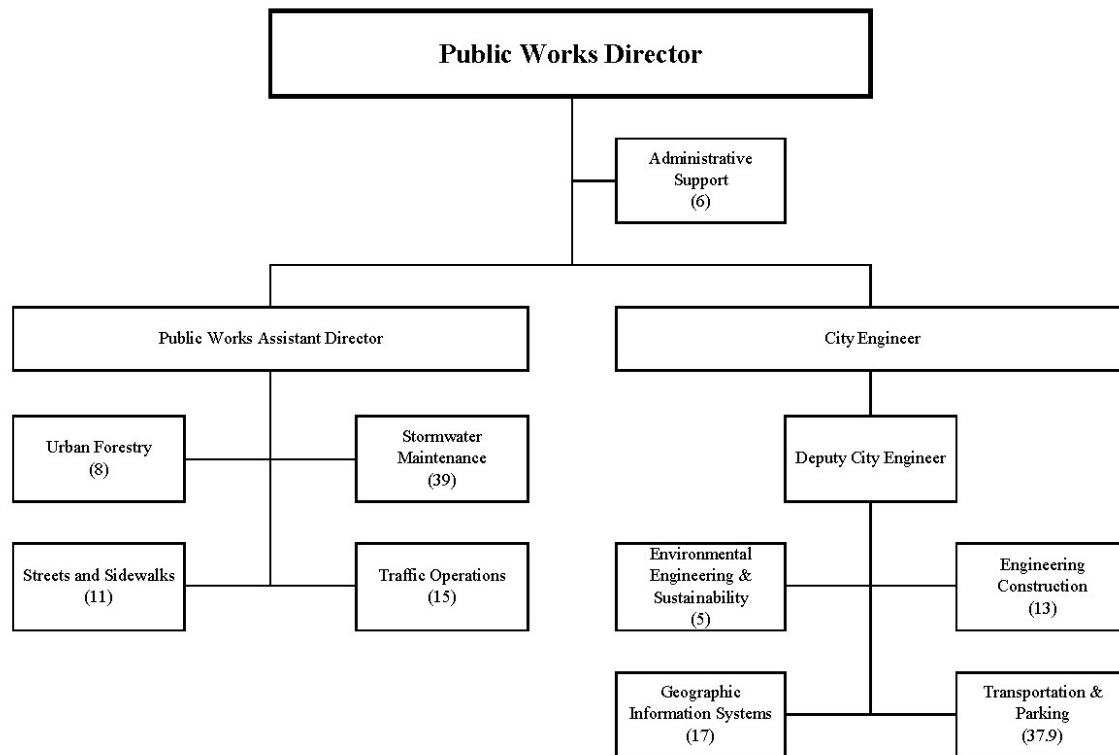
- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 202 full-time equivalent (FTE) positions, an increase of four FTEs from fiscal year 2023/24. In fiscal year 2024/25, a Contracts and Procurement Specialist, two Business System Analyst II, and a Warehouse Supervisor position are being added.
- ◆ The Water and Sewer Fund reimburses the General Fund for specific services provided by General Fund programs. This is primarily to reimburse for the support of the administrative, environmental, and engineering programs. The total cost of this service is budgeted at \$852,410 for 2024/25, a 4% decrease from the 2023/24 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 \$3.9 million for fiscal year 2024/25, an increase of 18% from the 2023/24 budget.
- ◆ Total operating expenses are budgeted at \$35.0 million, an 11% increase from the prior year. Major costs in this category include \$9.0 million for water purchases from Pinellas County, \$4.3 million for utilities costs, \$3.3 million for chemical purchases, \$1.6 million for sludge disposal, \$775,000 for engineering project support, and \$478,670 for laboratory analysis.
- ◆ Internal service charges include funding for services from fleet (garage services), building and maintenance, radio communications, information technology, risk management, and employee benefits. Also included are charges from Utility Customer Service for billing and administering utilities customers estimated at \$2.2 million for 2024/25. Total internal service charges are \$7.2 million, a 14% increase from the 2023/24 budget.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$9.1 million for fiscal year 2024/25.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$5.8 million to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2022/23 gross revenues. The 2024/25 contribution represents a 4% increase from the 2023/24 budget.
- ◆ Transfers to the Capital Improvement Funds to support projects to maintain and upgrade water and sewer utility infrastructure as planned in the current rate study are \$39.2 million for fiscal year 2024/25. This reflects a 15% decrease from the 2023/24 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2024/25 budget reflects a slight decrease from 2023/24.

General Fund
Maintenance Facility
Budget Highlights

◆ This General Fund cost center provides for common area maintenance and utilities to upkeep the facilities and maintenance yard at 1650 N. Arcturas Avenue. Costs are shared proportionately with the utility funds represented at the site.

◆ There are no significant changes in the budget for the Maintenance Facility. The 2024/25 budget reflects an 15% increase from the fiscal year 2023/24 budget primarily related to increased costs of utilities and building and maintenance.





Public Works (General Fund) – 76.0 FTEs

Public Works (Stormwater) – 52.0 FTEs

Public Works (Parking) – 27.9 FTEs

Total Public Works – 155.9 FTEs

Department Objective

In support of the City Council's Strategic Priority of High Performing Government, the Public Works 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); maintenance of streets and sidewalks; implementation of annual infrastructure maintenance contracts; Engineering review of residential and commercial land development; the operation and maintenance of the City's stormwater infrastructure; ensuring environmental compliance; and management of the City's GIS database.

Summary of Services Provided
Public Works Administration The objective of Public Works department is to centralize long-term and short-term management of city rights of way and city infrastructure within one department. Public Works department serves as a key department during hurricane season preparations and response.
Right-of-Way: Streets & Sidewalks, Traffic Operations and Urban Forestry The Right-of-Way Division is responsible for maintenance of the public right-of-way (ROW) and City's tree canopy, ensuring assets within the right of way are maintained in good working order and the transportation systems they support are operating to an acceptable level. The Streets and Sidewalks section provides maintenance and repair of the City's 305 miles of paved streets, and 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. The Traffic Operations section fabricates, installs and maintains all traffic signal installations, pavement markings and traffic signs under the jurisdiction of the City.
Engineering: Stormwater Engineering & Capital Projects The Engineering Division 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 Construction Inspection section provides construction administration, project management and inspection services. The Stormwater section 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.
Transportation & Parking Operations The Traffic section 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 section operates and maintains the Computerized Traffic Control System and oversees traffic operations crews under the jurisdiction of the City of Clearwater. 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 and Parkmobile programs are offered to enhance customer satisfaction. The Parking Enforcement team provides dedicated enforcement of parking both downtown and at the beach.
Stormwater Maintenance 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.
GIS, Asset Management, Real Estate & Surveying The Geographic Technology Division provides citywide project surveying, CAD, GIS and mapping services utilizing latest technology. It also maintains the City's infrastructure database and Real Estate services, including easement and vacations. This division supports citywide asset management efforts.
Environmental & Sustainability The Environmental & Sustainability Division provides environmental support including MS4 permit, hazardous waste, brownfields, and inspections. Sustainability supports Greenprint 2.0, oversight of vulnerability assessment and various sustainability programs.

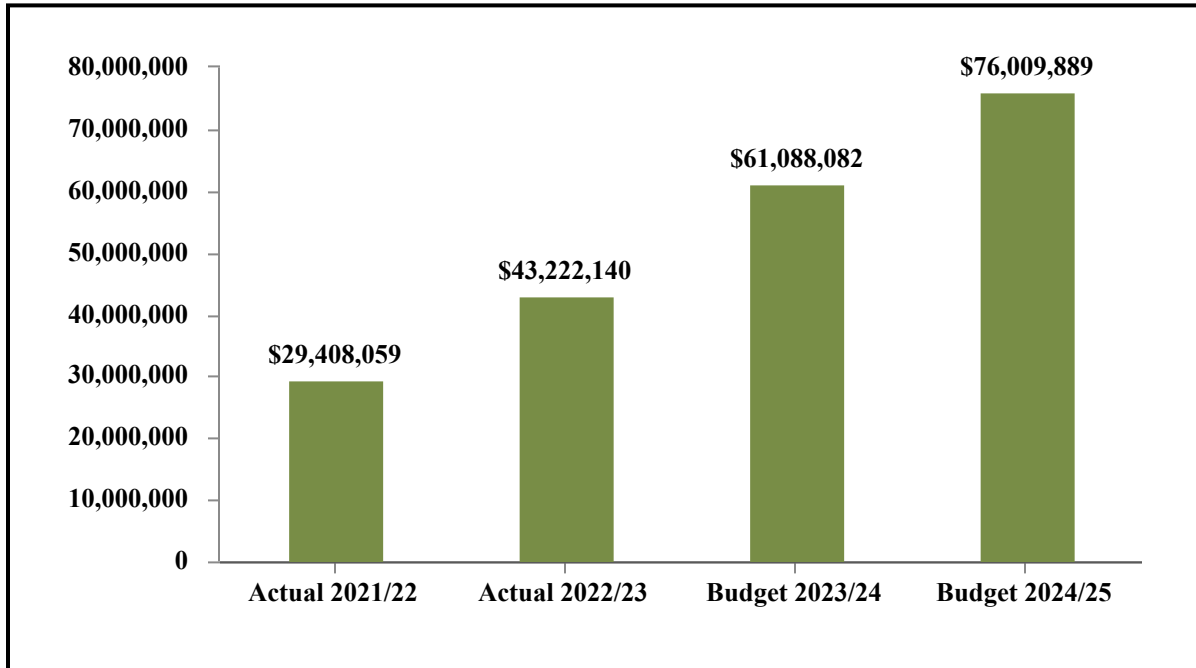
Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
General Fund					
Public Works Administration	12,818	964,744	1,819,441	2,754,662	51 %
Urban Forestry	8,504	928,441	1,863,637	1,562,059	(16) %
Sustainability	—	—	184,857	288,159	56 %
Streets and Sidewalks	—	960,226	1,250,758	1,375,887	10 %
Civil Engineering	3,405,790	2,909,543	4,713,013	6,551,166	39 %
Traffic Operations	4,246,564	4,467,048	5,219,685	5,443,166	4 %
Subtotal - General Fund	7,673,676	10,230,002	15,051,391	17,975,099	19 %
Stormwater Fund					
Stormwater Management	9,508,388	9,798,572	18,507,946	10,763,042	(42) %
Stormwater Maintenance	5,026,017	5,344,047	6,321,252	6,692,638	6 %
Subtotal - Stormwater Fund	14,534,405	15,142,619	24,829,198	17,455,680	(30) %
Parking Fund					
Parking System	6,150,083	16,481,474	20,073,409	39,267,248	96 %
Parking Enforcement	1,049,896	1,368,045	1,134,084	1,311,862	16 %
Subtotal - Parking Fund	7,199,979	17,849,519	21,207,493	40,579,110	91 %
Total Public Works	29,408,059	43,222,140	61,088,082	76,009,889	24 %

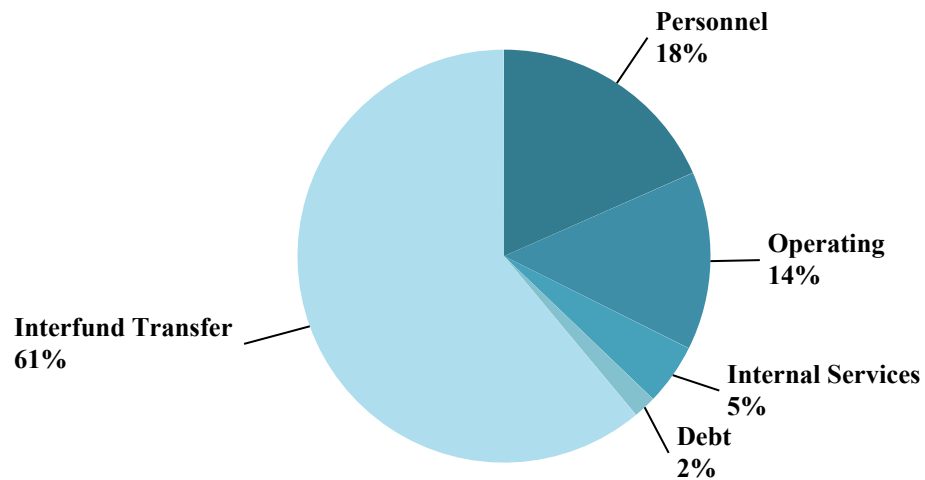
Full Time Equivalent Positions

General Fund					
Public Works Administration	0.0	1.0	4.0	6.0	2.0
Urban Forestry	0.0	9.0	8.0	7.0	(1.0)
Streets and Sidewalks	0.0	11.0	11.0	11.0	0.0
Civil Engineering	36.0	29.0	29.0	31.0	2.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	57.0	71.0	73.0	76.0	3.0
Stormwater Fund					
Stormwater Maintenance	42.0	41.0	41.0	41.0	0.0
Stormwater Management	10.0	10.0	10.0	11.0	1.0
Subtotal - Stormwater Fund	52.0	51.0	51.0	52.0	1.0
Parking Fund					
Parking System	15.7	14.9	15.9	15.9	0.0
Parking Enforcement	12.0	13.0	12.0	12.0	0.0
Subtotal - Parking Fund	27.7	27.9	27.9	27.9	0.0
Total Public Works FTEs	136.7	149.9	151.9	155.9	4.0

Total Department Summary



Fiscal Year 2024/25 Budget by Category



General Fund **Urban Forestry, Streets & Sidewalks, Engineering and Traffic Operations** **Budget Highlights**

- ◆ The Public Works General Fund operations are supported by 76 FTEs for fiscal year 2024/25, an increase of 3 FTEs from the amended 2023/24 budget. During fiscal year 2023/24, the Public Works budget was amended to include the Sustainability division (2 FTEs) from the former Office of Innovation department. For fiscal year 2024/25, a Business Systems Analyst II and two Engineers are added to Public Works.
- ◆ A significant portion of the Traffic Operations program operating expense is budgeted for electrical costs for street lighting on City streets estimated at \$2.6 million for fiscal year 2024/25. This is the same amount of funding as the 2023/24 budget.
- ◆ Operating expenditures include contractual service funding of \$370,680 for tree trimming and pruning for urban forestry (for city right-of-ways), \$150,000 for engineering plan review, and \$160,000 to assist with traffic engineering.
- ◆ Internal Service charges include the cost for fleet (garage services), radio communications, building and maintenance, risk management, information technology, and employee benefits. These costs are budgeted at \$1.6 million an 2% increase from the prior year.
- ◆ Debt service expenditures are estimated at \$24,671 for fiscal year 2024/25. This is for the short-term debt payments on additional vehicles and equipment. This is the same amount of funding as the prior year.
- ◆ Transfers to the Capital Improvement Fund to support ongoing maintenance of streets and sidewalks, environmental, and miscellaneous engineering projects total \$1.3 million for fiscal year 2024/25. Transfers to fund one-time major road construction projects and our new asset management software are budgeted at \$3.7 million. Total transfers of approximately \$5.0 million reflect a 58% increase from the prior year due to major street renovation projects planned over the next few years.
- ◆ There have been no other significant changes in the Public Works General Fund programs. The budget for these programs reflect a 19% increase from the 2023/24 budget.

Stormwater Fund **Budget Highlights**

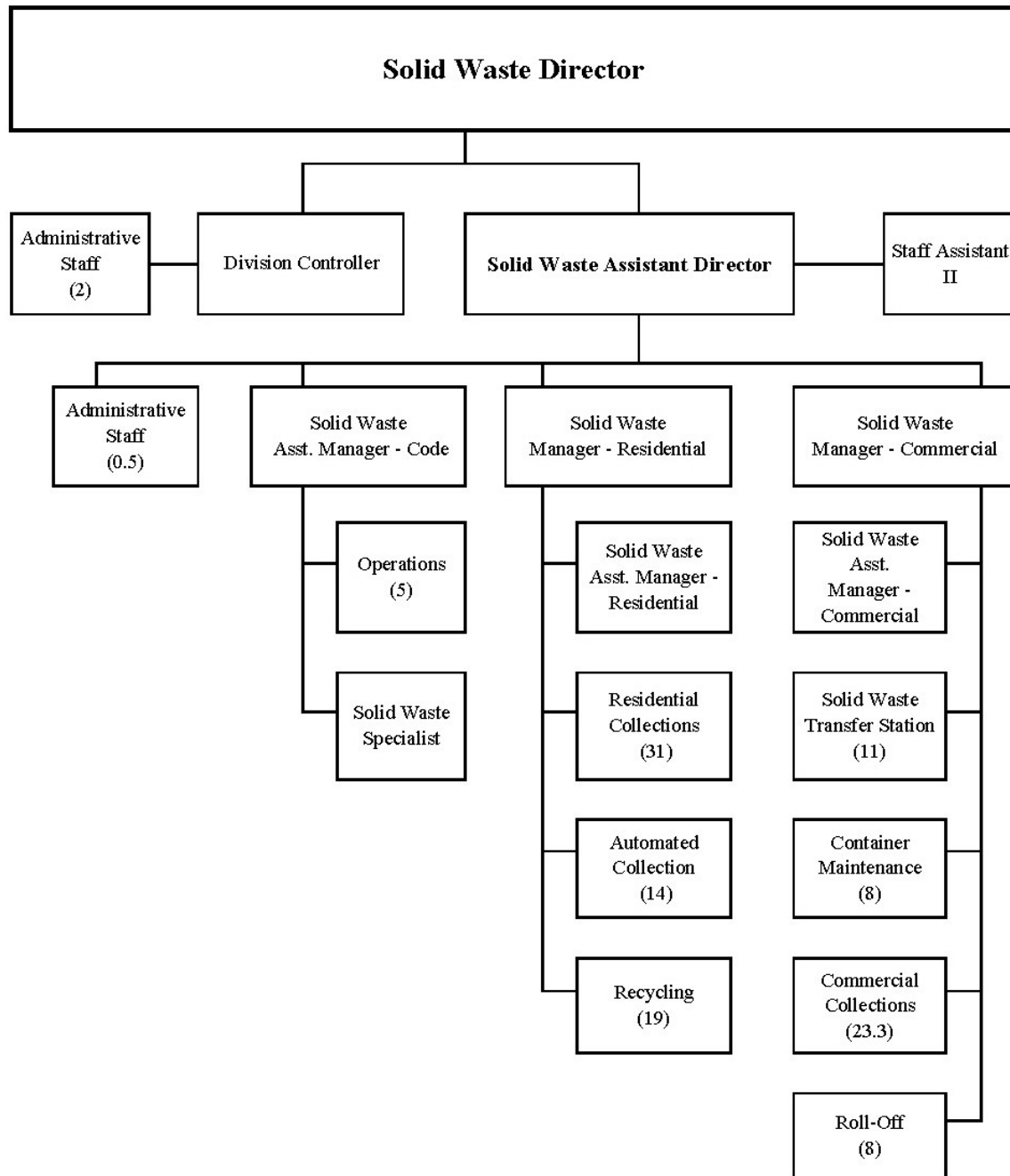
- ◆ The Stormwater Management and Stormwater Maintenance programs are funded by the Stormwater Utility Fund, which is a self-supporting enterprise operation, established to fund all Stormwater functions.
- ◆ Stormwater Fund operations are supported by 52 full-time equivalent positions, an increase of one FTE from the 2023/24 budget. For fiscal year 2024/25, one Construction Inspector II is added.
- ◆ Contractual and professional services are budgeted at \$541,850 in this fiscal year, a 43% increase from the 2023/24 budget. Budgeted expenses include; funding for the scheduled rate-study, water sampling, services to assist with the community rating system, GIS support, software support charges, Tampa Bay Estuary Program Fees, National Pollutant Discharge Elimination System (NPDES) permit water quality testing, and lake and pond maintenance.
- ◆ 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 \$594,150 in this fiscal year, an 8% increase from the 2023/24 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 \$480,260 in this fiscal year, an increase of 15% from the 2023/24 budget.
- ◆ Internal service charges include funding for services from fleet (garage services), building and maintenance, radio communications, information technology, risk management, and employee benefits. Also included are charges from Utility Customer Service for billing and administering utilities customers estimated at \$471,050 for 2024/25. Total internal service charges are \$1.7 million, a 9% decrease from the 2023/24 budget.
- ◆ Budgeted debt costs are approximately \$1.3 million to fund outstanding bonds. This is a 1% increase from prior year funding.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$966,540 to support the General Fund. The computation is based on and reflects a rate of 5.5% of fiscal year 2022/23 gross revenues. The 2024/25 contribution is a 2% increase from the 2023/24 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the current rate study are \$6.6 million for the 2024/25 budget year. This reflects a 55% decrease from the prior year's amended budget.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects a decrease of 30% from the 2023/24 budget.

Parking Fund **Budget Highlights**

- ◆ The Parking Fund programs in the Public Works Department are supported by 27.9 full time equivalent positions, the same level of staffing as the 2023/24 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, daily beach raking, and increased services to assist with daily cleaning and trash pick-up on the beach. Also included is a charge to offset the costs of Police Officer positions added to provide enhanced oversight due to the increased development and tourism at Clearwater Beach. The Parking Fund charges for these services is \$1.9 million for this fiscal year, a 6% decrease from the 2023/24 budget.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$430,420 for fiscal year 2024/25. This is a 7% increase from the 2023/24 budget.
- ◆ Internal service charges include funding for services from fleet (garage services), building and maintenance, radio communications, information technology, risk management, and employee benefits. These costs are budgeted at \$347,235 a slight decrease from the prior year.
- ◆ Interfund transfers include \$200,000 to the General Fund representing 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 \$613,530 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2022/23 gross revenues. The 2024/25 contribution represents a 2% increase from the 2023/24 budget.
- ◆ Transfers to the Capital Improvement Fund to support on-going parking projects are budgeted at \$859,000 for fiscal year 2024/25. Transfers also include \$22.0 million for the Gotham development agreement, \$7.0 million for the construction of a new parking garage in downtown Clearwater, \$3.0 million to begin planning and design of a beach parking garage, and \$200,000 toward the new asset management software.
- ◆ There have been no other significant changes to the Parking Fund programs in Public Works. The budget for this program reflects an increase of 91% from prior year due to transfers to the capital fund.



Solid Waste and Recycling



Solid Waste Fund – 111.8 FTEs

Recycling Fund – 20.0 FTEs

Total Solid Waste and Recycling – 131.8 FTEs

Solid Waste and Recycling

Department Objective

In furthering the City Council's Strategic Priority of High Performing Government, 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 provides direct supervision over the Solid Waste and Recycling system. It is divided into 9 divisions which include commercial refuse, residential refuse, roll-off dumpsters, administration, transfer station, container maintenance, residential recycling, multifamily recycling, and commercial recycling. The Administration Division provides planning, policy direction, operating guidance, personnel management, payroll services, budget development and review, customer service and complaint resolution, solid waste code enforcement, equipment and supply procurement, training, safety supervision, and coordination with Pinellas County Solid Waste Complex.

Solid Waste - Collection

The solid waste collection program is responsible for the collection and disposal of commercial refuse and residential refuse. Commercial refuse collection is divided into front end loaded dumpsters and roll-off dumpsters. Residential refuse collection is divided into automated side loaded trucks, rear end loaded trucks, and grapple trucks.

Solid Waste - Transfer Station

The solid waste transfer station facility transfers refuse from the route collection trucks to the Pinellas County Solid Waste Complex. This maximizes the efficiency of the route trucks by allowing them to quickly unload and return to route collection. Tractor-trailer rigs are used to transfer the waste to the Pinellas County Solid Waste Complex. The tipping floor at the transfer station accommodates emptying route trucks, a wheel loader top filling the tractor-trailer rigs, and a crane to tamp 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 trucks. The transfer station on average transfers 7,500 tons of refuse per month to the Pinellas County Solid Waste Complex.

Solid Waste - Container Maintenance

Container maintenance is responsible for black trash cans, blue recycling cans, front loaded dumpsters, roll-off dumpsters, compactors, and underground refuse containers. Container maintenance issues containers to new customers, picks up containers upon termination of service, and replaces or repairs damaged containers.

Solid Waste and Recycling

Summary of Services Provided (continued)

Recycling - Residential

The residential recycling program provides automated curbside collection of single-stream recyclables to single-family residences. 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 through our recycling processing facility before being hauled to the third-party recycling vendor.

Recycling – Multi-Family

The multi-family recycling program provides recycling service to apartments and condominiums of five living units or larger. Recycling services are provided by using dumpsters, clusters of semi-automated carts, or a combination of both configured into drop-off centers. The multi-family program is designed to collect single-stream 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 the appropriate recycling services. The commercial program operates cardboard and single-stream collection routes, in addition to the recycling processing facility, which is responsible for weighing, loading, and transporting recyclables to our third-party recycling vendor. They are also responsible for the recycling drop-off center (located at 1701 N. Hercules Ave.) which accepts cardboard, single-stream recyclables, and household cooking oil.

