



# ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET CITY OF CLEARWATER 2021/2022



# ON THE COVER



Crest Lake Park, located at 201 S. Glenwood Ave., underwent a \$6.4 million renovation to become one of the city's signature parks. The project was funded through the city's BP Deepwater Horizon oil spill settlement money.

Visitors can now enjoy a variety of new amenities including wider sidewalks around the lake and through the park, new lighting, irrigation, landscaping and grassing, four new play areas including a splash pad, restrooms, two picnic shelters, improvement to the shoreline, a lighted fountain in the lake, rain gardens to filter stormwater, an arboretum, lakeside scenic boardwalks and decks, two sand volleyball courts and improved parking areas.

# CITY OF CLEARWATER, FLORIDA

2021 – 2022 Annual Operating  
and Capital Improvement Budget



FRANK HIBBARD  
Mayor

DAVID ALLBRITTON  
Councilmember

KATHLEEN BECKMAN  
Councilmember

MARK BUNKER  
Councilmember

HOYT HAMILTON  
Councilmember

MICAH MAXWELL  
Interim City Manager

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# CITY OF CLEARWATER

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CITY MANAGER

October 29, 2021

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 2021/22. The budget for 2021/22 is \$615,028,695 for citywide services and capital contributions, an increase of \$22.4 million across all city operations in comparison to the amended fiscal year 2020/21 budget. The General Fund budget reflects expenditures of \$164,818,400, an increase of 7% from the 2020/21 final amended budget of \$154,415,831. This budget retains the current millage rate of 5.9550 mills.

The City has weathered the impact of COVID-19 on the programs and services we provide, and for the most part, we have returned to pre-pandemic levels of service. The pandemic disrupted our service models, methods of community engagement, and resource allocations, but it also showed us that we have the power and ability to convert the energy created by disruption into opportunities for organizational and community-wide change. This fiscal year will begin with the placement of a new City Manager, and a new City Attorney, an election of two open city council seats will be held in March, and the process to develop a new strategic plan for the City of Clearwater is currently underway. While all of these changes may be disruptive to how we do business, it offers a great challenge to embrace change and the opportunities that come with it.

That said, this year's proposed budget focuses on the City Council's current Strategic Direction document, which was built around the current city mission:

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

The City's largest revenue source, ad valorem taxes, remained stable through the pandemic, and we believe that strong performance by the tourist sector will help us maintain that stability in the next year. We have seen stabilization of other revenue sources (utility taxes, franchise fees, infrastructure sales tax/penny for Pinellas, state revenue sharing, and the half-cent sales surtax), as well as user fees that support our ongoing programming.

While revenues have stabilized, balancing increased operating and capital construction costs are posing new challenges. While we are optimistic that construction commodities will return to "normal" levels, we have several large construction projects underway that might be affected. In response to changes in the labor market, and current challenges to obtain and retain staff, Human Resources is working to create a plan to increase the minimum wage for City employees to \$15/hour. In order to remain competitive in hiring and reduce negative consequences on current employees, this plan will include compression adjustments for current employees in certain pay ranges. Increases related to this adjustment, estimated at a total of \$12.4 million over the next five years, are included in this budget. With this adjustment primarily affecting our employees in the Communications Worker of America (CWA) union, the bargaining process was completed and approved in September in advance of initial implementation.

## **National and State Economic News**

The global pandemic continues to overshadow many issues of local concern. Over the last 18 months, the pandemic pushed local leaders to balance public health, economic health, and fairness and equity issues. The City of Clearwater and Pinellas County both instituted programs focused on helping families pay their bills and stay in their homes, as well as grants to help small businesses remain viable despite significant revenue losses. The federal government distributed revenues to the State of Florida to help fund these programs, Pinellas County partnered with cities to distribute these funds reimbursing allowable expenses incurred in response to the early months of the pandemic. The Coronavirus State and Local Fiscal Recovery Funds, established by the American Rescue Plan Act of 2021, is a proactive federal policy providing emergency funding for state and local governments to assist in replacing revenues lost in the prior year and support to address various needs in each community. While these funds are meant to provide us flexibility, it's of great importance for us to plan and prioritize our response in a way that benefits our community and provides the city a strong foundation for recovery.