Solid Waste and Recycling

Budget Summary

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Budget 2024/25	% Change
<u>Solid Waste</u>					
Administration	1,070,248	1,156,580	8,301,130	3,858,510	(54) %
Collection	17,549,328	18,383,956	20,730,721	22,142,303	7 %
Transfer	2,174,984	1,980,784	2,455,367	2,617,235	7 %
Container Maintenance	989,280	813,426	880,971	955,452	8 %
Subtotal - Solid Waste	21,783,840	22,334,746	32,368,189	29,573,500	(9) %
<u>Recycling</u>					
Residential	1,274,684	1,315,166	1,487,937	1,382,721	(7) %
Multi-Family	384,847	384,038	397,872	432,458	9 %
Commercial	2,428,772	1,933,845	2,476,917	2,793,761	13 %
Subtotal- Recycling	4,088,303	3,633,049	4,362,726	4,608,940	6 %
Total Solid Waste and Recycling	25,872,143	25,967,795	36,730,915	34,182,440	(7) %

Full Time Equivalent Positions

Solid Waste

Administration	6.7	6.7	8.0	8.0	0.0
Collection	85.8	83.8	84.8	84.8	0.0
Transfer	11.0	11.0	11.0	11.0	0.0
Container Maintenance	9.0	9.0	8.0	8.0	0.0
Subtotal - Solid Waste	112.5	110.5	111.8	111.8	0.0

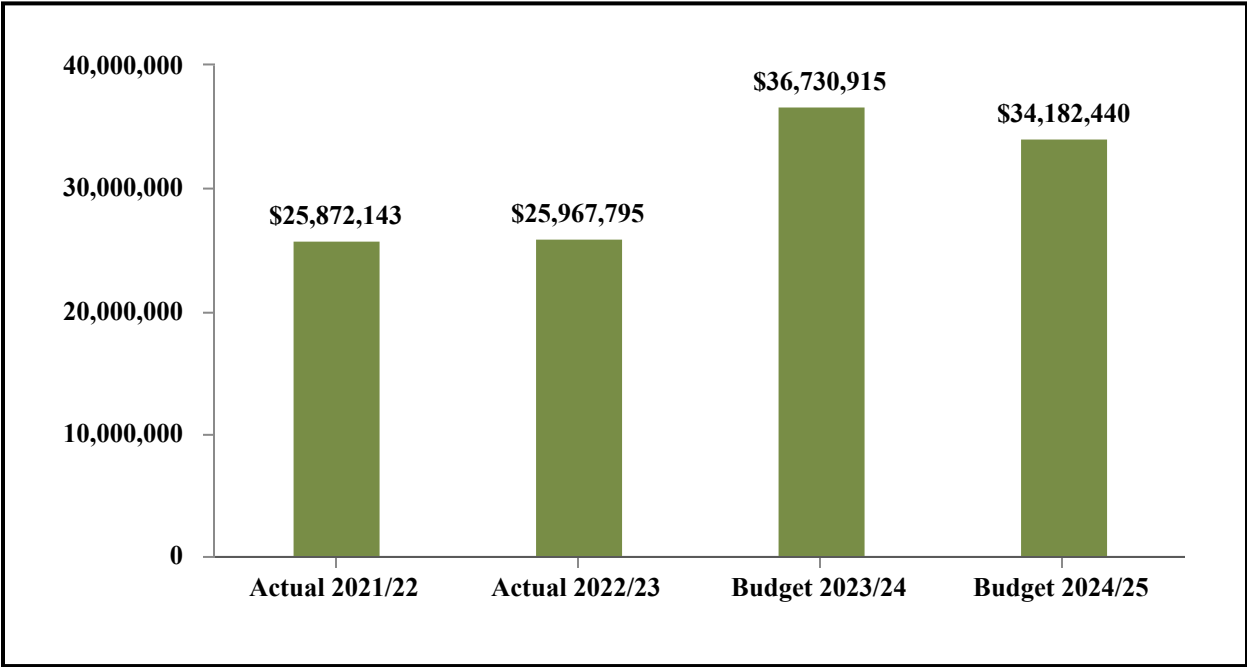
Recycling

Residential	9.0	9.0	9.0	9.0	0.0
Multi-Family	3.0	3.0	3.0	3.0	0.0
Commercial	9.0	9.0	8.0	8.0	0.0
Subtotal- Recycling	21.0	21.0	20.0	20.0	0.0

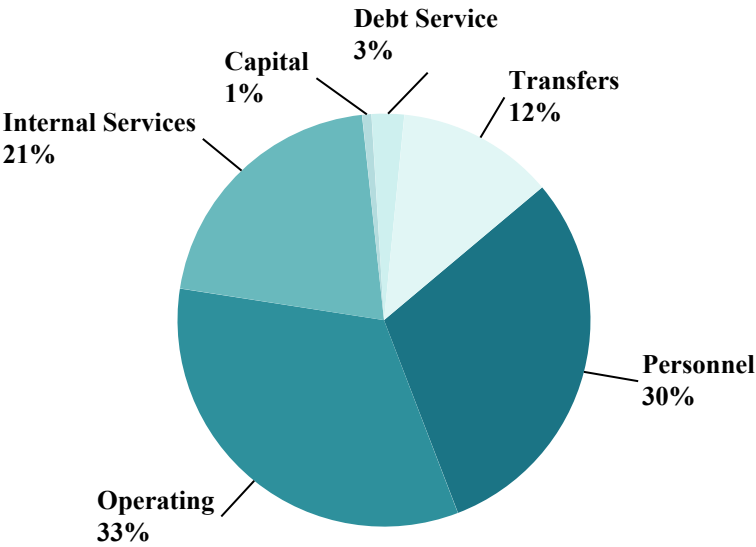
Total Solid Waste and Recycling FTEs	133.5	131.5	131.8	131.8	0.0
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Solid Waste and Recycling

Total Department Summary



Fiscal Year 2024/25 Budget by Category



Solid Waste and Recycling

Solid Waste and Recycling Fund 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 and Recycling programs.
- ◆ The Solid Waste and Recycling Fund is supported by 131.8 full time equivalent positions, the same level of staffing as the 2023/24 budget. During fiscal year 2023/24, the department was reorganized making Solid Waste and Recycling a stand alone department managed by the Director of Solid Waste.
- ◆ The Solid Waste and Recycling Fund is charged an administrative service charge reimbursing the General Fund for their portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2024/25, this reimbursement is estimated to be approximately \$1.3 million, a 32% increase from the 2023/24 budget.
- ◆ Operating expenditures include the budget of \$6.0 million for dump fees, and \$1.2 million for Single Stream Recycling Processing. This represents 63% of operating expenditures for Solid Waste and Recycling operations.
- ◆ Internal service charges include funding for services from fleet (garage services), building and maintenance, radio communications, information technology, risk management, and employee benefits. Also included are charges from Utility Customer Service for billing and administering utilities customers estimated at \$800,790 for 2024/25. Total internal service charges are \$7.1 million, an 8% decrease from the 2023/24 budget.
- ◆ Debt costs represent estimated payments which total \$836,640 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 and Recycling Fund makes a payment in lieu of taxes in the amount of \$1.8 million to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2022/23) gross revenues. The 2024/25 contribution represents a 3% increase from the 2023/24 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects are budgeted at \$2.4 million for fiscal year 2024/25, a 66% decrease from prior year. Of this total \$2.0 million is budgeted to fund construction costs of rebuilding the Solid Waste complex.
- ◆ There are no other significant changes to the Solid Waste and Recycling operations in fiscal year 2024/25. The budget reflects a 7% decrease from the 2023/24 budget.

Special Revenue Funds

SPECIAL DEVELOPMENT FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2024/25

Revenues:	2022/23 Actual	2023/24 Amended	2024/25 Proposed
Ad Valorem Taxes	4,105,687	4,553,728	4,963,330
Infrastructure Tax	16,875,895	16,585,900	16,585,900
Interest Earnings	694,741	350,000	385,000
Open Space Fees	27,364	1,269	—
Recreation Facility Impact Fees	9,127	1,576	—
Recreation Land Impact Fees	67,259	259	—
Parks & Recreation Impact Fees	—	76,626	—
Fee in Lieu of Sidewalks	50,640	7,832	—
Multi-Modal Impact Fees	360,283	180,000	250,000
Local Option Gas Tax	1,483,005	1,427,150	1,427,150
Allocation of Assigned Fund Balance	—	9,768,130	390,000
Total Revenues	23,674,001	32,952,470	24,001,380
Expenditures:			
Transfer to Capital Improvement Fund			
Road Millage	4,050,410	4,536,570	4,963,330
Infrastructure Tax	22,948,630	24,994,030	13,292,610
Open Space Fees	—	620,000	—
Recreation Land Impact Fees	—	—	—
Recreation Facility Impact Fees	79,200	0	0
Multi-Modal Impact Fees	140,000	1,140,000	640,000
Local Option Gas Tax	1,327,150	1,427,150	1,427,150
Infrastructure Tax - debt on internal loans	—	—	—
Total Expenditures	28,545,390	32,717,750	20,323,090

Special Revenue Funds

SPECIAL PROGRAM FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2024/25

Revenues:	2022/23 Actual	2023/24 Amended	2024/25 Proposed
Intergovernmental:			
Community Development Block Grant (CDBG)	1,387,017	1,195,329	940,482
Interest Earnings	1,119,925	492,947	479,000
Intergovernmental Revenue	828,393	3,826,440	—
Charges for Service Revenue	1,999,512	1,723,225	—
Judgments, Fines and Forfeit Revenue	510,784	573,866	—
Miscellaneous Revenue	1,499,218	541,016	—
Transfers from General Fund:	779,120	513,260	—
Sister City Program	37,380	37,380	37,380
Planning Study Fund	275,000	200,000	200,000
United Way Campaign Fund	1,500	1,500	1,500
Special Events	185,200	70,000	70,000
Economic Development Programs	—	—	—
Police Recruitments	30,000	30,000	60,000
Police Body Worn Camera Program	—	—	—
School Resource Officers	—	210,000	210,000
PD Mental Health Co-Responder Program	147,700	12,000	165,020
Transfers to Capital	1,284,414	2,125,926	—
Total Revenues	10,085,163	11,552,889	2,163,382
Expenditures:			
General Government	145,592	1,140,079	237,380
Public Safety	3,140,695	4,710,633	435,020
Physical Environment	28,458	133,728	—
Economic Environment	2,497,850	2,780,519	635,980
Human Services	1,694,716	1,337,124	1,500
Culture and Recreation	831,610	610,395	70,000
Interfund Transfers	3,056,583	361,411	304,502
Transfer to Capital Fund	2,172,502	—	75,000
Total Expenditures	13,568,006	11,073,889	1,759,382

**OTHER HOUSING ASSISTANCE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2024/25**

	2022/23	2023/24	2024/25
Revenues:	Actual	Amended	Proposed
HOME Investment Partnerships (HOME)	20,911	532,649	400,222
State Housing Initiatives Partnership (SHIP)	697,841	1,127,930	902,203
Total Revenues	718,752	1,660,579	1,302,425
Expenditures:			
Economic Environment	82,033	1,211,435	860,779
Interfund Transfers	110,426	449,144	441,646
Total Expenditures	192,459	1,660,579	1,302,425

Special Revenue Funds

COMMUNITY REDEVELOPMENT AGENCY (CRA) - DOWNTOWN ANNUAL OPERATING BUDGET FISCAL YEAR 2024/25

		2022-23 Actual Expenditures	2023/24 Amended Budget	2024-25 Approved Budget
<u>Revenues & Transfers In</u>				
Tax Increment Financing Revenues				
338930	Pinellas County	2,302,789	2,577,489	2,779,393
381115	City of Clearwater	2,810,526	3,150,489	3,397,285
338935	Downtown Development Board	335,643	363,521	381,027
	Total TIF Revenues	5,448,958	6,091,499	6,557,705
Other Revenues				
361101	Interest Earnings	90,019	312,673	300,000
Transfers In				
369906	DDB Administration	81,504	84,357	87,309
388388	CRA Capital Improvement Fund	—	—	—
	Total Revenues & Transfers In	5,620,481	6,488,529	6,945,014
<u>Expenditures & Transfers Out</u>				
Operating Expenditures				
530100	Professional Services	116,704	120,500	250,000
530300	Contractual Services	50,000	50,000	25,000
540300	Telephone Variable	3,000	3,000	3,950
540200	Postal Service	5,000	5,000	500
541600	Building & Maintenance Variable	2,000	2,000	2,000
542500	Postage	200	200	200
543100	Advertising	20,000	20,000	25,000
543200	Other Promotional Activities	5,000	5,000	—
543400	Printing & Binding	2,500	2,500	5,000
544100	Equipment Rental	5,000	5,500	5,000
547100	Uniforms	1,000	2,000	2,000
547200	Employee Expense-Travel	10,000	15,000	15,000
547300	Mileage Reimbursement	1,500	3,000	3,000
548000	Other Charges	3,500	3,000	1,000
549000	Relocation Expense	3,000	—	—
550100	Office Supplies	3,000	3,000	3,000
550400	Operating Supplies	1,500	1,500	3,000
557100	Memberships and Subscriptions	6,000	6,000	6,000
557200	Official Recognition - Employee	296	—	—
557300	Training and Reference	15,000	15,000	15,000
581000	Payments to Other Agencies - DDB	335,643	363,521	381,027
	Total Operating Expenditures	589,843	625,721	745,677
Transfers Out				
590200	General Fund- Administrative	691,422	982,526	1,060,401
590800	Community Policing (R2001)	266,703	257,643	257,493
590800	Community Engagements (R2002)	—	250,000	—

Special Revenue Funds

COMMUNITY REDEVELOPMENT AGENCY (CRA) - DOWNTOWN ANNUAL OPERATING BUDGET FISCAL YEAR 2024/25

		2022-23 Actual Expenditures	2023/24 Amended Budget	2024-25 Approved Budget
Transfers Out (continued)				
590800	Economic Development- City (R2003)	1,769,724	548,059	900,000
590800	Economic Development- County (R2004)	250,000	37,188	—
590800	Infrastructure- City (R2005)	—	—	791,844
590800	Transportation- City (R2007)	—	100,000	—
590800	Transportation- County (R2008)	352,789	250,000	—
590800	Housing- City (R2009)	—	1,147,091	410,206
590800	Housing- County (R2010)	1,700,000	2,290,301	2,779,393
Total Transfers Out		5,030,638	5,862,808	6,199,337
Total Expenditures & Transfers Out		5,620,481	6,488,529	6,945,014

Special Revenue Funds

COMMUNITY REDEVELOPMENT AGENCY (CRA) - NORTH GREENWOOD ANNUAL OPERATING BUDGET FISCAL YEAR 2024/25

		2023/24 Amended Budget	2024-25 Approved Budget
<u>Revenues & Transfers In</u>			
Tax Increment Financing Revenues			
338930	Pinellas County	156,641	387,226
381115	City of Clearwater	190,848	473,000
	Total TIF Revenues	347,489	860,226
Other Revenues			
361101	Interest Earnings	—	—
Transfers In			
388010	Transfer from General Fund	3,000,000	—
	Total Revenues & Transfers In	3,347,489	860,226
<u>Expenditures & Transfers Out</u>			
Operating Expenditures			
530100	Professional Services	10,000	50,000
540200	Postal Service	—	250
541600	Building & Maintenance Variable	1,000	1,000
542500	Postage	—	250
543100	Advertising	2,000	5,000
543400	Printing & Binding	3,000	3,000
547300	Mileage Reimbursement		574
548000	Other Charges	1,000	3,000
550100	Office Supplies	2,000	2,500
550400	Operating Supplies	1,000	1,000
557100	Memberships and Subscriptions	2,000	2,000
557300	Training and Reference	2,000	2,500
	Total Operating Expenditures	24,000	71,074
Transfers Out			
590200	General Fund- Administrative	90,426	91,558
590800	Residential Improvement Program-R2401	500,000	—
590800	Business Improvement Program-R2402	1,100,000	—
590800	Carlton Ave Rehab-R2403	500,000	—
590800	Public Infrusture-R2404	700,000	—
590800	Public Art & Culture-R2405	200,000	—
590800	Housing-City R2406	76,422	—
590800	Housing- County R2407	78,321	363,386
590800	Mobility-City R2408	—	94,599
590800	Mobility-County R2409	78,320	109,613
590800	Economic Development- City R2502	—	129,996
	Total Transfers Out	3,323,489	789,152
	Total Expenditures & Transfers Out	3,347,489	860,226

Special Revenue Funds

Community Redevelopment Agency (CRA) Capital Improvement Program 2024/25 - 2029/30

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	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
R2001								
Community Policing								
	City TIF	257,493	267,790	278,500	289,640	301,230	313,280	1,707,933

This project provides funding for additional community policing with in the CRA district.

R2002								
Community Engagement								
	City TIF	—	536,864	548,450	560,274	572,339	584,649	2,802,576

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	900,000	536,864	548,450	560,274	572,339	584,649	3,702,576

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)								
	County TIF	—	858,833	884,597	911,135	686,806	966,624	4,307,995

This project provides County TIF funds restricted to capital improvements, land acquisition and expenses related to land acquisition and redevelopment improvements like façade grants.

Special Revenue Funds

Community Redevelopment Agency (CRA) Capital Improvement Program 2024/25- 2029/30

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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R2005

Infrastructure (City)

City TIF	791,844	107,373	109,690	112,055	114,468	116,930	1,352,360
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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.

R2007

Transportation (City)

City TIF	—	107,373	109,690	112,055	114,468	116,930	560,516
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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)

County TIF	—	286,278	294,866	303,712	228,935	322,208	1,435,999
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This project provides County TIF funds used for trail improvements, streetscape improvements and mobility improvements.

R2009

Housing (City)

City TIF	410,206	858,982	877,520	896,438	915,742	935,438	4,894,326
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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)

County TIF	2,779,393	1,717,665	1,769,195	1,822,271	1,373,612	1,933,247	11,395,383
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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.

Special Revenue Funds

Community Redevelopment Agency (CRA) Capital Improvement Program 2024/25 - 2029/30

	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
R2407								
	NGW Housing (County)							
	County TIF	363,386	374,288	385,517	397,083	408,996	421,266	2,350,536

This project provides County TIF funds collected in the North Greenwood CRA to address income-restricted affordable housing units. This includes land acquisition, rehabilitation and construction of affordable housing developments and affordable housing program efforts/relocation assistance.

R2408								
	NGW Mobility (City)							
	City TIF	94,599	97,437	100,361	103,372	106,474	109,669	611,912

This project provides City TIF funds collected in the North Greenwood CRA to improve transit, walking, and biking options and access to transit. This includes capital investments for intermodal facilities, sidewalks, bicycle lanes and parking connected to public transportation.

R2409								
	NGW Mobility (County)							
	County TIF	109,613	112,902	116,290	119,779	123,373	127,075	709,032

This project provides County TIF funds collected in the North Greenwood CRA to improve transit, walking, and biking options and access to transit. This includes capital investments for intermodal facilities, sidewalks, bicycle lanes and parking connected to public transportation.

R2502								
	NGW Economic Development (City)							
	City TIF	129,996	133,896	137,913	142,051	146,313	150,703	840,872

This project provides City TIF funds collected in the North Greenwood CRA to increase quality employment opportunities. This includes site preparation, infrastructure improvements to support site redevelopment to attract target industries, and relocation of site residents and businesses to facilitate capital improvement projects.

Total Comm Red Agency:	5,836,530	5,996,545	6,161,039	6,330,139	5,665,095	6,682,668	36,672,016
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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 2024/25 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, 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 \$152,838,700 in projects for fiscal year 2024/25 and a six-year total of \$1,417,126,640.

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 21, 2023, and a revised plan was approved formally at that meeting.

The approved plan includes approximately \$13.3 million of penny funding in fiscal year 2025, with a total of \$79.7 million through fiscal year 2030. No changes are proposed to Penny for Pinellas funding in the proposed six-year capital improvement program.

Project Highlights

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

- Enterprise Asset Management: This project provides funding for the replacement of the citywide asset management system. The budget is estimated at \$3,7500,000 funded by Stormwater, Parking, and General Fund revenue in fiscal years 2024/25 through 2029/30.
- North Ward Renovation: This new project was established to provide funding for the renovation of the historic former North Ward School property. A total project budget of \$2,000,000 is funded with General Fund revenue in fiscal years 2024/25 through 2026/27.
- PD K9 Facility: This new project is established to provide for a replacement Police K9 training facility. General Fund revenue of \$1,626,050 is budgeted for fiscal year 2025/26.
- Police Boat R&R: This new project is established to provide funding for major repairs and future replacement of the Police Marine Unit. A total budget of \$120,000 is funded with General Fund revenue in fiscal years 2025/26 through 2029/30.

Capital Improvement Plan - Introduction

- Police District 1 Renovation: This project is established to fund the renovation/modernization of the PD District 1 Station. General Fund revenue of \$1,926,050 is budgeted for fiscal year 2027/28.
- Police Training Range R&R: This new project is established to provide for maintenance and upgrades at the Police training range. A total budget of \$350,000 is funded with General Fund revenue in fiscal years 2024/25 through 2029/30.
- Gas Capital Equipment: This project is established to provide funding for the replacement of non-motorized equipment for Clearwater Gas operations. A total budget of \$250,000 is funded with Gas Fund revenue in fiscal years 2025/26 through 2029/30.
- City Shorelines: This new project is established to fund a shoreline study and future construction costs related to shoreline improvements. A total budget is estimated at \$3,675,000, funded with General Fund revenue of \$1,000,000 in fiscal years 2024/25 through 2026/27. Staff is exploring grant opportunities to assist with the remaining "to be determined" total of \$2,675,000 budgeted for fiscal years 2026/27 through 2029/30.
- Coachman Park Shoreline: This new project is established to fund the design and construction of seawall enhancements at Coachman Park. Staff is exploring grant opportunities to assist with the "to be determined" estimated total of \$993,000 budgeted for fiscal years 2026/27 through 2027/28.
- Gotham Development Agreement: This project is established to fund the contribution from parking approved in the development agreement between the City and Gotham Property Acquisitions, LLC. Parking Fund revenues of \$22,000,000 are budgeted in fiscal year 2024/25 to be made available for disbursement once all conditions of the agreement are met.
- Countryside Pickleball: This project was established to provide for the construction of eight new lighted pickleball courts at Countryside Community Park. A total budget of \$1,000,000 is funded with General Fund revenue in fiscal years 2024/25 through 2025/26.
- Sports Lighting Retrofit: This new project will provide for a multiyear retrofit program to improve inefficient lighting systems on City sports fields. A total budget of \$3,040,000 is funded with General Fund revenue in fiscal years 2024/25 through 2029/30.
- EC Moore Fields 1-4 Renovation: This new project will provide funding for a complete renovation and upgrade of EC Moore Fields 1-4 to enhance sports tourism opportunities. The total budget is estimated at \$20,000,000 funded with General Fund revenue of \$10,000,000 in fiscal years 2026/27 through 2027/28. Staff is currently working through the grant application process with Pinellas County's Tourist Development Council (TDC) to fund the remaining \$10,000,000 planned in fiscal year 2027/28.
- Coachman Park Improvements: This new project is established to provide additional features/enhancements as deemed necessary at Coachman Park. A total budget of \$1,250,000 is funded with General Fund revenue in fiscal years 2025/26 through 2029/30.

Capital Improvement Plan - Introduction

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 2024/25, 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 the 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. Furthermore, 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 Plan.

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, and 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 for 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 that increases the cost of a project or changes the revenue source must be approved by an amendment through the City Council.

Capital Improvement Plan - Introduction

Comprehensive Plan: A comprehensive plan is a policy document that shapes decisions regarding a city's future growth and development over the next 20 years. It serves as a visionary roadmap, guiding choices to achieve that vision and providing a measuring stick for evaluating progress. Adopted by the City Council through an ordinance, this plan influences the city's land development regulations, public programs, and capital improvement projects. By giving voice to community aspirations, it offers a clear, memorable vision that reflects broad community input.

In our six-year Capital Improvement Plan, each department is responsible for aligning their project to the objectives in the Comprehensive Plan. The approved Comprehensive Plan is available on the City of Clearwater's website, specifically under the [Clearwater Comprehensive Plan 2045](#) section.

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 - 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 will be planned that will provide funding for these projects.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

The Other General Government section includes projects with a city-wide impact that do not fit into other categories. These projects support operations such as Information Technology and Telecommunications, Building and Maintenance, and Fleet Maintenance. Funding is provided by revenues generated from department charges and transferred from associated internal service fund operations. This section may also include major construction projects for general government facilities, such as the new City Hall. Projects supporting only General Government operations are funded by the General Fund. Sales tax infrastructure revenues (Penny for Pinellas) may be used for facility renovations and/or new construction where applicable.

The Other General Government section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources



Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community Where Practical



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2004 Lift Stations								
	General Fund	80,000	80,000	80,000	80,000	55,000	55,000	430,000

This project provides funding for the rehabilitation and replacement of city lift stations located at general government facilities (not owned by the Public Utilities Department). During rehabilitation/replacement, each Lift Station is evaluated to ensure the control panel is elevated at least 2 feet above the 100-year flood elevation to minimize disruption during floods and other inclement weather. If available, Lift Stations are connected to the reclaimed water system for use during maintenance activities.

Clearwater Comprehensive Plan Objective(s): SS 2.2.2 and SS 2.3.1.

C2006 ADA Transition Plan								
	General Fund	150,000	150,000	150,000	200,000	200,000	200,000	1,050,000

This project, aligned with the City's Greenprint plan, funds enhancements to city facilities, services, and communication methods to meet ADA requirements. Following a 2023 assessment, a multi-year strategy was developed to address compliance issues. It promotes economic growth, environmental sustainability, and improved quality of life by enabling all citizens, including those with disabilities, to participate in work, entrepreneurship, energy conservation, and tourism. It supports strategic plan objective 1.2, focusing on systematic management of public infrastructure and resources.

Clearwater Comprehensive Plan Objective(s): QP 5.5, QP 5.5.1, QP 5.5.2, M 1.2.2 and M 1.2.3

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C2106

Greenprint Implementation

General Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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This project provides funding for the implementation of Greenprint, the city's sustainability plan. It will fund supporting plans and studies that make implementation possible, as well as pilot programs, which, if successful, will be assigned to a department for full implementation. It is not intended to fund sustainability elements in departmental capital budgets, as those should be included in each departmental budget request.

M2201

Studio/Production Equipment R&R

General Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
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This project provides funding for the repair and replacement of equipment used for the production of both live and produced video and television programming.

ENGF220001

New City Hall

Infrastructure Sales Tax/Penny	6,300,000	—	—	—	—	—	—	6,300,000
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This project provides funding for the design and construction of a new City Hall on a city-owned vacant parcel south of the MSB and east of the Police headquarters (Myrtle/Pierce/East/Franklin). The project included numerous conceptual designs presented to City Council in June 2023. City Council selected a stand-alone option. The proposed City Hall is an approximately 40,000 square foot, LEED silver building to align with Greenprint 2.0. The project includes on-street parking and green space west of the building, facing the Pinellas Trail, resulting in a combined government service area with the existing MSB, Police Headquarters, and a city-owned parking garage. A separately funded project for renovations to the existing Municipal Services Building (MSB) to improve customer service interface and use space more efficiently, is critical to help right-sized new City Hall. Construction of the City Hall and MSB renovations will occur simultaneously to realize construction cost savings for both projects.

Clearwater Comprehensive Plan Objective(s): QP 3.2.6, QP 5.5.2, and SS 11.2.1

GSBM180001

Air Conditioners-City Wide Replacement

General Fund	450,000	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
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This is an on-going project that provides funding for the replacement of air conditioning systems in general government buildings that need replacement due to age, deterioration, and excess energy usage. As equipment is aging out, systems are being used to promote energy efficiency.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180002

Flooring for Facilities

General Fund	250,000	250,000	200,000	150,000	150,000	150,000	150,000	1,150,000
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This is an on-going project that provides funding for the scheduled replacement of worn or damaged flooring within the general government buildings.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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GSBM180003

Roof Repair and Replacements

General Fund	1,200,000	1,000,000	750,000	750,000	400,000	300,000	4,400,000
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This is an on-going project that provides funding for roof repairs and replacements in general government facilities. Roof replacement projects are being fitted for future solar panels as feasible for energy savings by using renewable energy.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180004

Painting of Facilities

General Fund	100,000	200,000	250,000	250,000	250,000	250,000	1,300,000
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This is an on-going project that provides funding for scheduled painting and waterproofing of general government facilities.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180005

Fencing of Facilities

General Fund	—	10,000	15,000	15,000	15,000	15,000	70,000
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This is an on-going project that provides funding for the scheduled replacement of rusted or damaged fences at general government facilities.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180006

Light Replacement & Repair

General Fund	50,000	75,000	100,000	100,000	100,000	100,000	525,000
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This is an on-going project that 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. To reduce electricity usage, replacements are made for LED lighting throughout the City.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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GSBM180007

Elevator Refurbish & Modernization

General Fund	100,000	200,000	200,000	200,000	200,000	200,000	200,000	1,100,000
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This is an on-going project that provides funding for the refurbishment and modernization of elevator equipment at general government facilities.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180008

Building Systems

General Fund	400,000	600,000	700,000	800,000	900,000	900,000	900,000	4,300,000
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This is an on-going project that provides funding for upgrades and 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.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180009

New A/C System Chiller

General Fund	200,000	300,000	400,000	500,000	500,000	500,000	500,000	2,400,000
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This is an on-going project that provides funding for the replacement of the air-conditioning and chiller systems at general government facilities.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.1, and SS 11.2.3.

GSBM180010

General Services R&R

General Services Fund	200,000	200,000	200,000	200,000	100,000	50,000	950,000
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This is an on-going project that provides funding for the repair and replacement of the General Services facility grounds and building located at 1900 Grand Avenue.

Clearwater Comprehensive Plan Objective(s): SS 11.2 and SS 11.2.1.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
GSBM180011								
Generator Maintenance								
	General Fund	50,000	100,000	200,000	200,000	200,000	200,000	950,000

This is an on-going project that provides funding for new transfer switches as well as docking stations for emergency hookups. Docking stations cut down on time, provide added safety during hookups for emergencies, and load banking services. Docking stations should be installed on all stationary generators used for emergency standby.

Clearwater Comprehensive Plan Objective(s): SS 11.2, SS 11.2.2, and SS 11.2.3.

GSBM180012

General Facility Building Renovation

General Fund	700,000	2,500,000	2,050,000	2,050,000	2,050,000	2,050,000	11,400,000
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This is an on-going project that 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 public. In addition, this project will provide for capital repairs/renovations to aging buildings.

Clearwater Comprehensive Plan Objective(s): SS 11.2 and SS 11.2.1.

94233

Motorized Equip Replacement - Cash

Garage Fund	75,000	157,500	165,380	173,650	182,330	191,450	945,310
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This project is for the replacement of motorized vehicles and equipment, estimated to cost less than \$25,000 per vendor per transaction. The equipment is for all city departments, responsible for all city business. Future years are based on a projected increase of approximately 5% annually.

Clearwater Comprehensive Plan Objective(s): SS 11.2.2.

L1910

Motorized Equip Replace - L/P

Lease Purchase Proceeds	10,419,500	10,940,480	11,487,500	12,061,880	12,664,970	13,298,220	70,872,550
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This project is for the replacement of motorized vehicles and 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 are based on a projected increase of approximately 5% annually.

Annual Operating Costs: Annual debt service payments are budgeted in the Garage Fund based upon bank financing or internal loans. Fiscal year 2024/25 debt costs for motorized equipment replacements is estimated to be \$5,278,500.

Clearwater Comprehensive Plan Objective(s): SS 11.2.2.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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L2301

Motorized Equip Purchase - L/P

Lease Purchase Proceeds	1,100,000	1,155,000	1,212,750	1,273,390	1,337,060	1,403,910	7,482,110
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This project is for the purchase of additional motorized vehicles and equipment. The equipment is for new or additional pieces of equipment based upon new FTEs or programs or needs that are authorized through the budget process. Future years based on a projected increase of approximately 5% annually.

Annual Operating Costs: Annual debt service payments are budgeted in the user departments based upon bank financing or internal loans. User department budgets also include estimated fuel and maintenance expenses.

Clearwater Comprehensive Plan Objective(s): SS 11.2.2.

M2010

P25 Radio Equip & Infra

Garage Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for P25 system infrastructure (radio towers) and equipment needs. Equipment consists of portable and mobile radios, including accessories and options (such as radio chargers, spare batteries, belt clips, etc.) that are P25 capable, as well as bidirectional amplifier (BDA) equipment for the purpose of first responder safety.

Clearwater Comprehensive Plan Objective(s): SS 11.1.1 and SS 11.1.2.

GSFL180001

Fleet Facility Repair & Replacement

Garage Fund	50,000	75,000	325,000	50,000	—	50,000	550,000
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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 and replacement, painting, industrial fan upgrades, etc., as needed due to the age of the facility.

Clearwater Comprehensive Plan Objective(s): SS 11.2 and SS 11.2.1.

94729

Citywide Connectivity Infrastructure

Administrative Services Fund	250,000	200,000	150,000	200,000	200,000	200,000	1,200,000
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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 substation, north beach fire station) to the 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.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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94736

Geographic Information System

Administrative Services Fund	150,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
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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 assets, 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.

94828

Financial System Upgrades

Administrative Services Fund	25,000	25,000	25,000	50,000	50,000	50,000	50,000	225,000
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This project provides funding to keep the city's financial systems up-to-date to operate in optimal condition and to pay for upgrades as needed. This project includes hardware, software, and professional services.

94829

CIS Upgrades

Administrative Services 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 upgrades and replacements of the Customer Information System (CIS), tracking, and document management systems. These systems support city utilities.

94830

MS/Licensing Upgrades

Administrative Services Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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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 advanced functionality and provide a stable platform for operations over the next five to six years.

94857

Accela Permitting & Code Enforcement Upgrade

Administrative Services Fund	250,000	50,000	50,000	50,000	25,000	25,000	25,000	450,000
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This project provides funding to keep the Accela System up to date, operating in optimal condition, and to pay for upgrades as needed. This project encompasses hardware, software, and professional services.

94873

Citywide Cameras System

Administrative Services Fund	200,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
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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 provide video storage, delivery, and integration.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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94874

City Enterprise Time Keeping System

Administrative Services Fund	50,000	25,000	25,000	25,000	25,000	25,000	25,000	175,000
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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	150,000	50,000	50,000	50,000	50,000	50,000	50,000	400,000
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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 and limited Information Technology staff resources. Video streaming services are 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 & Implementation

Administrative Services Fund	100,000	150,000	150,000	150,000	150,000	150,000	150,000	850,000
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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 improvement activities; however, other operations may be reviewed as needed and priorities require.

C2007

Citywide Audio/Video Solutions

Admin Services Fund	200,000	100,000	100,000	100,000	100,000	100,000	100,000	700,000
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This project provides for the upgrade and replacement of audio/visual solutions and the upgrade of meeting and training facilities to support increased use of online services, electronic media, and wireless collaborations.

C2412

Enterprise Asset Management

Stormwater Fund	800,000	—	—	—	—	—	—	800,000
Parking Fund	200,000	—	—	—	—	—	—	200,000
General Fund	500,000	500,000	250,000	250,000	250,000	250,000	250,000	2,000,000
Gas Fund	—	750,000	—	—	—	—	—	750,000

This project involves five phases, which cover the development of project governing documents, reviewing existing data and processes, identifying system and workflow needs, configuring the software and integrations, migrating data, developing dashboards and reports, testing, training, and post-live support. The first department to begin the transition (in fiscal year 2023/24) was Public Utilities, future phases will include similar activities for Public Works, Gas, Parks and Recreation, and Building and Maintenance.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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M2202

Telecommunication Upgrade

Administrative Services Fund	100,000	100,000	100,000	50,000	50,000	50,000	450,000
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This project will provide funding for the upgrade of telecommunications equipment, including Nortel switches, handsets, and software. Funding will cover licensing for software and hardware for a new internet protocol (IP)-based unified communications solution.

L1907 & M1911

IT Disaster Recovery

Lease Purchase Proceeds	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Administrative Services Fund	150,000	150,000	150,000	100,000	100,000	100,000	750,000

This project will establish an off-site business operations 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. Fiscal year 2024/25 debt cost is estimated at \$156,810.

L1908 & M1912

Network Infrastructure & Server R & R

Lease Purchase Proceeds	300,000	300,000	250,000	250,000	250,000	250,000	1,600,000
Administrative Services Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

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 the 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. Fiscal year 2024/25 debt cost is estimated at \$569,640.

M2007

City EOC Maintenance

Administrative Services Fund	25,000	25,000	50,000	50,000	50,000	50,000	250,000
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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, an emergency call center and communications studio to support mission-critical City operations during emergency or disaster conditions.

Capital Improvement Program

2024/25 - 2029/30

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2503								
North Ward Renovation								
	General Fund	200,000	800,000	1,000,000	—	—	—	2,000,000

This project provides funding for renovations of the historical North Ward School building. Consultants are analyzing the school's condition and preparing improvement recommendations, cost estimates, and plans for a new connection between the original building and the 1926 addition. This analysis will guide the hiring of a consultant to implement these improvements, including design, permitting, and construction administration. The project aims to determine the school's future use and find a development partner for further upgrades. Future funding needs for additional rehabilitation and operating costs, likely to be the partner's responsibility, are currently undetermined. Preservation of this historic building aligns with objectives in the strategic direction to maintain historic features through systematic management efforts.

Clearwater Comprehensive Plan Objective(s): Q P7.2.2 and QP 4.

Total Other Gen Govt.	25,974,500	22,267,980	21,885,630	21,428,920	21,654,360	22,263,580	135,474,970
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Capital Improvement Program

2024/25 - 2029/30

POLICE PROTECTION

This section outlines the Clearwater Police Department's facility renovations, new construction, equipment needs, and major computer technology. Projects in this section are typically funded by General Fund revenues as a function of general government. However, sales tax infrastructure revenues (Penny for Pinellas) can also be used for facility renovations, new construction, Police Department vehicles and equipment as per state statute. The approved Penny for Pinellas project list for the ten-year cycle (2020-2030) includes funding for building renovations and annual funding for Police Vehicles.

The Police Protection section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources

POLICE PROTECTION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
94238								
Police Vehicles								
Infrastructure Sales Tax/Penny		200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

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. This project supplements the annual cost of vehicle replacement in the Police Department (General Fund) by utilizing Penny for Pinellas funds allowable on public safety vehicle and equipment purchases.

Clearwater Comprehensive Plan Objective(s): SS 11.2.2.

P1802

Police Equipment

General Fund	190,000	192,000	132,000	132,000	132,000	132,000	910,000
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This project provides funding for the complete outfitting of sworn personnel with the equipment needed to perform their functions (bullet-proof vests, guns, holsters, etc.). As the equipment reaches its life expectancy with the department, this provides funding to replace those items with newer, more effective equipment.

Clearwater Comprehensive Plan Objective(s): SS 8.2.

P1902

Police Information Systems

General Fund	55,000	55,000	50,000	35,000	35,000	35,000	265,000
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Funds associated with the initial purchase and upgrade of Police Department maintained technology, including digital evidence management and storage, computer-aided dispatch systems, record management systems, and other technology supporting the department's law enforcement mission and practices.

Clearwater Comprehensive Plan Objective(s): SS.8.1.

Capital Improvement Program

2024/25 - 2029/30

POLICE PROTECTION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C26xx

PD K9 Facility

General Fund	—	1,626,050	—	—	—	—	—	1,626,050
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This project provides funding for the construction of a housing and training facility for the Police Department K9 unit. The current facility has been in place since early 1980 and has shown significant signs of wear and tear, and no longer meets the needs of the department.

Clearwater Comprehensive Plan Objective(s): SS 7.1.

M26xx

Police Boat R&R

General Fund	—	60,000	15,000	15,000	15,000	15,000	15,000	120,000
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This project is established to fund major repairs, mechanical and motor replacement of the police department's marine unit. The boat's motor replacement is planned for fiscal year 2025/26. Future year funding is in place to create a plan for replacement at the end of the current unit's useful life.

Clearwater Comprehensive Plan Objective(s): SS 8.1.

C28xx

PD District 1 Renovation

General Fund	—	—	—	1,926,050	—	—	—	1,926,050
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This project provides the funding for the future renovation of District 1 Police Substation. The current structure was built in 1979 and is in need of updates and modernization. A more comprehensive plan will be established after completion of a building study.

Clearwater Comprehensive Plan Objective(s): SS 7.1.

M2501

Police Training Range R&R

General Fund	125,000	125,000	25,000	25,000	25,000	25,000	25,000	350,000
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This project provides funding for maintenance and upgrades of the police training range which, due to its unique nature, is not maintained by city maintenance crews. Projects planned in fiscal years 2025 and 2026 include replacing the target system and expanding concrete for better access and continuity.

Clearwater Comprehensive Plan Objective(s): SS 7.1.

Total Police Protection:	570,000	2,258,050	422,000	2,333,050	407,000	407,000	6,397,100
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Capital Improvement Program

2024/25 - 2029/30

FIRE PROTECTION

This section covers renovations and new construction of Fire Department facilities, as well as major equipment and vehicle needs for Fire Protection. Typically funded by General Fund revenues, reimbursement revenues from Pinellas County are recognized for vehicles/equipment serving unincorporated areas within the Clearwater Fire District. Sales tax infrastructure revenues (Penny for Pinellas) can also be used for facility renovations/new construction and Fire Department vehicles/equipment. The approved Penny for Pinellas project list (2020-2030) includes funding for building renovations and replacement of all fire engines and ladder trucks.

The Fire Protection section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
91218								
Fire Engine Replacement								
Infrastructure Sales Tax/Penny		742,610	—	—	924,350	998,300	1,078,200	3,743,460
County Fire Reimbursements		129,540	—	—	163,190	176,240	190,340	659,310
General Fund		—	236,530	236,530	236,530	236,530	236,530	1,182,650

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 their service 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. At this current time, several truck manufacturers are working on eco-friendly units in the form of engines. As manufacturers continue to validate larger-profile vehicles in an eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.33% incorporated and 11.67% unincorporated split.

Annual Operating Costs: Fuel and maintenance costs to be funded by the General Fund.

Clearwater Comprehensive Plan Objective(s): SS 8.2, and SS 8.2.4.

91260

Thermal Imaging Cameras (TIC)

General Fund	26,980	27,800	28,660	29,530	30,400	30,400	173,770
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This project will continue to provide funding for the replacement, repair, and acquisition of thermal imaging cameras. The department uses these units for various fire ground tasks. The most common of these tasks are search and rescue and firefighting. The current units are used daily and have proven to be a valuable tool for our department. These units will enhance the service provided to the community and 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.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

Capital Improvement Program

2024/25 - 2029/30

FIRE PROTECTION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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91261

Personal Protective Equipment

General Fund	175,000	200,000	250,000	275,000	300,000	325,000	1,525,000
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This Project is dedicated to fully equipping all staff with the latest Personal Protective Equipment (PPE). It ensures adherence to the National Fire Protection Association (NFPA) 1852 standards and establishes a cyclical replacement plan for PPE that has surpassed its 5-year lifespan. Our department possesses 210 PPE sets, with an annual replacement of approximately 40–50 sets. The PPE offers our firefighters a higher degree of protection and includes numerous safety features that could be crucial during emergencies or incidents. The PPE's superior identification aids Incident Commanders in maintaining accountability and safety. The county partially subsidizes the replacement costs, as the equipment also benefits the unincorporated regions of the Clearwater Fire District.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

91264

Fire Hose Replacement

General Fund	20,600	21,220	21,860	22,950	24,100	25,310	136,040
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This project provides funding to purchase replacement fire hoses. NFPA requires an annual hose test, in which these funds replace those sections that fail. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

C2401

Ladder Truck Replacement

Infrastructure Sales Tax/Penny	—	—	—	—	700,000	700,000	1,400,000
County Fire Reimbursements	—	—	—	—	—	200,000	200,000
General Fund	—	—	—	—	200,000	200,000	400,000

This project will provide funding for the purchase and equipping of a replacement aerial unit for one of the existing 2006 vehicles in FY 2029/30. The last 2006 ladder truck fulfills the need as a reserve unit. Future funding will be needed for this project item as the current frontline units reach the scheduled replacement timelines. At this current time, there are no fire truck manufacturers that make an eco-Friendly unit in the form of a ladder truck. As manufacturers continue to validate larger profile vehicles in an Eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.33% incorporated and 11.67% unincorporated split.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund.

Clearwater Comprehensive Plan Objective(s): SS 8.2 and SS 8.2.4.

Capital Improvement Program

2024/25 - 2029/30

FIRE PROTECTION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C25FD1

Fire Command Bus Replacement

General Fund	—	600,000	600,000	—	—	—	—	1,200,000
County Fire Reimbursements	—	—	114,450	—	—	—	—	114,450

This project will provide funding for the purchase of a Command Bus, replacing the current vehicle, which will meet its life cycle expectancy in 2025. The Command Bus can be deployed during large-scale 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. At this current time, there are no fire truck manufacturers that make an eco-friendly unit in the form of a command vehicle. As manufacturers continue to validate larger-profile vehicles in an eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.33% incorporated and 11.67% unincorporated split.

Annual Operating Costs for maintenance and fuel costs to be funded by the General fund.

Clearwater Comprehensive Plan Objective(s): SS 8.2 and :SS 8.2.4.

C27FD2

Fire Squad Unit Replacement

General Fund	—	800,000	900,000	—	—	—	—	1,700,000
County Fire Reimbursements	—	—	218,320	—	—	—	—	218,320

This project provides funding for the Purchase of a Heavy-Duty Unit (SQUAD) replacing Squad 51, which is nearing the end of its useful life. The Squad is a basic life support 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. We will continue to monitor manufacturers as they validate larger-profile vehicles in an eco-friendly package. Funding is reimbursed by the county at the annual projected amount as per the agreement to fund unincorporated coverage.

Annual Operating Costs: Annual operating costs for fuel and maintenance will be funded by the General fund.

Clearwater Comprehensive Plan Objective(s): SS 8.2 and SS 8.2.4.

M2005

Fire Training Tower

General Fund	35,000	35,000	40,000	40,000	45,000	45,000	240,000
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This project provides funding for the repair, maintenance, and updates to Training Tower B. Training Tower B is the primary training site for the City of Clearwater Fire Department and is used weekly. Tower B was evaluated due to structural concerns with the "Live Burn Rooms." The "Live Burn Rooms" were the only place in the city where firefighters could train using real fire scenarios. Tower B is 12 years old and requires significant repair and upgrades to make it fully functional. Due to the burn rooms causing structural concerns, the rooms will be repaired for non-fire training, and conex rooms will be added to the training tower for live fire training. The conex options are cheaper and safer than making the old live-burn rooms inside the tower capable of live-burning again.

Clearwater Comprehensive Plan Objective(s): SS 8 and SS 8.2.3.

Total Fire Protection:	1,129,730	1,920,550	2,409,820	1,691,550	2,710,570	3,030,780	12,893,000
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Capital Improvement Program

2024/25 - 2029/30

FIRE RESCUE SERVICES

The Fire Rescue Services section includes funding for all equipment and vehicle needs of the Clearwater Fire Department. Projects in this section are primarily funded through General Fund revenues and Pinellas County Emergency Medical Services Taxes. Additionally, this category includes projects for the maintenance and improvement of lifeguard buildings and towers on Clearwater Beach, which are funded by Parking Fund revenues. Lifeguard towers at Clearwater Beach are staffed by EMS certified lifeguards 365 days a year.

The Fire Rescue Services section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
91229								
Replace & Upgrade Air Packs								
	General Fund	150,000	150,000	150,000	150,000	200,000	200,000	1,000,000

This project provides for the replacement of worn or damaged breathing apparatuses needed for front-line units. This project also provides funding for future purchases of upgrade kits for changes to the National Fire Protection Association's (NFPA) standards. Department gear was replaced in fiscal year 2016 to meet the most recent NFPA safety requirements. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

91236

Rescue Vehicle

County Fire Reimbursement	—	—	443,000	—	517,000	560,000	1,520,000
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This project provides for the scheduled replacement of fire and EMS first response vehicles. Clearwater Fire and Rescue provides EMS services on behalf of Pinellas County, and the current contract allows for replacing one (1) county-funded unit each year. At this current time, several manufacturers are working on eco-friendly units in the form of ambulances and rescues. As manufacturers continue to validate larger-profile vehicles in an eco-friendly package, this funding will need to be adjusted to facilitate this.

Annual Operating Costs fuel and maintenance costs to be funded by the General Fund.

Clearwater Comprehensive Plan Objective(s): SS 8.2 and SS 8.2.4.

Capital Improvement Program

2024/25 - 2029/30

FIRE RESCUE SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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91257

Auto External Defibrillator Program

Central Insurance Fund	26,520	27,320	28,920	29,780	33,000	33,000	178,540
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This project funds purchase and replacement of auto external defibrillator (AED) units. The Fire Department oversees over 60 biphasic Lifepak AED devices currently in key city facilities such as City Hall, MSB, libraries, police and fire department facilities, and on emergency vehicles and apparatus. This piece of equipment is a critical link in the 'chain of survival' for a person experiencing a cardiac event.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

91263

Extrication Tools

General Fund	—	80,000	—	—	48,000	—	128,000
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This project will provide funding for the upgrade and additional vehicle extrication equipment packages. The project replaces existing units and upgrades equipment to current National Fire Protection Agency (NFPA) recommendations. These types of tools are utilized for various highly technical rescues, which include motor vehicles, heavy equipment, and machinery. Funding is reimbursed by the county at the projected annual amount as per the Fire Agreement. The current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

Clearwater Comprehensive Plan Objective(s): SS 8.1 and SS 8.2.

ENGF190002

Beach Guard Towers

Parking Fund	85,000	100,000	72,000	74,300	76,000	78,280	485,580
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This project provides funding for the repair and replacement of the guard towers and structures on Clearwater Beach. There are currently seven towers used by the beach guards to provide staffing 365 days a year.

Clearwater Comprehensive Plan Objective(s): SS 8 and SS 8.2.3.

ENGF200002

Beach Guard Adm Bldg

Parking Fund	145,000	50,000	50,000	30,000	30,000	30,000	335,000
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This project provides for the repair, replacement, and maintenance of the Beach Guard Administration Building. This building is the administration building for all the Beach Lifeguard operations, including daily briefings, training, and equipment storage.

Clearwater Comprehensive Plan Objective(s): SS 8.3 and SS 8.3.3.

Total Fire Rescue Services:	406,520	407,320	743,920	284,080	904,000	901,280	3,647,120
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Capital Improvement Program

2024/25 - 2029/30

GAS UTILITY SERVICES

The Gas Utility Services section includes projects that support the operations of Clearwater Gas System for the City. While most of these projects focus on maintenance to preserve the system, there are also initiatives for its continued expansion and upgrade. All projects within this section are financed through Gas Utility Fund revenues.

The Gas Utility Services section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	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 and offsets and the maintenance of existing capitalized lines. Provides funding for road construction projects and maintains accessibility to mains. Continues to provide reliable service to existing customers and reduces methane leaks by limiting 3rd party line hit and damages.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2

96367								
Gas Meter Changeout - Pinellas Capitalized								
	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 meters, regulators, and parts for meter change outs in Pinellas County to continually maintain accurate gas meters to maximize gas revenues. This project fulfills the 10-year meter change out per our strategic plan. Change outs reduce methane leaks and preserve the sustainability of the system.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2

96374								
Line Relocation Pinellas - Capitalized								
	Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

This is a continuing project to relocate gas mains for road construction and upgrades to the mains in Pinellas County. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting third-party line hits and damages.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2

Capital Improvement Program

2024/25 - 2029/30

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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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. Maintains our accessibility to our mains. Continues to provide reliable service to existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2

96377

Pinellas New Mains & Service Lines

Gas Fund	3,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
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This project will provide funding for the extension of new gas mains and service lines, as well as replacement gas mains and services, within Pinellas County. It will also fund two (2) sub-aqueous gas crossings to Clearwater Beach, upgrade low-pressure to high-pressure on North Clearwater Beach, and replace aging steel gas mains. Increases the gas supply capacity and reliability of the CGS distribution piping system.

Clearwater Comprehensive Plan Objective(s): SS 6, SS 6.3.2, and SS 6.2.3.

96378

Pasco New Mains & Service Lines

Gas Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
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This project will provide for the extension of gas mains and services, as well as new mains and services within Pasco County. It will fund related activities such as the capital replacement of obsolete cast iron and galvanized mains. Increases the gas supply capacity and reliability of the CGS distribution piping system.

Clearwater Comprehensive Plan Objective(s): SS 6, SS 6.3.2, and SS 6.2.3.

96379

Gas Meter Change Out - Pasco Capitalized

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 the purchase of meters, regulators, and parts for meter changeouts in Pasco County to continually maintain accurate gas meters to maximize gas revenues. This project fulfills the 10-year meter change out per our strategic plan. Change outs reduce methane leaks and preserve the sustainability of the system.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2.

Capital Improvement Program

2024/25 - 2029/30

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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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 mains for road construction and upgrades to the mains in Pasco County. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting third-party line hits and damages.

Clearwater Comprehensive Plan Objective(s): SS 6.2.2.

96386

Expanded Energy Conservation

Gas Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
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This project funds marketing and gas line extensions that don't meet the rate ordinance payback criteria. It includes the System-wide Neighborhood Expansion Program for gas main installation, the Residential Super S.A.V.E. Program for energy-efficient appliance rebates, the Commercial Conversion Program for electric/propane to gas conversion costs, and the Natural Gas Vehicle (NGV) Program for vehicle conversion or NGV purchase costs.

Clearwater Comprehensive Plan Objective(s): SS 6.3.3 and 6.3.4.

96389

Future IMS Software and Hardware

Gas 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 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.

Clearwater Comprehensive Plan Objective(s): SS 6.2.3.

96391

Gas System - Pasco Building

Gas Fund	—	—	100,000	100,000	100,000	100,000	100,000	400,000
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This project provides funding to create a future training facility for the gas system employees to be used by field personnel in Pasco County. Funding for this project will come from available gas system revenues.

Clearwater Comprehensive Plan Objective(s): SS 6.2.3.

Capital Improvement Program

2024/25 - 2029/30

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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M1904

Pinellas Building: Equipment Replacement and Repair

Gas Fund	450,000	450,000	200,000	200,000	200,000	200,000	1,700,000
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This project provides funding to make necessary repairs or replacements to building infrastructure and equipment at the Gas System's main facility, located at 777 Maple Street, Clearwater.

Clearwater Comprehensive Plan Objective(s): SS 6.2.3

M2402

Gas - Capital Equipment

Gas Fund	—	50,000	50,000	50,000	50,000	50,000	250,000
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The project is established to fund the purchase and replacement of equipment (non-motorized) for operational purposes that meet a capital cost threshold.

Total Gas Utility System:	8,175,000	7,125,000	6,975,000	6,975,000	6,975,000	6,975,000	43,200,000
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Capital Improvement Program

2024/25 - 2029/30

SOLID WASTE CONTROL SERVICES

The Solid Waste Control Services section includes projects that aid the City's Solid Waste and Recycling operations. These projects, funded by Solid Waste and Recycling Fund revenues, include facility maintenance and major repairs, equipment and container replacements, and the construction of new or replacement facilities.

The Solid Waste Control Services section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community Where Practical.

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2005								
Underground Refuse Program								
Solid Waste Fund		30,000	—	—	—	—	—	30,000

This project funds the modification, maintenance, repair, and relocation of existing underground and above-ground refuse containers. The system uses less 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 6.5 cubic yards) underground container. This prevents overflowing above-ground containers, wind-blown litter, and nuisance animals. The larger container holds more trash.

Clearwater Comprehensive Plan Objective(s): SS 5.2.

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2302								
Rebuild Solid Waste Admin Complex								
Solid Waste Fund		2,000,000	3,000,000	4,000,000	—	—	—	9,000,000

This project funds construction costs to replace the aging buildings and infrastructure at the solid waste complex. This includes the replacement of administrative offices, the addition and/or replacement of recycling transfer facilities, and adding electric charging infrastructure for future fleet purchases. The design and planning for the complex renovation will include sustainability and resilience elements, which link to the city's Greenprint 2.0 plan.

Clearwater Comprehensive Plan Objective(s): SS 5.2.3.

Capital Improvement Program

2024/25 - 2029/30

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
M2301								
Facility R&R								
	Solid Waste Fund	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000

This project provides for the repair and refurbishment of land, buildings, machinery, and equipment at the transfer station site and the Solid Waste Complex. Where possible, purchases will include equipment that improves energy efficiency, removing invasive landscaping, and reducing greenhouse emissions in coordination with the City of Clearwater's sustainability initiatives and Greenprint 2.0 plan.

Clearwater Comprehensive Plan Objective(s): SS 5.2.2 and SS 5.2.3.

Total Solid Waste Control Services	2,430,000	3,400,000	4,400,000	400,000	400,000	400,000	11,430,000
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Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

The Water-Sewer Combination Services section includes projects that support the City's Water and Sewer Utility operations. These projects provide for the repair, replacement, and restoration of infrastructure such as transmission and distribution lines for potable water and wastewater, water reclamation and bio-solids facilities, reverse osmosis water treatment plants, water storage tanks, and wells. Major renovations, upgrades, and improvements to the utilities' infrastructure are also funded by this section. Funding sources include the Water and Sewer Utility Fund, impact fees, bond issues, and sales tax infrastructure revenues. Sanitary Sewer Upgrades/Improvements are included in the approved Penny for Pinellas project list for the 2020-2030 cycle.

The Water-Sewer Combination Services section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
96212								
Sanitary Sewer Upgrades/Improvements								
Sewer Revenue		—	5,325,000	3,817,630	5,536,000	4,000,000	3,845,100	22,523,730
Utility R&R	1,875,000		—	1,875,000	1,875,000	1,875,000	1,875,000	9,375,000
Future Bond Issue		—	9,000,000	6,000,000	7,200,000	8,000,000	4,000,000	34,200,000

This project provides funding for future upgrades and improvements to the sanitary sewer system within the City of Clearwater service area.

Clearwater Comprehensive Plan Objective(s): SS 2.3.1, SS 2.3.6, SS 2.4.1, and SS 2.4.3.

96213								
Marshall Street Upgrade/Improvements								
Sewer Revenue		—	266,670	827,500	437,500	—	—	1,531,670

This project provides funding for future upgrades and improvements to the Marshall Street Water Reclamation Facility infrastructure (within the fence).

Clearwater Comprehensive Plan Objective(s): SS 2.3.6, SS 2.4.1, SS 2.4.3, and SS 2.4.4.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

**Project # /
Project
Name**

**Funding
Source**

2024/25

2025/26

2026/27

2027/28

2028/29

2029/30

Total

96214

East Plant Upgrades/Improvements

Sewer Revenue	2,000,000	1,800,000	900,000	25,000	—	—	4,725,000
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This project provides funding for future upgrades and improvements to the East Plant Water Reclamation Facility infrastructure (within the fence).

Clearwater Comprehensive Plan Objective(s): SS 2.3.6, SS 2.4.1, SS 2.4.2, SS 2.4.3, and SS 2.4.4.

96215

North East Plant Upgrades/Improvements

Sewer Revenue	—	900,000	1,687,500	1,912,500	500,000	—	5,000,000
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This project provides funding for future upgrades and improvements to the Northeast Plant Water Reclamation Facility infrastructure.

Clearwater Comprehensive Plan Objective(s): SS 2.3.6, SS 2.4.1, SS 2.4.2, SS 2.4.3 and SS 2.4.4.

96217

Pump Station R & R

Water Revenue	—	—	150,000	—	—	—	150,000
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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.

Clearwater Comprehensive Plan Objective(s): SS 2.2.2, and SS 2.3.1.

96526

Pub Util Admin Building Upgrades/Improv

Water Revenue	—	50,000	50,000	—	—	—	100,000
Sewer Revenue	—	50,000	50,000	—	—	—	100,000

This project provides funding for the building and equipment upgrades for the Public Utilities Complex, which includes the Public Utilities Administration Building, Motor Shop, Meter Shop, and Supervisor's Building.

Clearwater Comprehensive Plan Objective(s): QP 5.5.2 and SS 11.2.1.

96630

Sanitary Sewer Extensions

Sewer Impact Fees	—	50,000	50,000	50,000	50,000	—	200,000
Sewer Revenue	—	87,540	87,540	87,540	87,540	—	350,160

This project provides new sanitary sewer service to residents within the City of Clearwater service area. The remaining septic areas will be addressed based on priority in subsequent years.

Clearwater Comprehensive Plan Objective(s): SS 2.3.1, SS 2.3.2, SS 2.3.3, SS 2.3.4, SS 2.3.5, and S 2.4.1.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

**Project # /
Project
Name**

**Funding
Source**

2024/25

2025/26

2026/27

2027/28

2028/29

2029/30

Total

96654

Facilities Upgrade & Improvement

Sewer Revenue	1,403,680	27,367,860	33,642,860	34,142,860	32,142,860	27,142,860	155,842,980
Future Bond Issue	—	9,430,790	7,000,000	10,000,000	22,185,690	10,000,000	58,616,480

This project involves the design, repair, rehabilitation, and replacement of various components at the Water Pollution Control Plant and bio-solids facility resulting in upgrades/improvements to operational capacity. These components include items like presses, pumps, motors, related plumbing, and instruments. This project is utilized when it's not possible to determine the individual value associated with each facility in a project.

Clearwater Comprehensive Plan Objective(s): SS 2.2.4, SS 2.3.6, SS 2.4.1, SS 2.4.2, and SS 2.4.3.

96664

Water Pollution Control R & R

Future Bond Issue	—	16,900,000	—	34,858,240	35,843,690	—	87,601,930
Sewer Revenue	5,488,450	5,682,100	2,812,500	2,812,500	2,812,500	—	19,608,050
Utility R&R	—	—	4,000,000	3,500,000	3,500,000	—	11,000,000

This project provides for the design, repair, rehabilitation, and replacement of various elements at the Water Pollution Control Plant and bio-solids facility, including presses, pumps, motors, related plumbing, instruments, and minor facility repairs. The goal is to restore or maintain the water pollution control facilities to their intended operational capacity. Additionally, this project incorporates items required by Senate Bill 64 for pollution control, which were introduced in fiscal year 24.

Clearwater Comprehensive Plan Objective(s): SS 2.2.4

96665

Sanitary Sewer R & R

Sewer Revenue	76,530	28,562,500	28,612,500	27,512,500	27,512,500	200,000	112,476,530
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The project provides general system-wide condition inspections, repairs, and replacements.

Clearwater Comprehensive Plan Objective(s): SS 2.2.4 and SS 2.3.1.

96686

Pump Station Upgrade & Improvement

Sewer Revenue	3,053,430	2,242,730	5,195,230	1,942,730	—	—	12,434,120
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This project provides funding to upgrade pump stations systems, their related force mains, and telemetry systems to adhere to current industry and regulatory requirements.

Clearwater Comprehensive Plan Objective(s): SS 2.2.4 and SS 2.3.1.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

**Project # /
Project
Name**

**Funding
Source**

2024/25

2025/26

2026/27

2027/28

2028/29

2029/30

Total

96721

System R&R - Maintenance

Water Revenue	—	3,770,000	5,195,000	5,170,000	2,620,000	3,800,000	20,555,000
Utility R & R	—	—	25,000	—	—	—	25,000

This is an ongoing program relating to the repair or replacement of water mains, service lines, valves, fire hydrants, miscellaneous equipment, damaged facilities, and the maintenance of thirty-one (31) existing wells and eight (8) new wells. Work involves the repair and replacement of facilities that do not involve upgrading.

Clearwater Comprehensive Plan Objective(s): SS 2.3.1.

96742

Line Relocation - Improvements

Water Revenue	—	285,000	—	—	—	2,765,480	3,050,480
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This provides funding for upgrades to the potable water pipeline infrastructure relocation to accommodate roadway improvements by the Florida DOT, Pinellas County, and the City of Clearwater. Planned work includes various city initiatives related to Stormwater and Traffic Improvement.

Clearwater Comprehensive Plan Objective(s): SS 1.4.2, SS 1.5.3, and SS 1.6.2.

96744

System Expansion

Water Impact Fee	160,000	160,000	160,000	160,000	—	—	640,000
Water Revenue	174,800	76,000	76,000	76,000	—	—	402,800

This project provides funding and capitalizes on water division labor, equipment, and material expenses relating to additions to Clearwater's distribution system, including new meters, backflow prevention devices, main extensions, etc. The location of work areas is determined by customer demand.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, SS 1.4.3, and SS 1.5.4.

96764

R.O. Plant Reservoir # 1 Upgrades & Improvements

Water Revenue	—	—	937,850	307,650	4,000,000	6,427,360	11,672,860
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Provides funding for the expansion of the city's existing reverse osmosis (R.O.) plant, which includes plant equipment, and piping modifications.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, and SS 1.6.2.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

**Project # /
Project
Name**

**Funding
Source**

2024/25

2025/26

2026/27

2027/28

2028/29

2029/30

Total

96767

R.O. Plant at Reservoir #2 Upgrades & Improvements

Water Revenue	2,333,310	3,936,450	13,963,730	20,139,540	12,622,630	9,920,930	62,916,590
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Provides funding for the expansion of the city's existing reverse osmosis (R.O.) plant, which includes plant equipment, and piping modifications.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, and SS 1.6.2.

96773

Groundwater Replenishment Facility

Water Revenue	—	100,000	100,000	100,000	100,000	100,000	500,000
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This project provides funding for a microfiltration, reverse osmosis, Advanced Oxidation 3.0 MGD Water Purification Plant, purified water pipelines, and injection wells to replenish the local aquifer.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.5.3, SS 1.5.4, SS 1.6.2, and SS 2.3.6.

96782

R.O. Plant at WTP #3

Water Revenue	1,400,790	—	2,910,930	16,020,130	23,231,020	23,137,760	66,700,630
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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 of water for Water Treatment Plant #3.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, and SS 1.5.4.

96783

Water System Upgrades/Improvement

Water Revenue	—	2,053,130	2,453,120	3,353,120	3,853,130	1,853,120	13,565,620
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This project provides funding for future upgrades and improvements to the water distribution systems and infrastructures.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, SS 1.4.3, and SS 1.5.4.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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96784

Reclaimed Water Distribution System R & R

Utility R&R	3,057,220	1,846,870	2,046,870	1,346,870	1,346,870	2,346,870	11,991,570
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This project provides funding for on-going program relating to repair, and replacements of the City's Reclaimed Water System.

Clearwater Comprehensive Plan Objective(s): SS 3, SS 1.5.3, SS 2.3.6, SS 3.1.1, and SS 3.2.1.

96785

Feasibility Studies/Evaluations - Water System

Utility R&R	1,196,010	2,000,000	—	—	—	—	3,196,010
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and maximize efficiencies for the water distribution systems.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, SS 1.4.6, SS 1.5.3, SS 1.5.4, and SS 1.6.2.

96786

Devices & Equipment - Water System

Water Revenue	—	—	50,000	425,000	—	—	475,000
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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.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 1.4.1, SS 1.4.2, SS 1.4.3, SS 1.4.6, SS 1.5.3, SS 1.5.4, and SS 1.6.2.

M1905

Marshall Street Plant R&R

Utility R&R	—	100,000	541,670	603,330	180,000	—	1,425,000
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Provides for the design, repair, rehabilitation, & replacement of Water Pollution Control Plant & Biosolids Facility at the Marshall Street plant. This includes items such as pumps, motors, associated plumbing, instruments, & minor facility repairs to return or maintain the water pollution control facilities to their designed capability.

Clearwater Comprehensive Plan Objective(s): SS 2.4.2, SS 2.4.3, and SS 2.4.4.

M1906

Northeast Plant R&R

Utility R&R	172,060	3,525,000	1,916,670	693,330	180,000	—	6,487,060
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Provides for the design, repair, rehabilitation, & replacement of Water Pollution Control Plant & Biosolids Facility at the Northeast plant. This includes items such as pumps, motors, associated plumbing, instruments, & minor facility repairs to return or maintain the water pollution control facilities to their designed capability.

Clearwater Comprehensive Plan Objective(s): SS 2.4.2, SS 2.4.3, and SS 2.4.4.

Capital Improvement Program

2024/25 - 2029/30

WATER-SEWER COMBINATION SERVICES

**Project # /
Project
Name**

**Funding
Source**

2024/25

2025/26

2026/27

2027/28

2028/29

2029/30

Total

M1907

East Plant R&R

Utility R&R	—	—	16,670	203,330	180,000	—	400,000
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This project provides for the design, repair, rehabilitation, & replacement of Water Pollution Control Plant & Biosolids Facility at the East plant. This includes items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the water pollution control facilities to designed capability.

Clearwater Comprehensive Plan Objective(s): SS 2.4.2, SS 2.4.3, and SS 2.4.4.

M1908

Reverse Osmosis #1 R&R

Utility R&R	—	1,600,000	815,000	—	—	—	2,415,000
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Provides funding for the expansion of the city's existing reverse osmosis (R.O.) plant, which includes plant equipment, and piping modifications.

Clearwater Comprehensive Plan Objective(s): SS 1.3.2, and SS 1.4.1.

M1909

Reverse Osmosis #2 R&R

Water Revenue	—	200,000	200,000	10,200,000	—	—	10,600,000
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Provides funding for the expansion of the city's existing reverse osmosis (R.O.) plant, which includes plant equipment, and piping modifications.

Clearwater Comprehensive Plan Objective(s): SS 1.3.2, and SS 1.4.1.

M1910

Water Treatment Plant #3 R&R

Utility R&R	—	—	—	300,000	—	—	300,000
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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.

Clearwater Comprehensive Plan Objective(s): SS 1.3.2, and SS 1.4.1.

M2103

Utilities Building & Maintenance

Water Revenue	809,350	1,010,000	825,000	1,870,000	—	—	4,514,350
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This project provides funding for building and maintenance expenditures at all utility sites. This includes repairs and replacements of roofing, floors, HVAC systems, lighting, building systems, and painting.

Clearwater Comprehensive Plan Objective(s): SS 2.3.1.

**Total Water System
Combination Services:**

23,200,630	128,377,640	128,991,770	192,860,670	186,823,430	97,414,480	757,668,620
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Capital Improvement Program

2024/25 - 2029/30

FLOOD PROTECTION/STORMWATER MANAGEMENT

This section describes projects that support the City's Stormwater Utility operations. These projects aim to implement measures to improve water quality and manage water quantity within the City's watersheds and coastal basins. Funding is allocated for repairing, replacing, and restoring stormwater infrastructure, as well as purchasing and replacing vehicles and field equipment. Projects are funded through Stormwater Utility revenues and grant funding from various local, state, and federal agencies when available.

The Flood Protection/Stormwater Management section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources.

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C1908								
Stormwater Vehicles & Equip								
Stormwater Fund		318,280	500,010	1,500,000	1,000,000	954,000	1,000,000	5,272,290

This project provides for the purchase of new and replacement of vehicles, field equipment and building equipment for Stormwater maintenance operations.

Clearwater Comprehensive Plan Objective(s): SS 4.4.

ENST180001

Stormwater Pipe System Improvement

Stormwater Fund	162,570	441,660	1,491,420	2,760,510	2,895,260	3,314,260	11,065,680
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This project provides for the repair, replacement, and restoration of stormwater conveyance infrastructure components. A significant portion of this project will include the lining or replacement of existing infrastructure to maximize lifespan and system conveyance efficiency.

Clearwater Comprehensive Plan Objective(s): SS 4.4 and SS 4.4.

ENST180002

Allen's Creek

Stormwater Fund	—	573,950	137,310	100,000	437,100	450,200	1,698,560
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This project provides for the implementation of water quality and quantity projects within the Allen's Creek watershed, including those projects identified in the Allen's Creek Watershed Management Plan. The main objectives of projects in this basin include the abatement of structure and street flooding, the improvement of water quality, the improvement, and optimization of stormwater infrastructure and compliance with mandated operation, maintenance, and reporting requirements.

Clearwater Comprehensive Plan Objective(s): SS 4.2., and SS 4.5.

Capital Improvement Program

2024/25 - 2029/30

FLOOD PROTECTION/STORMWATER MANAGEMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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ENST180003

Stormwater System Expansion

Stormwater Fund	—	—	—	4,690	40,330	440,330	485,350
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This project provides for a 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 cost-effectively alleviated or the area is utilized for water quality treatment.

Clearwater Comprehensive Plan Objective(s): SS 4.4.

ENST180004

Stevenson Creek

Stormwater Fund	2,054,960	1,765,280	500,000	153,410	256,470	587,700	5,317,820
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This project is designed to carry out water volume and purity enhancement projects in the Stevenson Creek watershed. These projects, including those outlined in the Stevenson's Creek Watershed Management Plan, aim to achieve several key goals. The primary objectives include reducing structural and street flooding, enhancing water quality, improving and optimizing stormwater infrastructure, and adhering to compulsory operational, maintenance, and reporting standards.

Clearwater Comprehensive Plan Objective(s): SS 4.2, and SS 4.5.

ENST180005

Coastal Basin

Stormwater Fund	—	869,890	812,880	3,111,420	3,311,410	2,453,650	10,559,250
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This project provides for the implementation of water quantity and quality projects within the city's coastal basins. The main objectives of projects in these basins include the abatement of structure and street flooding, the improvement of water quality, the improvement, and optimization of stormwater infrastructure, and compliance with mandated operation, maintenance, and reporting requirements.

Clearwater Comprehensive Plan Objective(s): SS 4.2, and SS 4.5.

ENST180006

Alligator Creek Watershed

Stormwater Fund	560,000	90,280	474,760	106,310	171,480	1,094,640	2,497,470
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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. The main objectives of projects in this basin include the abatement of structure and street flooding, the improvement of water quality, the improvement, and optimization of stormwater infrastructure, and compliance with mandated operation, maintenance, and reporting requirements.

Clearwater Comprehensive Plan Objective(s): SS 4.2, and SS 4.5.

Total Flood Protection/ SW Management:

3,095,810	4,241,070	4,916,370	7,236,340	8,066,050	9,340,780	36,896,420
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Capital Improvement Program

2024/25 - 2029/30

OTHER PHYSICAL ENVIRONMENT

The Other Physical Environment section includes projects that are environmental, as defined by the state's expenditure function codes, but not related to our utility operations. These projects include waterway dredging, repairs and maintenance of docks and seawalls as well as environmental assessments and remediation as needed on City properties. Major projects in this section include the renovation of the City's Public Works Complex and water quality and habitat improvements around Coopers Point. Projects in this section are funded by the General Fund, utility funds, the use of sales tax infrastructure (Penny for Pinellas) revenues where applicable, and grants from local, state and federal agencies when available.

The Other Physical Environment section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources.



Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community Where Practical.

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93422								
Dredging of City Waterways								
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

The project provides for periodic dredging of sediments throughout city-controlled waterways and city-owned submerged lands, as deemed necessary. Maintaining properly dredged waterways helps prevent boating accidents, which improves the health and safety of our water.

Clearwater Comprehensive Plan Objective(s): CCM 2.7, CCM 2.7.1, QP 3.1, QP 3.1.1, and QP 3.1.2.

Capital Improvement Program

2024/25 - 2029/30

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C2208

Coopers Point

Grant	—	9,682,560	10,130,000	10,130,000	9,610,000	—	39,552,560
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This project is for the design and construction of water quality and habitat improvements on and around Cooper's Point. Water quality improvements will be accomplished through increased tidal flushing in and around Cooper's Bayou, the construction of mangrove shelves, the addition of seagrasses and saltmarsh habitat, and the installation of sediment removal boxes. This project supports initiatives of the Tampa Bay Estuary Program's Nitrogen Management Consortium to reduce nutrients in Old Tampa Bay, as it aligns with Tampa Bay Reasonable Assurance. The project will also provide recreation opportunities through improved water craft access at Cooper's Bayou Park, kayak trails through mangrove tunnels, hiking trails, fishing platforms, and observation towers. Many aspects of the project will support the Greenprint strategy of greenspace expansion. Design funding is provided by the Stormwater Fund (Coastal Basin 18005). Construction funding is anticipated to include grants, including the Restore Act, partnerships with local, state, and federal organizations, the Stormwater Fund, and Penny funds.

Clearwater Comprehensive Plan Objective(s): QP 3.1, QP 8.1, PPP 1.1, PPP 2.2, PPP3.1, PPP 3.2, CCM 1.1, CCM 1.2, CCM 1.3, CCM 1.5, CCM 4.1, CCM 4.2, SS 4.3, SS 4.5, PI 2.2, PI 5.1, and PI 7.1.

C2501

City Shorelines

General Fund	200,000	400,000	400,000	—	—	—	1,000,000
TBD	—	—	125,000	1,000,000	1,000,000	550,000	2,675,000

This Project will assess and provide appropriate construction options for all tidally-influenced shorelines, both public and privately owned; options for city-owned shorelines will then be implemented. Staff is exploring grant opportunities to assist with funding of the study and for future construction costs. The initial assessment of existing shoreline should include the type of shoreline (seawall, rip rap, mangrove, etc.), the condition (new, needs improvement, etc.), timeline for improvement (0-5 years, 5-10 years, etc.), depth of water, and wave action. The city-owned shorelines will be addressed based on condition of shoreline and the need for resilient protection landward of the shoreline. Results should provide affected property owners a plan for coastal construction companies to install with minimal engineering. This project furthers the multiple elements of the City's Greenprint initiative.

Clearwater Comprehensive Plan Objective(s): SS 7.1.

C27xx

Coachman Park Shoreline

TBD	—	—	250,000	743,000	—	—	993,000
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This project is for the design and construction of enhancement at seawall at Coachman Park. Staff is exploring grant opportunities to assist with funding of the study and for future construction costs. The project will include resilience measures to factor in sea level rise and increased wave action from storms, an interactive aspect to provide park goers with a connection to the water, and education provided by a community partner.

Clearwater Comprehensive Plan Objective(s): QP 5.6, PPP3.1, PPP 3.2, CCM 1.1, CCM 1.2, and CCM 1.3.

Capital Improvement Program

2024/25 - 2029/30

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
ENGF180006								
Citywide Docks & Seawall								
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding to replace or upgrade seawalls and other shoreline protection as needed citywide. Replacement or upgrading of shoreline protection before failure is of vital importance to protect the upland uses adjacent to them. This project also provides funding for the maintenance of docks, apart from marina facilities. This project supports studies to determine how to provide more resilient and sustainable shoreline protection.

Clearwater Comprehensive Plan Objective(s): QP 3.1, QP 8.1, QP 8.2, PPP 3.1, PPP 3.2, CCM 1.1, CCM 1.2, CCM 1.3, CCM 1.5, CCM 2.2, CCM 2.3, CCM 2.7, CCM 4.1, CCM 4.2, S 4.5, PI 2.2, PI 5.1, and PI 7.1.

ENGF180011

Environ Assessment & Cleanup								
	General Fund	70,000	70,000	70,000	70,000	70,000	70,000	420,000

This project was 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 mandatory target clean-up levels. This requires mandatory target clean-up levels at 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, and supports the Greenprint Property Revitalization strategy.

Clearwater Comprehensive Plan Objective(s): QP 2.1, QP 3.2, QP 5.3, CCM 4.1, CCM 4.2, PI 5.1, and PI 7.1.

C2214

Public Works Complex

Infrastructure Sales Tax/Penny	4,600,000	—	2,600,000	—	5,100,000	—	12,300,000
General Fund	—	1,631,100	1,409,080	4,068,420	4,598,940	6,869,790	18,577,330
Stormwater Fund	1,021,480	1,413,770	698,030	832,740	1,011,390	—	4,977,410
Water Revenue	4,407,710	3,614,130	5,352,830	2,429,750	2,429,750	—	18,234,170

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. Redevelopment of the PWC includes the demolition of nearly all existing buildings and the new construction of hardened structures to accommodate utilities, stormwater, streets and sidewalks, traffic, urban forestry, surveys, and storage for information technology. New construction will follow Greenprint guidelines and be designed to reduce energy demand, evaluate the feasibility of solar installation, and utilize recycled materials where appropriate.

Clearwater Comprehensive Plan Objective(s): CCM 2.1, CCM 2.3, CCM 4.2, CCM 4.3, and SS 9.3.

Capital Improvement Program

2024/25 - 2029/30

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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M2002

Environ Park Remediation & Protection

Infrastructure Sales Tax Penny	750,000	—	—	—	—	—	750,000
General Fund	50,000	50,000	50,000	50,000	—	75,000	275,000

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.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, and PPP 3.2.

M2006

Right of Way Tree Management Program

General Fund	150,000	150,000	100,000	100,000	100,000	100,000	700,000
Central Ins Fund	150,000	150,000	100,000	100,000	100,000	100,000	700,000

This project proactively addresses Hardwood tree preservation through tree pruning and removal of diseased trees from City Right of Way as determined by City Staff and/or indicated in the annual tree survey. Tree surveys will be conducted every year in one of the five (5) districts in the city. This project protects residents and natural resources by trimming healthy trees and removing trees that are hazardous to the public. The use of survey data helps create policies and procedures for managing urban green space.

Total Other Physical

Environment:	11,549,190	17,311,560	21,434,940	19,673,910	24,170,080	7,914,790	102,054,470
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Capital Improvement Program

2024/25 - 2029/30

ROAD AND STREET FACILITIES

This section outlines the City's major street infrastructure improvements and maintenance projects for streets and sidewalks. These include traffic calming measures, signal installations and renovations, and traffic safety infrastructure. Funding for these projects comes from various sources, including local option fuel tax, multi-modal impact fees, and the City's designated Road Millage. According to Florida statutes, local option fuel tax proceeds can be used for roadway and right-of-way maintenance, as well as bridge maintenance and operations. Multi-modal impact fee revenue must be used for capital improvements and transportation facility expansion. Road millage revenues are a portion of ad valorem taxes designated annually by Council policy for maintaining the City's streets and sidewalks. The goal of the street and sidewalk maintenance program is to protect the road base and prevent street surface deterioration. Road infrastructure projects that require utility relocations include funding from the associated utility fund to cover their portion of construction costs.

The Road and Street Facilities section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community.

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2102								
Fort Harrison Reconstruction								
	General Fund	1,376,990	1,376,990	2,083,290	2,083,290	700,920	700,920	8,322,400
	Stormwater Fund	—	892,830	3,550,000	1,202,760	198,860	198,860	6,043,310
	Sewer Revenue	1,941,750	2,877,700	—	—	—	2,595,480	7,414,930
	Water Revenue	1,462,420	1,980,050	2,835,340	2,372,880	1,128,470	6,503,310	16,282,470
	Utility R&R	—	—	3,696,850	3,594,660	1,886,430	—	9,177,940

This project provides funding for the design and reconstruction of the Fort Harrison Ave. corridor from the apex at Fort Harrison Ave. and Myrtle Ave. (north) to Belleair Rd. (south). This project will replace all major underground infrastructure including water, sewer, reclaim, storm drainage and roadway features where feasible as well as enhanced streetscaping to encourage pedestrian use and increase pedestrian safety through downtown Clearwater. The street lights on this corridor have already been converted to LED's in 2016, a major Greenprint component. The installation of bike lanes and landscape islands where feasible, supports Greenprint initiatives.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 3.3.1, M 1.3.5, M 2.1.2, and M 2.1.6.

Capital Improvement Program

2024/25 - 2029/30

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2407								
Nash Street								
	Multi-Modal Impact	500,000	500,000	—	—	—	—	1,000,000
	General Fund	702,520	702,520	—	—	—	—	1,405,040
	Stormwater Fund	760,000	1,500,000	—	—	—	—	2,260,000
	Utility R&R	3,986,910	3,986,910	—	—	—	—	7,973,820

This project provides funding for the design and reconstruction of stormwater, roadway reconstruction, expansion and/or replacement of sidewalk infrastructure, sanitary sewer gravity main reconstruction, potable water main reconstruction, reclaimed water main reconstruction, and right-of-way restoration. The project encompasses Nash, Marywood, Shelley, Chaucer, Whitman, and Fernwood Avenues. This neighborhood has limited sidewalk connectivity. A major component of the city's Greenprint plan is to construct multiple transportation options for pedestrians. This project proposes new sidewalks throughout the entire neighborhood.

Clearwater Comprehensive Plan Objective(s): SS 1.3, SS 2.3, SS 3.1, SS 4.2, and M 1.1.

C2408

Osceola Ave Streetscape/Utility Replacement

	General Fund	1,112,670	1,112,670	—	—	—	—	2,225,340
	Utility R&R	4,183,970	4,183,970	—	—	—	—	8,367,940
	Stormwater Fund	873,310	873,310	—	—	—	—	1,746,620

This project provides for subsurface utility infrastructure replacement/upgrade to accommodate proposed development of the Bluff properties and significant streetscape changes to better accommodate pedestrian traffic in the area during large events in the adjacent Coachman Park. Requested by City Hall to improve the experience of visitors to Downtown Clearwater and improve pedestrian safety during large events. Needed utility work is included to avoid future disruptions to the operations of the downtown core. The street lights on this corridor have already been converted to LED's in 2016, a major Greenprint component. The installation of bike lanes and landscape islands, where feasible, will also support Greenprint.

Clearwater Comprehensive Plan Objective(s): SS 1.2.4, SS 3.3.1, M 1.3.5, M 2.1.2, and M 2.1.6.

ENRD180002

Bridge Maintenance & Improvements

Fuel Tax	1,196,750	1,196,750	1,196,750	1,196,750	1,196,750	1,196,750	7,180,500
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This project is a year-round initiative that involves inspecting the city's bridges, designing and implementing necessary repairs to prevent decay, ensuring the safety of the structures, and extending their lifespan. It also includes provisions for the total replacement of bridges when required.

Clearwater Comprehensive Plan Objective(s): M 1.1.

Capital Improvement Program

2024/25 - 2029/30

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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ENRD180004

Streets & Sidewalks

Road Millage	4,568,340	4,796,760	4,940,660	5,088,880	5,241,550	5,398,800	30,034,990
General Fund	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000

This project provides continuous maintenance to prevent deterioration of city streets and sidewalks in the right-of-way. The scope of work includes milling and resurfacing, pavement markings, and providing for the maintenance, repair and replacement of existing sidewalks, ADA ramps and curbs, and construction of new sidewalks/ADA upgrades throughout the City on an as needed basis.

Clearwater Comprehensive Plan Objective(s): M.1.1

ENRD180005

City-Wide Intersections Improvement

Road Millage	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funds to improve traffic flow and safety by increasing the capacity of roadway corridors, and improving their functionality. Intersection improvements may include adjustments to radii, right turn lanes, and minor channelization. Intersection improvements result in safer and more efficient multi-modal movement, reducing carbon emissions, and supporting Greenprint.

Clearwater Comprehensive Plan Objective(s): M 1.1, M 1.2, M 1.3, M 1.4, and M 1.6.

ENRD180006

Traffic Signals

Multi-Modal Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Fuel Tax	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

Provides for renovation of substandard signalized intersections, software and communication infrastructure to meet standards set by Federal and State 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 intersections that meet traffic signal warrants and/or replacement of span wire with mast arms to improve resiliency; and installation of RRFBs (Rectangular Rapid Flashing Beacons) or other pedestrian flashers that meet warrants. Signal renovations make the traffic flow safer and more efficient, supporting Greenprint by reducing carbon emissions.

Clearwater Comprehensive Plan Objective(s): M 1.1, M 1.2, M 1.3, M 1.4, and M 1.6.

Capital Improvement Program

2024/25 - 2029/30

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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ENRD180007

Traffic Safety Infrastructure

Road Millage	344,990	344,990	344,990	344,990	344,990	344,990	344,990	2,069,940
Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Fuel Tax	30,400	30,400	30,400	30,400	30,400	30,400	30,400	182,400

This project provides for the installation, repair, and replacement of safety infrastructure such as, signs, streetlights, and guardrails. This section covers any streetlight replacements or additions, including conversion to LED, on all city right of ways supporting Greenprint.

Clearwater Comprehensive Plan Objective(s): M 1.1, M 1.2, M 1.3, M 1.4, and M 1.6.

Total Road & Street

Facilities:	24,131,020	27,445,850	19,768,280	17,004,610	11,818,370	18,059,510	118,227,640
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Capital Improvement Program

2024/25 - 2029/30

AIRPORTS

The Airports section includes projects that enhance the functionality of Clearwater Airpark. These projects vary from routine repairs and maintenance to significant renovations and upgrades of facilities. As an enterprise fund of the City, these initiatives are primarily financed through Airpark Fund revenue. Additionally, grant revenues from the Florida Department of Transportation (FDOT) and sales tax infrastructure revenues (Penny for Pinellas) may also be utilized when available.

The Airports section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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AIRPORTS

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
94817								
Airpark Maintenance & Repair								
	Airpark Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000

This project will provide funding for ongoing maintenance and repairs as needed at the Clearwater Airpark. Environmentally sustainable products will be chosen, where applicable.

Clearwater Comprehensive Plan Objective(s): M 3.1, and M 3.1.6.

G2307

Aviation Operations Center

Infrastructure Sales Tax/Penny	—	—	760,000	—	—	—	760,000
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This project will provide shared funding for the design & construction of a new operations center and pavement of the Airpark parking lot, taking the place of the temporary portable building put in place in 2005 and the existing parking area. This will include all phases of planning and construction with the assistance of the City Engineering department and in partnership with the current Airpark Operator, FlyUSA.

Clearwater Comprehensive Plan Objective(s): M 3.1, and M 3.1.1.

G2401

Airpark Hangars

FDOT Grant	274,650	725,000	—	—	—	—	999,650
Reimb from FlyUSA	274,650	725,000	—	—	—	—	999,650

This project provides for the design, construction, and permitting of new commercial hangars at the Airpark, as per the Airpark Master Plan; the design and construction of a new apron and taxi lanes will also be included as part of this project, ensuring full functionality of the new hangars. Updated hangars will provide for additional revenue flows for Airpark. As with any new building construction, there will be opportunities to use environmentally friendly materials and approaches. Funding from FDOT along with reimbursements from the current airpark operator will fully offset City costs.

Clearwater Comprehensive Plan Objective(s): M 3.1, and M 3.1.1.

Capital Improvement Program

2024/25 - 2029/30

AIRPORTS								
Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
G26xx								
Airpark Fencing Replacement								
	FDOT Grant	—	2,400,000	—	—	—	—	2,400,000
	General Fund	—	600,000	—	—	—	—	600,000

This project provides funding to clear away greenery to replace approximately 15,000 feet of security fence surrounding the Airpark at 1000 N Hercules Ave., as per the master plan. FDOT funding will help alleviate city expenditures. This fencing will also help to protect the local wildlife in the area, preventing them from accessing areas that could be dangerous.

Clearwater Comprehensive Plan Objective(s): M 3.1, and M 3.1.1.

Total Airports	584,300	4,485,000	795,000	35,000	35,000	35,000	5,969,300
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Capital Improvement Program

2024/25 - 2029/30

WATER TRANSPORTATION SYSTEMS

This section pertains to projects classified under the Water Transportation category, as described by the state's expenditure function codes. Included within this section is our waterway maintenance program, which is financed through allocations from the General Fund Revenues.

These projects in the the six-year plan support the City of Clearwater's Vision and the Strategic Priority of "High Performance Government" through the following related strategic objective(s):



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93415								
Waterway Maintenance								
	General Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

This project provides for the continuous repair or replacement of aging city-owned aids to navigation and information signage; the removal of at-risk or derelict vessels; and menaces or hazards to navigation. This also includes the procurement of piling, sign material to fabricate buoys and sinkers, and utilizing the Marine Service section and equipment to maintain city-owned waterways in a usable and safe condition. This funding also includes the shared repair and replacement of city-owned vessels and public docking facilities, including the Seminole Street Boat Ramp and the like. GP: not applicable with waterway maintenance.

Clearwater Comprehensive Plan Objective(s): CCM 2.7, CCM 2.7.1, QP 3.1, QP 3.1.1, and QP 3.1.2.

Total Water Trans Systems:	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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Capital Improvement Program

2024/25 - 2029/30

PARKING FACILITIES

The Parking Facilities section includes projects for maintaining City-owned parking garages, lots, and on-street spaces. It also includes the construction of new garages and significant technology and system upgrades. All projects in this section are funded by Parking Fund revenues.

The Parking Facilities section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Environmental Stewardship

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Emerging Technologies for a Sustainable
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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
C2502								
Gotham Development Agreement								
	Parking Fund	22,000,000	—	—	—	—	—	22,000,000

This project funds the parking contribution as approved in the development agreement between the city and Gotham Property Acquisitions, LLC. Funding will be made available once all conditions are met as defined in the agreement.

ENPK180001								
Parking Lot Resurfacing								
	Parking Fund	100,000	100,000	100,000	50,000	50,000	50,000	450,000

The project provides for the resurfacing of various City Parking System lots as determined necessary by the Public Works department.

ENPK180002								
Parking Lot Improvements								
	Parking Fund	300,000	300,000	300,000	150,000	150,000	150,000	1,350,000

The project provides for improvements, both functional and aesthetic, to all parking system lots and on street parking spaces. Parking facility locations will begin with the beach lots and expand to include all parking system lots and on-street parking. Improvements include items such as brick pavers, parking kiosks, parking revenue control equipment and sign upgrades. Also included is the construction of temporary lots, as needed, and sustainability upgrades such as efficient LED lighting and electric vehicle charging stations on various City lots.

Clearwater Comprehensive Plan Objective(s): QP 3.2.7, M 1.1.3, M 1.5.2, M 1.6.4, and M 2.3.7.

Capital Improvement Program

2024/25 - 2029/30

PARKING FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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ENPK180003

Parking Garages

Parking Fund	459,000	184,000	284,000	184,000	184,000	184,000	184,000	1,479,000
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This project provides for funding maintenance, repair, and addressing safety concerns for all current and future parking facilities. This project will also fund research and studies of future parking facilities. Also included are sustainability upgrades such as efficient LED lighting and electric vehicle charging stations in city-run garages.

Clearwater Comprehensive Plan Objective(s): QP 3.2.7, and QP 5.5.2.

ENPK230001

Downtown Parking Garage

Parking Fund	7,000,000	—	—	—	—	—	—	7,000,000
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This project provides for the construction of a downtown parking garage at Pierce & Osceola to serve Coachman Park, The Sound, the general public and downtown businesses.

Annual Operating Costs: Additional operating costs, estimated to begin in fiscal year 2025/26, include personal services for three (3) FTEs and other operating expenses for insurance, equipment repair, utilities, etc. These costs are estimated to be approximately \$700,000.

Clearwater Comprehensive Plan Objective(s): QP 3.2.6, QP 3.2.7, and M 1.1.18.

ENPK250001

Beach Marina Parking Garage

Parking Fund	3,000,000	—	—	—	—	—	—	3,000,000
Future Bond Issue		36,000,000						36,000,000

This project seeks to build a new parking garage at the Clearwater Beach Marina. The marina is being renovated, and the work will result in the loss of parking spaces. This lot was identified by Beach by Design as a potential location for a new parking garage to help handle the increasing demand for public parking. The project will first determine the correct size for this garage to properly handle the current parking demand from the marina and the associated businesses. New construction in this area would include electric vehicle charging stations, solar capabilities, and similar processes to comply with Greenprint 2.0.

Clearwater Comprehensive Plan Objective(s): M 1.1.18, QP 3.1.1, and QP 3.2.7.

Capital Improvement Program

2024/25 - 2029/30

PARKING FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
M2102								
Seminole Boat Launch Maintenance								
	Parking Fund	30,000	40,000	40,000	40,000	40,000	40,000	230,000

This is a continuous maintenance program to maintain the city's infrastructure and keep the Seminole Boat Launch Area in good repair. Funding is also established for future upgrades and replacements, which should provide opportunities to utilize environmentally friendly materials.

Clearwater Comprehensive Plan Objective(s): QP 3.1, and QP 3.1.2

Total Parking Facilities:								
		32,889,000	36,624,000	724,000	424,000	424,000	424,000	71,509,000

Capital Improvement Program

2024/25 - 2029/30

OTHER TRANSPORTATION

The Public Works department manages various projects under the Other Transportation section. These projects support transportation functions as defined by the state's expenditure codes and are typically funded through General Fund revenues or applicable utility funds.

The Other Transportation section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
ENGF180003								
Miscellaneous Engineering								
	General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000

To provide funding for various contractual services related to transit infrastructure, stormwater management, right-of-way, landscaping, environmental, internal real-estate functions, and unplanned requests from other departments.

ENGF180004								
Survey Equipment Replacement								
	General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000
	Stormwater Fund	—	25,000	—	—	—	14,000	39,000

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 advancements in technology.

Total Other Transportation:	170,000	195,000	170,000	170,000	170,000	184,000	1,059,000
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Capital Improvement Program

2024/25 - 2029/30

LIBRARIES

The Libraries section includes projects that support the operation of the City's five library branches. These projects involve purchasing library software and technology maintenance and upgrades, as well as funding for the replacement of furniture, fixtures, and equipment throughout the system. As part of the general government function, these projects are typically funded by revenues from the General Fund.

The Libraries section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
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Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93534								
Library FF & E Repair and Replacement Project								
	General Fund	85,000	85,000	85,000	85,000	85,000	85,000	510,000

The funding for this project provides for system-wide library technology upgrades and replacements, including software and hardware, the replacement of furniture, fixtures, and other equipment, and space modifications. Technology equipment needs to be repaired or replaced when it is obsolete. Due to the library's high volume of visitors annually, library furniture and fixtures will require replacement to keep the facilities appealing, functioning, and safe.

Clearwater Comprehensive Plan Objective(s): SS 10.2.1 and SS 10.2.2.

94861

Library Technology

General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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The funding for this ongoing CIP project provides for the maintenance and upgrades of Radio Frequency Identification (RFID) technology at all City of Clearwater library locations. This technology allows libraries to perform many repetitive tasks more efficiently. Numerous library materials can be checked in and out with one workflow, and materials sorting machines check in material quickly and reduce the amount of staff handling. This increased efficiency allows staff to continue to provide excellent customer service and gives them the ability to perform other projects. The system also provides the most effective security system currently available.

Clearwater Comprehensive Plan Objective(s): SS 10.2.2.

Total Libraries:	110,000	110,000	110,000	110,000	110,000	110,000	660,000
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Capital Improvement Program

2024/25 - 2029/30

PARKS & RECREATION

This section outlines projects supporting the City of Clearwater's Parks & Recreation functions. These projects aim to maintain our parks and facilities, making Clearwater a great place to live, learn, work, and play. Major renovations to neighborhood and regional park facilities and recreation centers may also be included. Typically funded by General Fund revenues, donations, and grants from local, state, and federal agencies, these projects may also use sales tax infrastructure revenues (Penny for Pinellas) for facility renovations or new construction. The approved Penny for Pinellas project list for 2020-2030 includes funding for capital needs of neighborhood parks.

The Parks & Recreation section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

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Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93272								
Bicycle Paths-Bridges								
	General Fund	—	—	250,000	250,000	250,000	250,000	1,000,000

This project provides for the construction and renovation of recreation trails and trail heads throughout the city for walking, jogging, inline skating, bicycling, and equestrian uses. It may include, but is not limited to, projects such as segments of the Ream Wilson Trail, Bayshore Drive Trail, Courtney Campbell Causeway Trail, trails within park boundaries, and transportation connector trails.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

93602								
Special Events Equipment R & R								
	Special Program Fund	75,000	115,000	105,000	55,000	60,000	60,000	470,000

This project provides for the purchase, repair, and replacement of such items as sound equipment, chairs, tables, tents, etc. 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.

Clearwater Comprehensive Plan Objective(s): SS 8.2.

Capital Improvement Program

2024/25 - 2029/30

PARKS & RECREATION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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93618

Misc Parks & Rec Contract Services

General Fund	75,000	55,000	55,000	55,000	125,000	75,000	440,000
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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 before 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.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

C2209

Neighborhood Park Renovations

Infrastructure Sales Tax/ Penny	100,000	100,000	100,000	400,000	350,000	350,000	1,400,000
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This project is aimed at renovating and enhancing various local parks within the city. At present, the city oversees and maintains more than 100 parks, ranging from small one-acre spaces to larger community parks. Many of these parks require refurbishment and repair due to prolonged public use. While the city continues to maintain these parks to ensure they are safe for use, a fund has been set up specifically for necessary capital improvements and renovations. Parks such as Bay Park on Sand Key, Forest Run Park, Soule Road Park, among others, all have diverse needs that need to be met. Furthermore, there are several parks with minimal or no facilities, and this project will enable the city to address these requirements.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

C2404

Edgewater Drive Park Improvements

Other State Grants	200,000	—	—	—	—	—	200,000
General Fund	800,000	—	—	—	—	—	800,000

This initiative will enhance Edgewater Drive Park with several upgrades. These include doubling the current 8-space parking lot, building an observation pier, widening the recreational path to 10 feet, and introducing new amenities. Concurrently, all non-native species and other plant materials will be eradicated to improve mangrove health and inter-coastal views. The project will seek funding from the Florida Recreation Development Assistance Grant and aligns with Greenprint's sustainability goals through the removal of non-native species.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, and PPP 3.2.

C2405

Moccasin Lake Nature Park Stormwater Repairs

General Fund	—	900,000	—	—	—	—	900,000
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This project involves a study to address stormwater damage in the park, caused by channelized water and silt runoff into the lake. The lake is presently facing a situational issue due to a significant amount of silt being deposited upstream. Upon completion of the study, design and construction phases will commence to rectify the problem, if feasible. The lake, along with the nature and boardwalk trails, is a crucial feature of the park. Efforts are underway to repair the existing boardwalks, enabling public access to a loop trail system in the park. However, due to erosion, the trail is currently closed, and lake access is limited.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 4.5.

Capital Improvement Program

2024/25 - 2029/30

PARKS & RECREATION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C2406

Pour-in-place Playground Safety Program

General Fund	200,000	200,000	200,000	200,000	200,000	250,000	1,250,000
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This project entails a multiyear retrofit program to replace fiber mulch with a more durable, easy-to-maintain, and cleaner pour-in-place rubber material for children's playground surfaces. The increasing difficulty and cost (up by about 50%) of procuring safe wood fiber products for playground surfaces have led to the recommendation of a phased conversion of all playground surfaces to artificial ones. The pour-in-place surface, which can last up to 20 years without replacement, offers a stark contrast to the current need to replenish mulch twice a year in all 26 existing playgrounds to maintain safe fall surfaces.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

C27xx

Woodgate Park Renovation

Infrastructure Sales Tax/ Penny	—	—	1,800,000	—	—	—	1,800,000
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This project will provide to refurbish Woodgate Park by constructing two illuminated multipurpose fields, enhancing parking facilities, and upgrading restrooms. Addressing the primary shortfall in Clearwater's parks and recreation system, the plan focuses on a large, treeless open space that has served as a neighborhood park since 1975. The proposal includes regrading this area, installing irrigation and sports turf, and implementing energy-efficient lighting to meet the demand for fields accommodating sports like soccer, lacrosse, and football. Additionally, improvements will be made to the park's parking areas and restrooms.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

C28PR

McMullen Tennis Renovation

Infrastructure Sales Tax/ Penny	—	—	—	700,000	2,100,000	—	2,800,000
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This project will provide for the construction of a new clubhouse with locker rooms, showers, meeting room, offices and small merchandise shop. The current clubhouse has been renovated twice since its original construction in 1978. By 2027/28 the existing building will have outlived its useful life. In addition to the clubhouse, separately designed pickle ball courts will be installed. The building will be constructed in a manner to meet green energy and building strategies in Greenprint.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

M2206

Parks & Beatification R&R

General Fund	1,650,000	1,550,000	1,637,500	1,825,000	1,914,000	1,950,000	10,526,500
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This project will provide for the repair, renovation, and replacement of various capital items that are found within the entire park system of 110 parks, with a primary focus on the 25 neighborhood parks. This includes the resurfacing of parking lots and bicycle paths; the repair and replacement of boardwalks, docks and viewing platforms in various parks and beach access points; repair and replacement of sidewalks and concrete pads; repair and replacement of playgrounds, fitness courts, and various park amenities. Park amenities include items such as identification and rule signage, lighting, park benches, trash receptacles, water fountains, grills, picnic tables, etc.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2 and SS 8.2.

Capital Improvement Program

2024/25 - 2029/30

PARKS & RECREATION

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
M2207								
Athletic Fields R&R								
	General Fund	900,000	960,000	875,000	942,500	994,000	1,045,000	5,716,500

This project will provide for the repair, renovation, and replacement of various capital items associated with all the outdoor athletic facilities, which include tennis courts, handball courts, basketball courts, baseball fields, softball fields, multipurpose fields, etc. These repairs and replacements may include lighting systems, fencing, resurfacing of courts, re-sodding of fields, scoreboards, dugouts, bleacher systems, basketball, soccer, and football goals, etc.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

Total Parks & Rec:	4,000,000	3,880,000	5,022,500	4,427,500	5,993,000	3,980,000	27,303,000
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Capital Improvement Program

2024/25 - 2029/30

CULTURAL SERVICES

The Cultural Services section includes initiatives that support the City's Cultural Arts program. These projects, overseen by the City Manager's Office, are financed through General Fund revenues.

The Cultural Services section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performing Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
A1901								
Miscellaneous Public Art Fund								
	General Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000

This project provides funding for the ongoing maintenance of the public art & design program collection.

Clearwater Comprehensive Plan Objective(s): Qp 7.

A2201

Cultural Arts Strategic Plan Implementation

General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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This project provides funding for the implementation of the Cultural Arts Strategic Plan. It will fund public art and pilot programs aimed at increasing access to arts and culture activities, which, if successful, will be assigned to a department for full implementation. It is not intended to fund public art elements in departmental capital budgets, as those should be included in the departmental budget request.

Clearwater Comprehensive Plan Objective(s): QP 7.1, QP 7.1.1, and QP 7.1.4.

Total Cultural Services:	35,000	35,000	35,000	35,000	35,000	35,000	210,000
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Capital Improvement Program

2024/25 - 2029/30

SPECIAL RECREATION FACILITIES

The Special Recreation Facilities section includes projects that support the maintenance, improvement, and renovation of various recreation facilities across the City of Clearwater. This includes sports and athletic facilities, special recreation centers, Pier 60, and Beachwalk which are managed by Parks and Recreation. Major construction projects are also included in this section. As a function of General Government, these projects are typically funded by the General Fund, and where applicable the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction. Funding for capital needs of athletic fields and facilities was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

The City also operates two Marinas, one on Clearwater Beach and the Clearwater Harbor Marina in Downtown Clearwater. Projects in support of these operations include funding for repairs and maintenance needed on an annual basis as well as major construction for the upgrade and improvements of these facilities. As enterprise funds, projects in support of repair and maintenance are funded by revenues from the Marina Fund (Beach Marina) and the Clearwater Harbor Marina Fund, respectively. Any construction or major renovation of facilities, are typically funded the same way or with Penny for Pinellas revenues.

The Special Recreation Facilities section of the six-year plan includes projects that align with the City of Clearwater's vision and mission, supporting the following strategic priorities:



High Performance Government

Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources



Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
and Resilient Community Where Practical



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93410								
Clearwater Harbor Marina Facility Maintenance R&R								
	Clw Harbor Marina Fund	75,000	75,000	75,000	75,000	75,000	75,000	450,000

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 83 infrastructure. Greenprint (GP) provides us with an additional framework to help identify some other best practices. Both City Marinas are certified "Clean Marina" (CM) by the FDEP.

Clearwater Comprehensive Plan Objective(s): QP 3.1, and QP 3.1.1.

Capital Improvement Program

2024/25 - 2029/30

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
93420								
Fuel System R&R								
	Marina Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides for continuous repair and/or replacement of fuel lines, dispensers, POS software, and underground storage tanks (including adherence to FDEP regulations) at the Beach Marina, utilizing contractors to continue to maintain the city-owned and state-regulated marina fuel system. Keeping this regulated facility in compliance is necessary to avoid potential leaks or discharges into the environment. Keeping our waterways safe from fuel-related issues is necessary for maintaining public health.

Clearwater Comprehensive Plan Objective(s): QP 3.1, and QP 3.1.1.

93499

Pier 60/Sailing Center Maintenance

General Fund	500,000	1,000,000	100,000	100,000	200,000	200,000	2,100,000
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This project provides funding for the continuous repair and/or replacement of electrical services, water service, fire protection equipment, HVAC systems, dock repairs, and other structural components of the Pier and Sailing Center. Work to be addressed in FY 2024/25 is design work to address repairs needed to Pier 60 from damage created by Hurricane Idalia, as well as addressing repairs to the Sailing Center outdoor deck and stairs.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

C1906

Clw Hbr Marina Replace & Upgrade

Infrastructure Sales Tax/Penny	—	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Clw Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

This project provides funding for the replacement/upgrade of major dock components (piles, wave attenuators, gangways, finger piles, and the like) as the marina facility ages beyond the original 10-year warranty period (2010-2020). New, environmentally safe marina technologies will be considered when replacement opportunities present themselves.

Clearwater Comprehensive Plan Objective(s): QP 3.1, and QP 3.1.1.

C2001

Athletic Fields & Facility Renovation/Improvements

Infrastructure Sales Tax/Penny	300,000	2,100,000	6,000,000	—	—	—	8,400,000
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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. Additional fields that may be improved include Ross Norton Ball Fields, Frank Tack Park, Countryside Sports Complex, Joe DiMaggio Sports Complex, Sid Lickton Complex, and the E.C. Moore Complex.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

Capital Improvement Program

2024/25 - 2029/30

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C2202

Long Center Major Renovations

General Fund	7,500,000	—	—	—	—	—	—	7,500,000
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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 ductwork and controls for the new mechanical system; replacement of the entire exterior glazed envelope (Natatorium); repair and reinforcement of the structural frame to support the new exterior glazed system, painting, roof replacement; and restroom renovation. In addition this project will replace all AC units on the UPARC side of the building as well as units on the office gymnasium, fitness room and other programming spaces at the Long Center.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

C2204

Soccer Field Reno EC Moore

General Fund	—	1,250,000	250,000	250,000	250,000	—	—	2,000,000
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This project provides for the renovation of the two major soccer fields at the EC Moore Complex, which have been used by club soccer for over 36 years. Design options are being explored to address various renovation scenarios to improve multi-use sports field options across the city. This may include leveling the fields, installing new irrigation, sod, fencing, lighting, and turf.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

C2402

Frank Tack Improvements

Infrastructure Sales Tax/Penny	300,000	—	—	—	—	—	—	300,000
General Fund	200,000	—	—	—	—	—	—	200,000

This project will provide for the construction of a new prefab restroom facility and improvements to the parking lot at Frank Tack Fields. Currently, the parking lot does not meet city code requirements as it is a dirt parking lot, and the restrooms need replacement because they are approximately 55 years old. The parking lot needs to be brought up to current grass parking lot standards, which will help improve the drainage situation in the current parking lot. Using grass parking will reduce stormwater runoff and meet Greenprint initiatives.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 3.2, and SS 8.2.

C2504

Countryside Pickleball

General Fund	150,000	850,000	—	—	—	—	—	1,000,000
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This project will establish eight new illuminated pickleball courts at Countryside Community Park, addressing the city's shortage of dedicated pickleball facilities. It will particularly cater to the needs of residents in the city's northern region. The city also plans to construct six new courts at McKay Park to meet beachside demand and is considering the conversion of some hard tennis courts at McMullen Tennis Courts into pickleball courts. Additional courts are also planned for Ross Norton. These efforts are in response to the needs identified by residents in the recent Parks and Recreation Master Plan. The design will incorporate Greenprint 2.0 elements, including LED lighting and solar panels.

Clearwater Comprehensive Plan Objective(s): I.1.1.5.2, and G.1.1.

Capital Improvement Program

2024/25 - 2029/30

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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C2505

Sports Lighting Retrofit

General Fund	540,000	500,000	500,000	500,000	500,000	500,000	500,000	3,040,000
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This project will provide for a multiyear retrofit program to upgrade outdated lighting systems, some as old as 35 years, with state-of-the-art LED technology. This transition has been proven to decrease energy consumption, reduce maintenance expenses, and prolong the lifespan of the lighting systems. The proposal outlines a systematic approach to replacing lights annually, prioritizing facilities with the highest electricity usage. This initiative aligns with Greenprint 2.0 by lowering energy costs through the implementation of more efficient lighting systems.

Clearwater Comprehensive Plan Objective(s): I.1.1.5.2, and G.1.1.

C27xx

E.C. Moore Fields 1-4 Renovation

General Fund	—	—	1,060,000	8,940,000	—	—	10,000,000
Grant	—	—	—	10,000,000	—	—	10,000,000

The EC Moore Fields 1-4 Complex is set for a comprehensive upgrade to cater to sports tourism and local softball enthusiasts. Known for hosting national softball tournaments, Clearwater's 40-year-old fields are due for modernization. The TDC-backed project includes a three-story press box, restrooms, a meeting building, expanded seating, new dugouts, tech upgrades, improved drainage, irrigation, and parking. The design incorporates Greenprint 2.0 elements like LED lighting and solar panels.

Clearwater Comprehensive Plan Objective(s): I.1.1.5.2, and G.1.1.

M1902

Marine Facility Maint & Dock R & R

Marina Fund	100,000	100,000	100,000	175,000	100,000	100,000	675,000
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This project provides for the continuous repair and/or replacement of Beach Marina facilities, including the 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 shared maintenance of the marina vessels and those periods of time when vessels are out of the water for major work. GP opportunities will be taken advantage of, when applicable, particularly in any building or docking remodel.

Clearwater Comprehensive Plan Objective(s): QP 3.1, and QP 3.1.1.

M2204

Carpenter & Baycare R&R

General Fund	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 involves a series of planned repairs and enhancements for the Baycare Ballpark and Carpenter Field Complex, as outlined in the agreement between the City of Clearwater and the Phillies. The aim is to uphold both facilities to the standards of major-league professionalism. The project partly implements the suggestions from the 2015 Capital Improvement (Reserve) Study for the Ballpark. Over the next six years, potential improvements could encompass waterproofing, sound system fixes, berm repair or replacement, various structural repairs, field regrading and sodding, fencing, irrigation, scoreboard and lighting replacements, HVAC system upgrades, restroom renovations, plumbing system replacements, and repainting.

Clearwater Comprehensive Plan Objective(s): PPP 3.2, and, SS 8.2, and QP 5.10.1.

Capital Improvement Program

2024/25 - 2029/30

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
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M2205

Recreation Center R&R

General Fund	667,000	846,000	950,000	1,248,000	1,300,000	1,350,000	6,361,000
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This project will provide for the repairs of infrastructure and the replacement of various capital items at the city's six recreation centers that are not covered by the building and maintenance department. Some of the various repairs and replacements needed may include furnishings, exercise and fitness equipment, gymnasium flooring and lighting systems, swimming pool infrastructure, furniture, and play equipment; security systems; divider curtains, etc.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, and SS 8.2.

M2208

Beach Walk/Pier 60 Park R&R

General Fund	900,000	1,050,000	1,065,000	500,000	800,000	1,000,000	5,315,000
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This project provides for the annual repairs and renovations needed to keep Pier 60 Park as well as the entire Beach Walk areas as an attractive and inviting beach experience for citizens and visitors to Clearwater Beach. This supports the ongoing effort to keep Clearwater Beach a premier destination for our residents and visitors. Some of the items that are repaired or renovated include seating walls, site furniture, grounds renovations, irrigation repairs, fencing, pressure washing, sealing of concrete, showers, special site amenities, etc. This project also covers repairs to facilities on the beach, including Pier 60 Concession Stand restrooms, Barefoot Beach House restrooms, south beach restrooms, and the Mandalay Park restrooms and maintenance building.

Clearwater Comprehensive Plan Objective(s): PPP 1.1, PPP 1.2, PPP 3.2, SS 8.2, and QP 5.10.1.

M2401

Amphitheater Repair & Improvements

General Fund	806,000	806,000	806,000	806,000	806,000	806,000	4,836,000
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This project was established to provide a fund for continuous repair and improvements to the City-owned amphitheater (The Sound) at Coachman Park. A portion of this funding is offset by revenues recognized in the General Fund from ticket sales on events held by Ruth Eckerd Hall, the venue manager.

Clearwater Comprehensive Plan Objective(s): PPP 3.2, SS 8.2, and QP 5.10.1.

M2502

Coachman Park Improvements

General Fund	—	350,000	250,000	250,000	200,000	200,000	1,250,000
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This project provides additional features and/or enhancements that are recommended at Coachman Park for both visitors and staff areas. Ongoing funding will provide for repair and replacement needs at Coachman Park. This may include, but is not limited to, park amenities, ground cover and landscaping, pedestrian trails, a boardwalk, and bathroom facilities.

Clearwater Comprehensive Plan Objective(s): I.1.1.5.2, and G.1.1.

Total Spec Rec Facilities:	14,188,000	12,077,000	14,306,000	25,994,000	7,381,000	7,381,000	81,327,000
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Total By Category

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Other General Government	25,974,500	22,267,980	21,885,630	21,428,920	21,654,360	22,263,580	135,474,970
Police Protection	570,000	2,258,050	422,000	2,333,050	407,000	407,000	6,397,100
Fire Protection	1,129,730	1,920,550	2,409,820	1,691,550	2,710,570	3,030,780	12,893,000
Fire Rescue Services	406,520	407,320	743,920	284,080	904,000	901,280	3,647,120
Gas Utility Services	8,175,000	7,125,000	6,975,000	6,975,000	6,975,000	6,975,000	43,200,000
Solid Waste Services	2,430,000	3,400,000	4,400,000	400,000	400,000	400,000	11,430,000
Water-Sewer Services	23,200,630	128,377,640	128,991,770	192,860,670	186,823,430	97,414,480	757,668,620
Flood Protection/ Stormwater Management	3,095,810	4,241,070	4,916,370	7,236,340	8,066,050	9,340,780	36,896,420
Other Physical Environment	11,549,190	17,311,560	21,434,940	19,673,910	24,170,080	7,914,790	102,054,470
Road and Street Facilities	24,131,020	27,445,850	19,768,280	17,004,610	11,818,370	18,059,510	118,227,640
Airports	584,300	4,485,000	795,000	35,000	35,000	35,000	5,969,300
Water Transportation Systems	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Parking Facilities	32,889,000	36,624,000	724,000	424,000	424,000	424,000	71,509,000
Other Transportation	170,000	195,000	170,000	170,000	170,000	184,000	1,059,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	4,000,000	3,880,000	5,022,500	4,427,500	5,993,000	3,980,000	27,303,000
Cultural Services	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Special Recreation Facilities	14,188,000	12,077,000	14,306,000	25,994,000	7,381,000	7,381,000	81,327,000
Total	152,838,700	272,361,020	233,310,230	301,283,630	278,276,860	179,056,200	1,417,126,640

Summary of General Fund Revenue

Program	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Other General Government	4,480,000	7,265,000	6,845,000	6,045,000	5,770,000	5,670,000	36,075,000
Police Protection	370,000	2,058,050	222,000	2,133,050	207,000	207,000	5,197,100
Fire Protection	257,580	1,920,550	2,077,050	604,010	836,030	862,240	6,557,460
Ambulance & Rescue Svs	150,000	230,000	150,000	150,000	248,000	200,000	1,128,000
Other Physical Environments	620,000	2,451,100	2,179,080	4,438,420	4,918,940	7,264,790	21,872,330
Road and Street Facilities	3,892,180	3,892,180	2,783,290	2,783,290	1,400,920	1,400,920	16,152,780
Airports	—	600,000	—	—	—	—	600,000
Water Transportation Systems	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Other Transportation	170,000	170,000	170,000	170,000	170,000	170,000	1,020,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	3,625,000	3,665,000	3,017,500	3,272,500	3,483,000	3,570,000	20,633,000
Cultural Services	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Special Recreation Facilities	13,263,000	8,652,000	6,981,000	14,594,000	6,056,000	6,056,000	55,602,000
Total General Fund	27,172,760	31,248,880	24,769,920	34,535,270	23,434,890	25,745,950	166,907,670

OTHER GEN GOVERNMENT:	C2004 - Lift Stations	80,000	
	C2006 - ADA Transition Plan	150,000	
	C2106- Greenprint Implementation	20,000	
	M2201 - Studio/Production Equipment R&R	30,000	
	GSBM180001 - Air Cond-City Wide Replace	450,000	
	GSBM180002 - Flooring Facilities	250,000	
	GSBM180003 - Roof Repair and Replacements	1,200,000	
	GSBM180004 - Painting of Facilities	100,000	
	GSBM180006 - Light Replacement & Repair	50,000	
	GSBM180007 - Elevator Refurb & Modern	100,000	
	GSBM180008 - Building Systems	400,000	
	GSBM180009 - New A/C System Chiller	200,000	
	GSBM180011 - Generator Maintenance	50,000	
	GSBM180012 - Gen Facility Bldg. Reno	700,000	
	C2412 - Enterprise Asset Management	500,000	
	C2503 North Ward Renovation	200,000	4,480,000
POLICE PROTECTION:	P1802 - Police Equipment	190,000	
	P1902 - Police Information Systems	55,000	
	M2501 Police Training Range R&R	125,000	370,000
FIRE PROTECTION:	91260 - Thermal Imaging Cameras	26,980	
	91261 - Personal Protective Equipment	175,000	
	91264 - Fire Hose Replacement	20,600	
	M2005 - Fire Training Tower	35,000	257,580
AMB & RESCUE SVS:	91229 - Replace & Upgrade Air Packs	150,000	150,000
OTHER PHYSICAL ENVIRON:	93422 - Dredging of City Waters	100,000	
	C2501 - City Shorelines	200,000	
	ENG180006 - Citywide Docks & Seawall	50,000	
	ENG180011 - Environ Asses & Clean-up	70,000	
	M2002 - Environ Park Rem & Protect	50,000	
	M2006 - Right of Way Tree Management Program	150,000	620,000

Summary of General Fund Revenue

ROAD & STREET FACILITIES	C2102 - Fort Harrison Reconstruction	1,376,990	
	C2407 - Nash Street	702,520	
	C2408 - Osceola Ave Streetscape/Utility Replacement	1,112,670	
	ENRD180004 - Street & Sidewalks	700,000	3,892,180
WATER TRANSPORTATION SYS:	93415 - Waterway Maintenance	200,000	200,000
OTHER TRANSPORTATION	ENGF180003 - Miscellaneous Engineering	150,000	
	ENGF180004 - Survey Equip Replacement	20,000	170,000
LIBRARIES:	93534 - Library FF&E R&R	85,000	
	94861 - Library Technology	25,000	110,000
PARKS & RECREATION:	93618 - Misc Parks & Rec Contract Svcs	75,000	
	C2404 - Edgewater Drive Park Improvements	800,000	
	C2406 - Pour-in-place Playground Safety Program	200,000	
	M2206 - Parks & Beautification R&R	1,650,000	
	M2207 - Athletic Fields R&R	900,000	3,625,000
CULTURAL SERVICES:	A1901 - Misc Public Art Fund	15,000	
	A2201 - Cult Arts Strategic Plan Implementation	20,000	35,000
SPEC REC FACILITIES:	93499 - Pier 60/Sailing Center Maint	500,000	
	C2202 - Long Center Major Renovations	7,500,000	
	C2402 - Frank Tack Improvements	200,000	
	C2504 - Countryside Pickleball	150,000	
	C2505 - Sports Lighting Retrofit	540,000	
	M2204 - Carpenter & Baycare R&R	2,000,000	
	M2205 - Recreation Center R&R	667,000	
	M2208 - Beach Walk/Pier 60 Park R&R	900,000	
	M2401 - Amphitheater Repair & Improvements	806,000	13,263,000

TOTAL GENERAL FUND FY 2024/25: 27,172,760

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
GENERAL SOURCES							
General Fund Revenue							
A1901 - Misc Public Art Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000
A2201 - Cultural Arts Plan Imp	20,000	20,000	20,000	20,000	20,000	20,000	120,000
91218 - Fire Engine Replc	—	236,530	236,530	236,530	236,530	236,530	1,182,650
91229 - Replc&Upgrd Air Packs	150,000	150,000	150,000	150,000	200,000	200,000	1,000,000
91260 - Thermal Image Camera	26,980	27,800	28,660	29,530	30,400	30,400	173,770
91261 - Personal Protect Eqp	175,000	200,000	250,000	275,000	300,000	325,000	1,525,000
91263 - Extrication Tools	—	80,000	—	—	48,000	—	128,000
91264 - Fire Hose Replacement	20,600	21,220	21,860	22,950	24,100	25,310	136,040
C2401 - Ladder Truck Replc	—	—	—	—	200,000	200,000	400,000
C25FD1 - Fire Command Bus	—	600,000	600,000	—	—	—	1,200,000
C27FD2 - Fire Sqd Unit Replc	—	800,000	900,000	—	—	—	1,700,000
M2005 - Fire Training Tower	35,000	35,000	40,000	40,000	45,000	45,000	240,000
GSBM180001 - A/C Replcmnt	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000
GSBM180002 - Flooring R&R	250,000	250,000	200,000	150,000	150,000	150,000	1,150,000
GSBM180003 - Roofing R&R	1,200,000	1,000,000	750,000	750,000	400,000	300,000	4,400,000
GSBM180004 - Painting R&R	100,000	200,000	250,000	250,000	250,000	250,000	1,300,000
GSBM180005 - Fencing R&R	—	10,000	15,000	15,000	15,000	15,000	70,000
GSBM180006 - Lighting R&R	50,000	75,000	100,000	100,000	100,000	100,000	525,000
GSBM180007 - Eleva R&Mod	100,000	200,000	200,000	200,000	200,000	200,000	1,100,000
GSBM180008 - Build System	400,000	600,000	700,000	800,000	900,000	900,000	4,300,000
GSBM180009 - New A/C Chill	200,000	300,000	400,000	500,000	500,000	500,000	2,400,000
GSBM180011 - Genrtr Maint	50,000	100,000	200,000	200,000	200,000	200,000	950,000
GSBM180012 - Genrl Bld Reno	700,000	2,500,000	2,050,000	2,050,000	2,050,000	2,050,000	11,400,000
C2006 - ADA Transition Plan	150,000	150,000	150,000	200,000	200,000	200,000	1,050,000
C2412 - Ent Asset Mgmt	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000
93534 - Library FF&E R&R	85,000	85,000	85,000	85,000	85,000	85,000	510,000
94861 - Library Technology	25,000	25,000	25,000	25,000	25,000	25,000	150,000
93415 - Waterway Maintenance	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
93422 - Dredging of Waterways	100,000	100,000	100,000	100,000	100,000	100,000	600,000
G26xx Airpark Fencing Repl	—	600,000	—	—	—	—	600,000
C2503 - North Ward Reno	200,000	800,000	1,000,000	—	—	—	2,000,000
M2201 - Studio/Prod Equip	30,000	30,000	30,000	30,000	30,000	30,000	180,000
M2501 - Police Range R&R	125,000	125,000	25,000	25,000	25,000	25,000	350,000
M26xx - Police Boat R&R	—	60,000	15,000	15,000	15,000	15,000	120,000
C26xx PD K9 Facility	—	1,626,050	—	—	—	—	1,626,050
C28xx PD District 1 Renovation	—	—	—	1,926,050	—	—	1,926,050
P1802 - Police Equipment	190,000	192,000	132,000	132,000	132,000	132,000	910,000
P1902 - Police Info Systems	55,000	55,000	50,000	35,000	35,000	35,000	265,000
93272 - Bicyc Path Bridges	—	—	250,000	250,000	250,000	250,000	1,000,000
93499 - Pier 60/Sailing Cntr	500,000	1,000,000	100,000	100,000	200,000	200,000	2,100,000
93618 - Misc. P&R Contracts	75,000	55,000	55,000	55,000	125,000	75,000	440,000
C2202 - Long Center Reno	7,500,000	—	—	—	—	—	7,500,000
C2204 - Soccer Reno ECM	—	1,250,000	250,000	250,000	250,000	—	2,000,000
C2402 - Frank Tack Impv	200,000	—	—	—	—	—	200,000
C2404 - Edg Water Dr Pk Impv	800,000	—	—	—	—	—	800,000
C2405 - Mocc Lake Pk SW Rep	—	900,000	—	—	—	—	900,000
C2406 - Playground Pour Prgrm	200,000	200,000	200,000	200,000	200,000	250,000	1,250,000

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
General Fund Revenue (continued)							
C2504 - Country Pickleball	150,000	850,000	—	—	—	—	1,000,000
C2505 - Sport Lt Retrofit	540,000	500,000	500,000	500,000	500,000	500,000	3,040,000
C27xx - EC Moore Reno 1-4	—	—	1,060,000	8,940,000	—	—	10,000,000
M2002 - Environ Pk Remediate	50,000	50,000	50,000	50,000	—	75,000	275,000
M2204 - Carp/Baycare R&R	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
M2205 - Rec Center R&R	667,000	846,000	950,000	1,248,000	1,300,000	1,350,000	6,361,000
M2206 - Parks & Beaut R&R	1,650,000	1,550,000	1,637,500	1,825,000	1,914,000	1,950,000	10,526,500
M2207 - Athletic Fields R&R	900,000	960,000	875,000	942,500	994,000	1,045,000	5,716,500
M2208 - BchWlk/Pier R&R	900,000	1,050,000	1,065,000	500,000	800,000	1,000,000	5,315,000
M2401 - Amphitheater R&R	806,000	806,000	806,000	806,000	806,000	806,000	4,836,000
M2502 - Coachman Pk Impv	—	350,000	250,000	250,000	200,000	200,000	1,250,000
C2004 - Lift Stations	80,000	80,000	80,000	80,000	55,000	55,000	430,000
C2102 - Ft Harrison Construct	1,376,990	1,376,990	2,083,290	2,083,290	700,920	700,920	8,322,400
C2106 - Greenprint Implemnt	20,000	20,000	20,000	20,000	20,000	20,000	120,000
C2214 - Public Works Complex	—	1,631,100	1,409,080	4,068,420	4,598,940	6,869,790	18,577,330
C2407 - Nash Street	702,520	702,520	—	—	—	—	1,405,040
C2408 - Osceola Streetscape	1,112,670	1,112,670	—	—	—	—	2,225,340
C2501 - City Shorelines	200,000	400,000	400,000	—	—	—	1,000,000
ENGF180003 - Misc Eng	150,000	150,000	150,000	150,000	150,000	150,000	900,000
ENGF180004 - Survey Equip	20,000	20,000	20,000	20,000	20,000	20,000	120,000
ENGF180006 - Docks/Seawalls	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENGF180011 - Environ Assess	70,000	70,000	70,000	70,000	70,000	70,000	420,000
ENRD180004 - Streets&SW	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
M2006 - ROW Tree Mgmt	150,000	150,000	100,000	100,000	100,000	100,000	700,000
Subtotal General Revenue	27,172,760	31,248,880	24,769,920	34,535,270	23,434,890	25,745,950	166,907,670
Infrastructure Sales Tax/Penny							
91218 - Fire Engine Replc	742,610	—	—	924,350	998,300	1,078,200	3,743,460
C2401 - Ladder Truck Replc	—	—	—	—	700,000	700,000	1,400,000
C1906 - Clw Hrbr Marina Rplc	—	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
G2307 - Aviation Oper Center	—	—	760,000	—	—	—	760,000
94238 - Police Vehicles	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
C2001 - Athletic Fields R&I	300,000	2,100,000	6,000,000	—	—	—	8,400,000
C2209 - Neighborhood Pk Reno	100,000	100,000	100,000	400,000	350,000	350,000	1,400,000
C2402 - Frank Tack Impv	300,000	—	—	—	—	—	300,000
C27xx - Woodgate Park Reno	—	—	1,800,000	—	—	—	1,800,000
C28xx - McMullen Tennis Reno	—	—	—	700,000	2,100,000	—	2,800,000
M2002 - Env Park Remediate	750,000	—	—	—	—	—	750,000
C2214 - Public Works Complex	4,600,000	—	2,600,000	—	5,100,000	—	12,300,000
ENGF220001 - New City Hall	6,300,000	—	—	—	—	—	6,300,000
Subtotal Infrastructure Sales Tax/Penny	13,292,610	3,400,000	12,460,000	3,224,350	10,448,300	3,328,200	46,153,460
Multi-Modal Impact Fees							
C2407 - Nash Street	500,000	500,000	—	—	—	—	1,000,000
ENRD180005 - City Intersect	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180006 - Traffic Signals	40,000	40,000	40,000	40,000	40,000	40,000	240,000

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Multi-Modal Impact Fees (continued)							
ENRD180007 - Traffic Safety	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal Multi-Modal Impact Fees	640,000	640,000	140,000	140,000	140,000	140,000	1,840,000
Road Millage							
ENRD180004 - Streets & Side	4,568,340	4,796,760	4,940,660	5,088,880	5,241,550	5,398,800	30,034,990
ENRD180005 - City Intersec	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180007 - Traffic Safety	344,990	344,990	344,990	344,990	344,990	344,990	2,069,940
Subtotal Road Millage	4,963,330	5,191,750	5,335,650	5,483,870	5,636,540	5,793,790	32,404,930
Local Option Fuel Tax							
ENRD180002 - Bridge Maint	1,196,750	1,196,750	1,196,750	1,196,750	1,196,750	1,196,750	7,180,500
ENRD180006 - Traffic Signals	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
ENRD180007 - Traffic Safety	30,400	30,400	30,400	30,400	30,400	30,400	182,400
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	75,000	115,000	105,000	55,000	60,000	60,000	470,000
Subtotal Special Program	75,000	115,000	105,000	55,000	60,000	60,000	470,000
Grants - Other Agencies							
G2401 - Airpark Hangars	274,650	725,000	—	—	—	—	999,650
G26xx - Airpark Fencing Replc	—	2,400,000	—	—	—	—	2,400,000
C2208 - Coopers Point	—	9,682,560	10,130,000	10,130,000	9,610,000	—	39,552,560
C2404 - Edge Drive Park Impv	200,000	—	—	—	—	—	200,000
C27xx EC Moore 1-4 Reno	—	—	—	10,000,000	—	—	10,000,000
Subtotal Grants - Other Agencies	474,650	12,807,560	10,130,000	20,130,000	9,610,000	—	53,152,210
County Fire Reimbursements							
91218 - Fire Engine Replace	129,540	—	—	163,190	176,240	190,340	659,310
91236 - Rescue Vehicle	—	—	443,000	—	517,000	560,000	1,520,000
C2401 - Ladder Truck Replc	—	—	—	—	—	200,000	200,000
C25FD1 - Fire Bus Replc	—	—	114,450	—	—	—	114,450
C27FD2 - Fire Sq Unit Replc	—	—	218,320	—	—	—	218,320
Subtotal County Fire Reimbursements	129,540	—	775,770	163,190	693,240	950,340	2,712,080
TOTAL GENERAL SOURCES							
	48,175,040	54,830,340	55,143,490	65,158,830	51,450,120	37,445,430	312,203,250
SELF-SUPPORTING FUNDS							
Marina Revenue							
93420 - Fuel System R & R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M1902 - Maint & Dock R&R	100,000	100,000	100,000	175,000	100,000	100,000	675,000
Subtotal Marina Revenue	150,000	150,000	150,000	225,000	150,000	150,000	975,000

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Clearwater Harbor Marina Revenue							
93410 - Clw Hrbr Marina Maint	75,000	75,000	75,000	75,000	75,000	75,000	450,000
C1906 - Clw Hrbr Marina Rplc	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Clw Harbor Revenue	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Airpark Revenue							
94817 - Airpark Maint & Repair	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Subtotal Airpark Revenue	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Airpark - Reimbursement Revenue							
G2401 - Airpark Hangars	274,650	725,000	—	—	—	—	999,650
Subtotal Airpark Reimburse	274,650	725,000	—	—	—	—	999,650
Parking Revenue							
C2412 - EnterAsset Mgmt	200,000	—	—	—	—	—	200,000
C2502 - Goth Dev Agreement	22,000,000	—	—	—	—	—	22,000,000
ENPK180001 - Prk Lot Resurf	100,000	100,000	100,000	50,000	50,000	50,000	450,000
ENPK180002 - Prk Lot Improve	300,000	300,000	300,000	150,000	150,000	150,000	1,350,000
ENPK180003 - Parking Garages	459,000	184,000	284,000	184,000	184,000	184,000	1,479,000
ENPK230001 - Dwntwn Gar	7,000,000	—	—	—	—	—	7,000,000
ENPK250001 - Bch Mar Gar	3,000,000	—	—	—	—	—	3,000,000
ENGF190002 - Bch Grd Towers	85,000	100,000	72,000	74,300	76,000	78,280	485,580
ENGF200002 - Bch Grd Admin	145,000	50,000	50,000	30,000	30,000	30,000	335,000
M2102- Seminole Launch Maint	30,000	40,000	40,000	40,000	40,000	40,000	230,000
Subtotal Parking Revenue	33,319,000	774,000	846,000	528,300	530,000	532,280	36,529,580
Water Revenue							
96217 - Pump Station R & R	—	—	150,000	—	—	—	150,000
96526 - Utilities Adm Bld R&R	—	50,000	50,000	—	—	—	100,000
96721 - Wtr System R&R Maint	—	3,770,000	5,195,000	5,170,000	2,620,000	3,800,000	20,555,000
96742 - Line Relocations Imprv	—	285,000	—	—	—	2,765,480	3,050,480
96744 - System Expansion	174,800	76,000	76,000	76,000	—	—	402,800
96764 - R.O. Plant Res #1 Up	—	—	937,850	307,650	4,000,000	6,427,360	11,672,860
96767 - R.O. Plant @ Res #2	2,333,310	3,936,450	13,963,730	20,139,540	12,622,630	9,920,930	62,916,590
96773 - Groundwater RF	—	100,000	100,000	100,000	100,000	100,000	500,000
96782 - R.O. Plant at WTP #3	1,400,790	—	2,910,930	16,020,130	23,231,020	23,137,760	66,700,630
96783 - Water Sys Upgrd/Imprv	—	2,053,130	2,453,120	3,353,120	3,853,130	1,853,120	13,565,620
96786 - Devices/Equip Water	—	—	50,000	425,000	—	—	475,000
M1909 - RO#2 R&R	—	200,000	200,000	10,200,000	—	—	10,600,000
C2214 - Public Works Complex	4,407,710	3,614,130	5,352,830	2,429,750	2,429,750	—	18,234,170
C2102 - Ft Harrison Construct	1,462,420	1,980,050	2,835,340	2,372,880	1,128,470	6,503,310	16,282,470
M2103 - Utilities Build & Maint	809,350	1,010,000	825,000	1,870,000	—	—	4,514,350
Subtotal Water Revenue	10,588,380	17,074,760	35,099,800	62,464,070	49,985,000	54,507,960	229,719,970

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Sewer Revenue							
96212 - Sewer Upgrd/Imprv	—	5,325,000	3,817,630	5,536,000	4,000,000	3,845,100	22,523,730
96213 - Marshall Upgrd/Imprv	—	266,670	827,500	437,500	—	—	1,531,670
96214 - East Plant Upgrd/Imprv	2,000,000	1,800,000	900,000	25,000	—	—	4,725,000
96215 - NE Plant Upgrd/Imprv	—	900,000	1,687,500	1,912,500	500,000	—	5,000,000
96526 - Utilities Adm Bld R&R	—	50,000	50,000	—	—	—	100,000
96630 - Sewer Extensions	—	87,540	87,540	87,540	87,540	—	350,160
96654 - Facilities Upgrd/Imprv	1,403,680	27,367,860	33,642,860	34,142,860	32,142,860	27,142,860	155,842,980
96664 - Water Pollution Control	5,488,450	5,682,100	2,812,500	2,812,500	2,812,500	—	19,608,050
96665 - Sanitary Sewer R&R	76,530	28,562,500	28,612,500	27,512,500	27,512,500	200,000	112,476,530
96686 - Pump Station Upgrd	3,053,430	2,242,730	5,195,230	1,942,730	—	—	12,434,120
C2102 - Fort Harrison Recon	1,941,750	2,877,700	—	—	—	2,595,480	7,414,930
Subtotal Sewer Revenue	13,963,840	75,162,100	77,633,260	74,409,130	67,055,400	33,783,440	342,007,170
Water Impact Fees							
96744 - System Expansion	160,000	160,000	160,000	160,000	—	—	640,000
Subtotal Water Impact Fees	160,000	160,000	160,000	160,000	—	—	640,000
Sewer Impact Fees							
96630 - Sewer Extensions	—	50,000	50,000	50,000	50,000	—	200,000
Subtotal Sewer Impact Fees	—	50,000	50,000	50,000	50,000	—	200,000
Utility R&R							
96212 - Sewer Upgrd/Imprv	1,875,000	—	1,875,000	1,875,000	1,875,000	1,875,000	9,375,000
96664 - Water Poll Control	—	—	4,000,000	3,500,000	3,500,000	—	11,000,000
96721 - Wtr System R&R Maint	—	—	25,000	—	—	—	25,000
96784 - Reclaimed System R&R	3,057,220	1,846,870	2,046,870	1,346,870	1,346,870	2,346,870	11,991,570
96785 - Feasibil Studies Water	1,196,010	2,000,000	—	—	—	—	3,196,010
M1905 - Marshall Plant R&R	—	100,000	541,670	603,330	180,000	—	1,425,000
M1906 - Northeast Plant R&R	172,060	3,525,000	1,916,670	693,330	180,000	—	6,487,060
M1907 - East Plant R&R	—	—	16,670	203,330	180,000	—	400,000
M1908 - R.O. Plant #1 R&R	—	1,600,000	815,000	—	—	—	2,415,000
M1910 - Water Plant #3 R&R	—	—	—	300,000	—	—	300,000
C2102 - Ft Harrison Construct	—	—	3,696,850	3,594,660	1,886,430	—	9,177,940
C2407 - Nash Street	3,986,910	3,986,910	—	—	—	—	7,973,820
C2408 - Osceola Streetscape	4,183,970	4,183,970	—	—	—	—	8,367,940
Subtotal Utility R&R	14,471,170	17,242,750	14,933,730	12,116,520	9,148,300	4,221,870	72,134,340
Stormwater Utility Revenue							
C2412 - Ent Asset Mgmt	800,000	—	—	—	—	—	800,000
C2102 - Ft Harrison Construct	—	892,830	3,550,000	1,202,760	198,860	198,860	6,043,310
C2214 - Public Works Complex	1,021,480	1,413,770	698,030	832,740	1,011,390	—	4,977,410
C2407 - Nash Street	760,000	1,500,000	—	—	—	—	2,260,000
C2408 - Osceola Streetscape	873,310	873,310	—	—	—	—	1,746,620
ENGFI80004 - Survey Equip	—	25,000	—	—	—	14,000	39,000
C1908 - Storm Vehicle & Equip	318,280	500,010	1,500,000	1,000,000	954,000	1,000,000	5,272,290
ENST180001 - Storm Imprv	162,570	441,660	1,491,420	2,760,510	2,895,260	3,314,260	11,065,680
ENST180002 - Allens Creek	—	573,950	137,310	100,000	437,100	450,200	1,698,560

Summary of Funding Sources

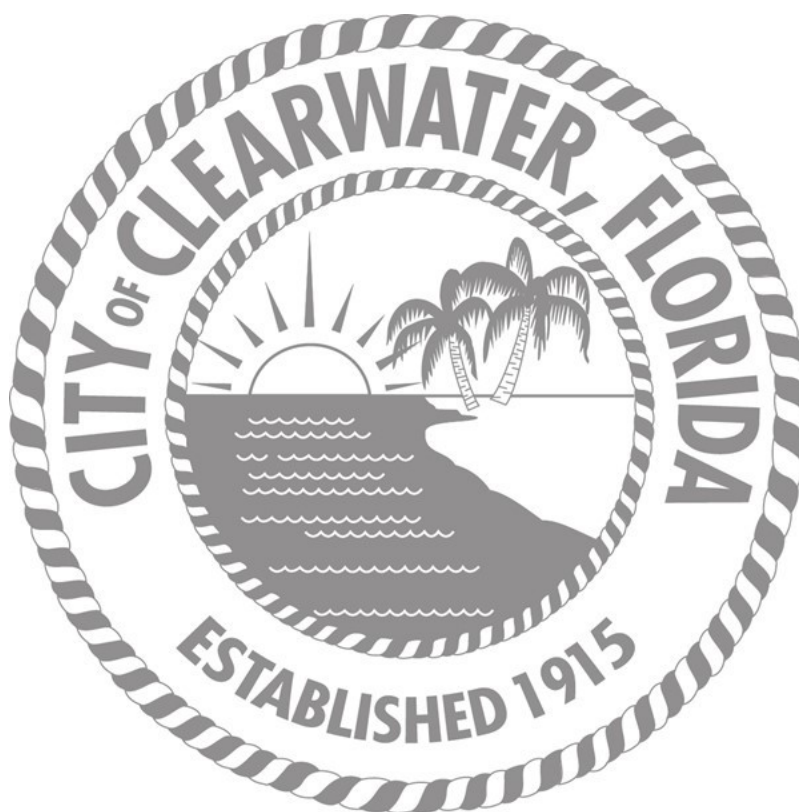
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Stormwater Utility Revenue (continued)							
ENST180003 - Storm Sy Expns	—	—	—	4,690	40,330	440,330	485,350
ENST180004 - Stevenson Creek	2,054,960	1,765,280	500,000	153,410	256,470	587,700	5,317,820
ENST180005 - Coastal Basins	—	869,890	812,880	3,111,420	3,311,410	2,453,650	10,559,250
ENST180006 - Alligator Creek	560,000	90,280	474,760	106,310	171,480	1,094,640	2,497,470
Subtotal Stormwater Utility Revenue	6,550,600	8,945,980	9,164,400	9,271,840	9,276,300	9,553,640	52,762,760
Gas Revenue							
C2412 - Enter Asset Mgmt	—	750,000	—	—	—	—	750,000
96365 - Line Relo Pine-Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96367 - 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 - Pine New Mains/Srvc	3,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	13,100,000
96378 - Pasco New Mains/Srvc	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
96379 - Meter Change Pasco	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
96381 - Line Relo Pasco Cap	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96386 - Expand Energy Consrv	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
96389 - IMS Software/Hard	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96391 - Gas Pasco Building	—	—	100,000	100,000	100,000	100,000	400,000
M1904 - Pinellas Build R&R	450,000	450,000	200,000	200,000	200,000	200,000	1,700,000
M2402 - Gas - Cap Equip	—	50,000	50,000	50,000	50,000	50,000	250,000
Subtotal Gas Revenue	8,175,000	7,875,000	6,975,000	6,975,000	6,975,000	6,975,000	43,950,000
Solid Waste Revenue							
C2005 - Underground Refuse	30,000	—	—	—	—	—	30,000
C2302 - Rebuild SW Complex	2,000,000	3,000,000	4,000,000	—	—	—	9,000,000
M2301 - SW Facility R&R	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
Subtotal Solid Waste Revenue	2,430,000	3,400,000	4,400,000	400,000	400,000	400,000	11,430,000
TOTAL SELF-SUPPORTING FUNDS	90,292,640	131,769,590	149,622,190	166,809,860	143,780,000	110,334,190	792,608,470
INTERNAL SERVICE FUNDS							
General Services Fund Revenue							
GSBM180010 - Gen Svcs R&R	200,000	200,000	200,000	200,000	100,000	50,000	950,000
Subtotal General Services Revenue	200,000	200,000	200,000	200,000	100,000	50,000	950,000
Garage Fund Revenue							
94233 - Motorized Rplc-Cash	75,000	157,500	165,380	173,650	182,330	191,450	945,310
M2010 - P25 Radio Eqp&Infr	50,000	50,000	50,000	50,000	50,000	50,000	300,000
GSFL180001 - Fleet Bld R&R	50,000	75,000	325,000	50,000	—	50,000	550,000
Subtotal Garage Revenue	175,000	282,500	540,380	273,650	232,330	291,450	1,795,310

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Administrative Services Revenue							
94729 - Citywide Connectivity	250,000	200,000	150,000	200,000	200,000	200,000	1,200,000
94736 - Geographic Info System	150,000	50,000	50,000	50,000	50,000	50,000	400,000
94828 - Financial System Upgrd	25,000	25,000	25,000	50,000	50,000	50,000	225,000
94829 - CIS Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94830 - MS/Licensing Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	600,000
94857 - Permit/Code Syst Upgrd	250,000	50,000	50,000	50,000	25,000	25,000	450,000
94873 - CW Camera System	200,000	100,000	100,000	100,000	100,000	100,000	700,000
94874 - City Time Keeping Sys	50,000	25,000	25,000	25,000	25,000	25,000	175,000
94880 - Agenda Mgmt Syst	150,000	50,000	50,000	50,000	50,000	50,000	400,000
94883 - Bus Process Review	100,000	150,000	150,000	150,000	150,000	150,000	850,000
C2007 - Citywide A/V Solutions	200,000	100,000	100,000	100,000	100,000	100,000	700,000
M2202 - Telecom Upgrade	100,000	100,000	100,000	50,000	50,000	50,000	450,000
M1911 - IT Disaster Recovery	150,000	150,000	150,000	100,000	100,000	100,000	750,000
M1912 - Network Infrs R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
M2007 - City EOC Maintenance	25,000	25,000	50,000	50,000	50,000	50,000	250,000
Subtotal Administrative Services Revenue	1,900,000	1,275,000	1,250,000	1,225,000	1,200,000	1,200,000	8,050,000
Central Insurance Fund Revenue							
91257 - AED Program	26,520	27,320	28,920	29,780	33,000	33,000	178,540
M2006 - ROW Tree Mgmt	150,000	150,000	100,000	100,000	100,000	100,000	700,000
Subtotal Central Insurance Revenue	176,520	177,320	128,920	129,780	133,000	133,000	878,540
TOTAL INTERNAL SERVICE FUNDS	2,451,520	1,934,820	2,119,300	1,828,430	1,665,330	1,674,450	11,673,850
<u>BORROWING</u>							
<u>Borrowing Self-Supporting Funds</u>							
Future Bond Issue							
96212 San SW Upg/Improv	—	9,000,000	6,000,000	7,200,000	8,000,000	4,000,000	34,200,000
96654 Facil Upgrade & Imp	—	9,430,790	7,000,000	10,000,000	22,185,690	10,000,000	58,616,480
96664 Water Pol Con R & R	—	16,900,000	—	34,858,240	35,843,690	—	87,601,930
ENPK250001 - Beach Prk Gar	—	36,000,000	—	—	—	—	36,000,000
Total Future Bond Issue	—	71,330,790	13,000,000	52,058,240	66,029,380	14,000,000	216,418,410
<u>Borrowing Internal Service Funds</u>							
Lease Purchase - Garage Fund							
L1910 - Motorized Equip Replc	10,419,500	10,940,480	11,487,500	12,061,880	12,664,970	13,298,220	70,872,550
L2301 - Motorized Equip Prch	1,100,000	1,155,000	1,212,750	1,273,390	1,337,060	1,403,910	7,482,110
Subtotal Lease Purchase - Garage	11,519,500	12,095,480	12,700,250	13,335,270	14,002,030	14,702,130	78,354,660

Summary of Funding Sources

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Lease Purchase - Administrative Services Fund							
L1907 - IT Disaster Recovery	100,000	100,000	100,000	100,000	100,000	100,000	600,000
L1908 - Network Infra R&R	300,000	300,000	250,000	250,000	250,000	250,000	1,600,000
Subtotal Lease Purchase - Admin. Services	400,000	400,000	350,000	350,000	350,000	350,000	2,200,000
<hr/>							
TOTAL BORROWING	11,919,500	83,826,270	26,050,250	65,743,510	80,381,410	29,052,130	296,973,070
<hr/>							
Source To Be Determined (TBD)							
C2501 City Shorelines	—	—	125,000	1,000,000	1,000,000	550,000	2,675,000
C27xx Coach Pk Shore	—	—	250,000	743,000	—	—	993,000
Subtotal TBD	—	—	375,000	1,743,000	1,000,000	550,000	3,668,000
<hr/>							
TOTAL:							
ALL FUNDING SOURCES	152,838,700	272,361,020	233,310,230	301,283,630	278,276,860	179,056,200	1,417,126,640



ACFR	Acronym for “Annual Comprehensive Financial Report”.
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.
ADA	Acronym for “Americans with Disabilities Act”.
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.
ARPA	Acronym for “American Rescue Plan Act”.
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.
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.
EHC	Acronym for “Employee Health Center”.
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.
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>
FDEP	Acronym for “Florida Department of Environmental Protection”.
FDLE	Acronym for “Florida Department of Law Enforcement”.
FDOT	Acronym for “Florida Department of Transportation”.
FEMA	Acronym for “Federal Emergency Management Agency”.
FGU	Acronym for “Florida Gas Utility”.
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.
FMLA	Acronym for “Family and Medical leave Act”.
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.
Greenprint 2.0	A sustainability plan that identifies a series of tangible actions across eight topic areas that have the potential to reduce energy consumption, pollution, and greenhouse gas emissions while stimulating the local economy and improving quality of life.
HIPPA	Acronym for “Health Insurance Portability and Accountability Act”.
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. This will include construction of 4,000-seat covered amphitheater, (Baycare Sound), in Coachmen Park.
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” or "Penny", 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”.
JWB	Juvenile Welfare Board
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.
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.
Overlapping Debt	Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution. 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	A management tool utilized to assess the performance of public services and programs through measures of output, efficiency, and outcome (key performance indicators). Data is collected and evaluated with an identified strategic objective in each department.
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.
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.
USERRA	Acronym for "Uniformed Services Employment and Reemployment Rights Act".
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. 9792-24

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2024, AND ENDING SEPTEMBER 30, 2025, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.8850 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.8850 MILLS CONSTITUTES A 6.81% INCREASE FROM THE ROLLED BACK RATE OF 5.5099 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2024, and ending September 30, 2025, from ad valorem taxes is \$104,309,360; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.8850 mills are necessary to generate \$104,309,360; 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 5.8850 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, 2024.

Section 2. The levy of 5.8850 mills constitutes a 6.81% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2024.


PASSED ON FIRST READING


September 4, 2024

PASSED ON SECOND AND FINAL
READING AND ADOPTED

September 17, 2024

Approved as to form:

DocuSigned by:

David Margolis
City Attorney

Signed by:

Bruce Rector
Mayor

Attest:
DocuSigned by:

Rosemarie Call
City Clerk



Ordinance No. 9792-24

OPERATING BUDGET ORDINANCE

ORDINANCE NO. 9793-24

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2024, AND ENDING SEPTEMBER 30, 2025; 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, 2024, and ending September 30, 2025; 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 on September 4, 2024, 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, 2024, and ending September 30, 2025, 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 B.

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.

Ordinance No. 9793-24

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, 2024.

PASSED ON FIRST READING

September 4, 2024

PASSED ON SECOND AND FINAL
READING AND ADOPTED

September 17, 2024

Signed by:

Bruce Rector

089508722202450

Bruce Rector
Mayor

Approved as to form:

DocuSigned by:

David Margolis

03001350E135041E

David Margolis
City Attorney

Attest:

DocuSigned by:

Rosemarie Call

020001FC0FFC14C

Rosemarie Call
City Clerk

DS



Ordinance No. 9793-24

**EXHIBIT A
CITY OF CLEARWATER
2024-25 BUDGET**

GOVERNMENTAL FUNDS	General Fund	Special Development Fund	Special Program Fund	Other Housing Assistance Trust Funds	Total Governmental Funds
Balances Brought Forward	56,214,574	12,941,196	21,597,854	3,318,354	94,071,978
Budgeted Revenues					
Ad Valorem Taxes	99,346,030	4,963,330			104,309,360
Utility Taxes	20,693,870				20,693,870
Local Option, Fuel & Other Taxes	6,160,000	18,013,050			24,173,050
Franchise Fees	12,600,000				12,600,000
Other Permits and Fees	3,332,500				3,332,500
Intergovernmental Revenue	32,331,010		940,482	1,302,425	34,573,917
Charges for Services	18,479,320	250,000			18,729,320
Judgments, Fines and Forfeits	1,441,000				1,441,000
Miscellaneous Revenues	8,892,340	385,000	479,000		9,371,340
Transfers In	15,030,410		743,900		15,774,310
Other Financing Sources					
TOTAL BUDGETED REVENUES	218,306,480	23,611,380	2,163,382	1,302,425	245,383,667
TOTAL REVENUES, TRANSFERS, AND BALANCES	274,521,054	36,552,576	23,761,236	4,620,779	339,455,645
Budgeted Expenditures					
City Council	664,064				664,064
City Manager's Office	1,386,616				1,386,616
City Attorney's Office	2,790,947				2,790,947
City Audit	507,056				507,056
City Clerk	1,384,574				1,384,574
CRA Administration	1,060,401				1,060,401
Economic Development and Housing	2,400,886				2,400,886
Finance	3,574,985				3,574,985
Fire	35,817,579				35,817,579
Human Resources	2,416,584				2,416,584
Library	10,090,842				18,799,898
Non-Departmental	18,799,898				18,799,898
Parks and Recreation	56,857,045				56,857,045
Planning and Development	9,434,077				9,434,077
Police	58,679,490		435,020		59,114,510
Public Communications	2,254,207				2,254,207
Public Utilities	512,130				512,130
Public Works	17,975,099				17,975,099
General Government Services			237,380		237,380
Economic Environment			635,980	860,779	1,496,759
Human Services			1,500		1,500
Culture and Recreation			70,000		70,000
Transfers Out		20,323,090	379,502	441,646	21,144,238
TOTAL BUDGETED EXPENDITURES	226,606,480	20,323,090	1,759,382	1,302,425	249,991,377
Fund Balances/Reserves/Net Assets	47,914,574	16,229,486	22,001,854	3,318,354	89,464,268
TOTAL EXPENDITURES AND BALANCES	274,521,054	36,552,576	23,761,236	4,620,779	339,455,645

Ordinance No. 9793-24

**EXHIBIT A
CITY OF CLEARWATER
2024-25 BUDGET**

UTILITY FUNDS	Water & Sewer Fund	Stormwater Utility Fund	Solid Waste & Recycling Fund	Gas Fund	Total Utility Funds
Balances Brought Forward	144,318,726	42,242,105	28,639,859	12,043,102	227,243,792
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,700		1,700
Intergovernmental Revenue					
Charges for Services	108,228,770	17,942,340	34,217,000	46,472,660	206,860,770
Judgments, Fines and Forfeits	271,000	55,000	99,000	100,000	525,000
Miscellaneous Revenues	3,649,200	710,000	1,854,100	871,290	7,084,590
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	112,148,970	18,707,340	36,171,800	47,443,950	214,472,060
TOTAL REVENUES, TRANSFERS, AND BALANCES	256,467,696	60,949,445	64,811,659	59,487,052	441,715,852
Budgeted Expenditures					
<u>Water & Sewer Fund</u>					
Public Utilities Administration	4,659,188				4,659,188
Wastewater Collection	24,659,184				24,659,184
Infrastructure Maintenance	10,891,095				10,891,095
WW Environmental Technologies	26,835,759				26,835,759
WPC Laboratory Operations	627,966				627,966
Industrial Pretreatment	1,149,406				1,149,406
Water Distribution	19,250,399				19,250,399
Water Supply	20,917,852				20,917,852
Reclaimed Water	6,211,591				6,211,591
<u>Stormwater Fund</u>					
Stormwater Management		10,763,042			10,763,042
Stormwater Maintenance		6,692,638			6,692,638
<u>Solid Waste & Recycling Fund</u>					
Administration			3,858,510		3,858,510
Solid Waste Collection			22,142,303		22,142,303
Solid Waste Transfer			2,617,235		2,617,235
Solid Waste Container Maintenance			955,452		955,452
Recycling Residential			1,382,721		1,382,721
Recycling Multi Family			432,458		432,458
Recycling Commercial			2,793,761		2,793,761
<u>Gas Fund</u>					
Administration and Supply				24,716,617	24,716,617
Pinellas Gas Operations				10,659,362	10,659,362
Pasco Gas Operations				7,292,463	7,292,463
Gas Marketing and Sales				5,114,188	5,114,188
TOTAL BUDGETED EXPENDITURES	115,202,440	17,455,680	34,182,440	47,782,630	214,623,190
Fund Balances/Reserves/Net Assets	141,265,256	43,493,765	30,629,219	11,704,422	227,092,662
TOTAL EXPENDITURES AND BALANCES	256,467,696	60,949,445	64,811,659	59,487,052	441,715,852

Ordinance No. 9793-24

**EXHIBIT A
CITY OF CLEARWATER
2024-25 BUDGET**

OTHER ENTERPRISE FUNDS	Airpark Fund	Marine Fund	Clearwater Harbor Marine Fund	Parking Fund	Total Other Enterprise Funds
Balances Brought Forward	799,847	15,575,695	3,031,973	26,828,134	46,235,649
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services		4,717,550	1,050,000	9,725,100	15,492,650
Judgments, Fines and Forfeits		—	200	1,611,040	1,611,240
Miscellaneous Revenues	274,270	338,100	101,500	900,000	1,613,870
Transfers In		15000			
Other Financing Sources					
TOTAL BUDGETED REVENUES	274,270	5,070,650	1,151,700	12,236,140	18,732,760
TOTAL REVENUES, TRANSFERS, AND BALANCES	1,074,117	20,646,345	4,183,673	39,064,274	64,968,409
Budgeted Expenditures					
<u>Airpark Fund</u>					
Airpark Operations	151,110				151,110
<u>Marine Fund</u>					
Marina Operations		5,168,960			5,168,960
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations			1,168,400		1,168,400
<u>Parking Fund</u>					
Public Works/Parking System				39,267,248	39,267,248
Public Works/Parking Enforcement				1,311,862	1,311,862
Fire Department/Beach Guard Operations				1,506,194	1,506,194
Marine&Aviation/Seminole Street Boat Ramp				200,416	200,416
TOTAL BUDGETED EXPENDITURES	151,110	5,168,960	1,168,400	42,285,720	48,774,190
Fund Balances/Reserves/Net Assets	923,007	15,477,385	3,015,273	(3,221,446)	16,194,219
TOTAL EXPENDITURES AND BALANCES	1,074,117	20,646,345	4,183,673	39,064,274	64,968,409

Ordinance No. 9793-24

**EXHIBIT A
CITY OF CLEARWATER
2024-25 BUDGET**

INTERNAL SERVICE FUNDS	Administrative Service Fund	General Service Fund	Garage Fund	Central Insurance Fund	Total
Balances Brought Forward	12,993,324	13,436,315	9,916,651	11,691,279	48,037,569
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	19,711,320	8,203,890	17,408,550	39,173,550	84,497,310
Judgments, Fines and Forfeits					
Miscellaneous Revenues	475,000	465,000	1,036,650	875,000	2,851,650
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	20,186,320	8,668,890	18,445,200	40,048,550	87,348,960
TOTAL REVENUES, TRANSFERS, AND BALANCES	33,179,644	22,105,205	28,361,851	51,739,829	135,386,529
Budgeted Expenditures					
<u>Administrative Services Fund</u>					
Info Tech/Administration	701,295				701,295
Info Tech/Network Operations & Support	5,779,449				5,779,449
Info Tech/Network Security & Architect	3,505,911				3,505,911
Info Tech/Solutions & Programming	932,756				932,756
Info Tech/Enterprise Systems & Training	4,330,190				4,330,190
Public Communications/Courier	209,563				209,563
Finance/Utility Customer Service	4,694,426				4,694,426
<u>General Services Fund</u>					
Administration		600,275			600,275
Building and Maintenance		8,068,615			8,068,615
<u>Garage Fund</u>					
Fleet Maintenance			17,633,580		17,633,580
Radio Communications			798,930		798,930
<u>Central Insurance Fund</u>					
Finance/Risk Management				519,863	519,863
Human Resources/Employee Benefits				501,286	501,286
Human Resources/Employee Health Cent				1,753,770	1,753,770
Non-Departmental				37,264,331	37,264,331
TOTAL BUDGETED EXPENDITURES	20,153,590	8,668,890	18,432,510	40,039,250	87,294,240
Fund Balances/Reserves/Net Assets	13,026,054	13,436,315	9,929,341	11,700,579	48,092,289
TOTAL EXPENDITURES AND BALANCES	33,179,644	22,105,205	28,361,851	51,739,829	135,386,529

Ordinance No. 9793-24

**EXHIBIT B
CITY OF CLEARWATER
2024-25 BUDGET**

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Balances Brought Forward	94,071,978	227,243,792	46,235,649	48,037,569	415,588,988
Budgeted Revenues					
Ad Valorem Taxes	104,309,360				104,309,360
Utility Taxes	20,693,870				20,693,870
Local Option, Fuel & Other Taxes	24,173,050				24,173,050
Franchise Fees	12,600,000				12,600,000
Other Permits and Fees	3,332,500	1,700			3,334,200
Intergovernmental Revenue	34,573,917				34,573,917
Charges for Services	18,729,320	206,860,770	15,492,650	84,497,310	325,580,050
Judgments, Fines and Forfeits	1,441,000	525,000	1,611,240		3,577,240
Miscellaneous Revenues	9,756,340	7,084,590	1,613,870	2,851,650	21,306,450
Transfers In Other Financing Sources	15,774,310		15,000		15,789,310
TOTAL BUDGETED REVENUES	245,383,667	214,472,060	18,732,760	87,348,960	565,937,447
TOTAL REVENUES, TRANSFERS, AND BALANCES	339,455,645	441,715,852	64,968,409	135,386,529	981,526,435
Budgeted Expenditures					
City Council	664,064				664,064
City Manager's Office	1,386,616				1,386,616
City Attorney's Office	2,790,947				2,790,947
City Audit	507,056				507,056
City Clerk	1,384,574				1,384,574
CRA Administration	1,060,401				1,060,401
Economic Development and Housing	2,400,886				2,400,886
Finance	3,574,985				3,574,985
Fire	35,817,579				35,817,579
Human Resources	2,416,584				2,416,584
Library	10,090,842				10,090,842
Non-Departmental	18,799,898				18,799,898
Parks and Recreation	56,857,045				56,857,045
Planning and Development	9,434,077				9,434,077
Police	59,114,510				59,114,510
Public Communications	2,254,207				2,254,207
Public Services	512,130				512,130
Public Works	17,975,099				17,975,099
General Government Services	237,380				237,380
Economic Environment	1,496,759				1,496,759
Human Services	1,500				1,500
Culture and Recreation	70,000				70,000
Transfers Out	21,144,238				21,144,238
<u>Water & Sewer Fund Expenditures</u>					
Public Utilities Administration		4,659,188			4,659,188
Wastewater Collection		24,659,184			24,659,184
Infrastructure Maintenance		10,891,095			10,891,095
WW Environmental Technologies		26,835,759			26,835,759
Laboratory Operations		627,966			627,966
Industrial Pretreatment		1,149,406			1,149,406
Water Distribution		19,250,399			19,250,399
Water Supply		20,917,852			20,917,852
Reclaimed Water		6,211,591			6,211,591
<u>Stormwater Fund</u>					
Stormwater Management		10,763,042			10,763,042
Stormwater Maintenance		6,692,638			6,692,638

**EXHIBIT B
CITY OF CLEARWATER
2024-25 BUDGET**

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
<u>Budgeted Expenditures</u>					
<u>Solid Waste & Recycling Fund</u>					
Administration		3,858,510			3,858,510
Solid Waste Collection		22,142,303			22,142,303
Solid Waste Transfer		2,617,235			2,617,235
Solid Waste Container Maintenance		955,452			955,452
Recycling Residential		1,382,721			1,382,721
Recycling Multi Family		432,458			432,458
Recycling Commercial		2,793,761			2,793,761
<u>Gas Fund</u>					
Administration and Supply		24,716,617			24,716,617
Pinellas Gas Operations		10,659,362			10,659,362
Pasco Gas Operations		7,292,463			7,292,463
Gas Marketing and Sales		5,114,188			5,114,188
<u>Airpark Fund</u>					
Airpark Operations			151,110		151,110
<u>Marine Fund</u>					
Marina Operations			5,168,960		5,168,960
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations			1,168,400		1,168,400
<u>Parking Fund</u>					
Public Works/Parking System			39,267,248		39,267,248
Public Works/Parking Enforcement			1,311,862		1,311,862
Fire Department/Beach Guard Operations			1,506,194		1,506,194
Marine&Aviation/Seminole St Boat Ramp			200,416		200,416
<u>Administrative Services Fund</u>					
Info Tech/Administration				701,295	701,295
Info Tech/Network Operations & Support				5,779,449	5,779,449
Info Tech/Network Security & Arch				3,505,911	3,505,911
Info Tech/Solutions & Programming				932,756	932,756
Info Tech/Enterprise Systems & Training				4,330,190	4,330,190
Public Communications/Courier				209,563	209,563
Finance/Utility Customer Service				4,694,426	4,694,426
<u>General Services Fund</u>					
Administration				600,275	600,275
Building and Maintenance				8,068,615	8,068,615
<u>Garage Fund</u>					
Fleet Maintenance				17,633,580	17,633,580
Radio Communications				798,930	798,930
<u>Central Insurance Fund</u>					
Finance/Risk Management				519,863	519,863
Human Resources/Employee Benefits				501,286	501,286
Human Resource/Employee Health Center				1,753,770	1,753,770
Non-Departmental				37,264,331	37,264,331
TOTAL BUDGETED EXPENDITURES	249,991,377	214,623,190	48,774,190	87,294,240	600,682,997
Fund Balances/Reserves/Net Assets	89,464,268	227,092,662	16,194,219	48,092,289	380,843,438
TOTAL EXPENDITURES AND BALANCES	339,455,645	441,715,852	64,968,409	135,386,529	981,526,435

CAPITAL IMPROVEMENT ORDINANCE

ORDINANCE NO. 9794-24

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2024, AND ENDING SEPTEMBER 30, 2025; 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, 2024, and ending September 30, 2025; 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 upon said proposed budget on September 4, 2024; 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, 2024, and ending September 30, 2025, 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.

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, 2024.

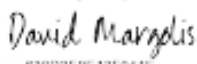
PASSED ON FIRST READING AS AMENDED

September 4, 2024

**PASSED ON SECOND READING
AND ADOPTED**

September 17, 2024

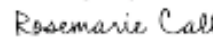
Approved as to form:

DocuSigned by:

David Margolis
City Attorney

Signed by:

Bruce Rector
Mayor

Attest:

DocuSigned by:

Rosemarie Call
City Clerk

DS



Ordinance No. 9794-24

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2024/25

	Budgeted Revenues 2024/25
GENERAL SOURCES:	
General Operating Revenue	27,172,760
Penny for Pinellas	13,292,610
Road Millage	4,963,330
Local Option Fuel Tax	1,427,150
Grants	474,650
County Fire Reimbursements	129,540
Special Program Fund	75,000
Multi-Modal Impact Fees	640,000
SELF SUPPORTING FUNDS:	
Parking Revenue	33,319,000
Marine Revenue	150,000
Clearwater Harbor Marina Fund	175,000
Airpark Revenue	35,000
Airpark Reimbursement Revenue	274,650
Utility System:	
Water Revenue	10,588,380
Sewer Revenue	13,963,840
Utility R & R	14,471,170
Water Impact Fees	160,000
Stormwater Utility Revenue	6,550,600
Gas Revenue	8,175,000
Solid Waste Revenue	2,430,000
INTERNAL SERVICE FUNDS:	
Garage Revenue	175,000
Administrative Services Revenue	1,900,000
General Services Fund	200,000
Central Insurance Fund	176,520
BORROWING - INTERNAL SERVICE FUNDS:	
Lease Purchase - Garage	11,519,500
Lease Purchase - Administrative Services	400,000
TOTAL ALL FUNDING SOURCES:	\$152,838,700

Ordinance No. 9794-24

Exhibit A

CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2024/25

	Budgeted Expenditures 2024/25
FUNCTION:	
Other General Government	25,974,500
Police Protection	570,000
Fire Protection	1,129,730
Fire Rescue Services	406,520
Gas Utility Services	8,175,000
Solid Waste Services	2,430,000
Water-Sewer Services	23,200,630
Flood Protection/Stormwater Mgmt	3,095,810
Other Physical Environment	11,549,190
Road and Street Facilities	24,131,020
Airports	584,300
Water Transportation Systems	200,000
Parking Facilities	32,889,000
Other Transportation	170,000
Libraries	110,000
Parks & Recreation	4,000,000
Cultural Services	35,000
Special Recreation Facilities	14,188,000
TOTAL PROJECT EXPENDITURES	\$152,838,700

Ordinance No. 9794-24

Exhibit B

**CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION
FY 2024-2025 THROUGH FY 2029-2030 CAPITAL IMPROVEMENT FUND
CITY OF CLEARWATER**

Schedule of Planned Expenditures							
Function	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Other General Government	25,974,500	22,267,980	21,885,630	21,428,920	21,654,360	22,263,580	135,474,970
Police Protection	570,000	2,258,050	422,000	2,333,050	407,000	407,000	6,397,100
Fire Protection	1,129,730	1,920,550	2,409,820	1,691,550	2,710,570	3,030,780	12,893,000
Fire Rescue Services	406,520	407,320	743,920	284,080	904,000	901,280	3,647,120
Gas Utility Services	8,175,000	7,125,000	6,975,000	6,975,000	6,975,000	6,975,000	43,200,000
Solid Waste Services	2,430,000	3,400,000	4,400,000	400,000	400,000	400,000	11,430,000
Water-Sewer Services	23,200,630	128,377,640	128,991,770	192,860,670	186,823,430	97,414,480	757,668,620
Flood Protection/ Stormwater Mgmt	3,095,810	4,241,070	4,916,370	7,236,340	8,066,050	9,340,780	36,896,420
Other Physical Environment	11,549,190	17,311,560	21,434,940	19,673,910	24,170,080	7,914,790	102,054,470
Road and Street Facilities	24,131,020	27,445,850	19,768,280	17,004,610	11,818,370	18,059,510	118,227,640
Airports	584,300	4,485,000	795,000	35,000	35,000	35,000	5,969,300
Water Transportation Systems	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Parking Facilities	32,889,000	36,624,000	724,000	424,000	424,000	424,000	71,509,000
Other Transportation	170,000	195,000	170,000	170,000	170,000	184,000	1,059,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	4,000,000	3,880,000	5,022,500	4,427,500	5,993,000	3,980,000	27,303,000
Cultural Services	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Special Recreation Facilities	14,188,000	12,077,000	14,306,000	25,994,000	7,381,000	7,381,000	81,327,000
	152,838,700	272,361,020	233,310,230	301,283,630	278,276,860	179,056,200	1,417,126,640

Ordinance No. 9794-24

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