Just like all our surrounding communities in Florida, and throughout the country, the global pandemic has impacted many aspects of life in Clearwater. While still adjusting to the ongoing nature of the pandemic, our state is responding to rebounding tourism, which has spurred the local economy in Pinellas County and Clearwater. Many aspects of the tourism economy have now surpassed pre-pandemic levels. This has been evident in sales tax receipts statewide which have had a strong come back since spring 2020. An increased demand for homes in Pinellas County has created a surge to the real estate market, increasing real estate tax receipts for fiscal year 2022 and likely the following budget year.

As we move towards the the State legislative session in 2022, we remain focused on supporting legislation and programs that benefit municipalities and assist in implementing services to meet the needs of our residents. Residents of Clearwater should feel assured that the City Council and staff are prepared to face the challenges ahead, focused on what is best for our entire community. We will continue to work with local government partners throughout Pinellas County to tackle regional issues related not only to COVID-19, but areas such as transportation, human services, and funding to support workforce and attainable housing programs.

## **Future Plans and Priorities**

The city of Clearwater is in the midst of great change, not only in response to the pandemic, but new elected leadership and executive staff. Our new City Manager will start in the fall of 2021, a change not seen in Clearwater for over 20 years. At the same time, a new City Attorney has been hired replacing the incumbent which held that position for 27 years. Three new Council members were elected in March of 2020, just as the pandemic was impacting our community requiring a response from these new leaders in times of great unknowns. In March of 2022, the remaining two City Council seats are up for election.

In September 2021, we broke ground on the "Imagine Clearwater" project which is an \$84 million investment in revitalization of the downtown waterfront. This project has been a top priority for the current City Council as well as the previous who have been working tirelessly through the planning and design phases. Planned to be completed in 2023, this much needed upgrade is highly anticipated by residents and business owners alike, bringing excitement for the future of our City.

In August 2021, City Council began a new visioning plan the City. This six-month process will involve workshops to engage with residents to develop a vision for the future of Clearwater and a strategic plan to make that vision a reality. A resident feedback survey is currently being administered and virtual community forums are scheduled. Creating this new strategic plan is a top priority for the Council, as they are currently working to define their priorities to make Clearwater a great place to live work and play.



Moving into fiscal year 2021/22, the council is focused on refining the strategic direction of the city and staff will continue to identify opportunities to improve our operations and develop an implementation plan that suits the city's priorities. We are focused on seeing projects like Imagine Clearwater come to fruition, as well as a focus on our current facilities which continue to provide great services to our residents and visitors.

### **Award for Distinguished Budget**

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, each year nationally recognizes budgets that meet certain rigorous standards. GFOA has awarded the City of Clearwater this recognition for each of the past 35 years. In order to receive the budget award, a government must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

### **Public Process**

The proposed budget was formally presented to the City Council at the work session on July 12, 2021 and at the City Council meeting on July 15, 2021, where the City Council set the tentative millage rate. A special work session was held on August 3, 2021 in which the City Council had the opportunity to fully discuss the proposed budget and capital plan with staff present.

The first public hearing on the tentative millage rate, operating and capital budgets was held on the evening of September 16, 2021, at 6:00 p.m. The second and final public hearing to adopt the millage rate and budget was held the evening of September 30, 2021, at 5:15 p.m. The budget agenda and all pertinent documents was available to citizens in advance on the City's website.

The fiscal year 2021/22 budget seeks to bridge the city during a time of transition that includes a change in both operational and elected leadership, while supporting the current strategic direction. The challenges ahead provide great opportunity for change in our community, and while we have many difficult decisions to make in the next few years, we are focused on partnering with City Council and the citizens of Clearwater to ensure that the end result balances the social, financial, and environmental needs of our community in a sustainable fashion. We look forward to a year of partnership and productive dialogue in 2021-2022.

Respectfully submitted,



Micah Maxwell  
Interim 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

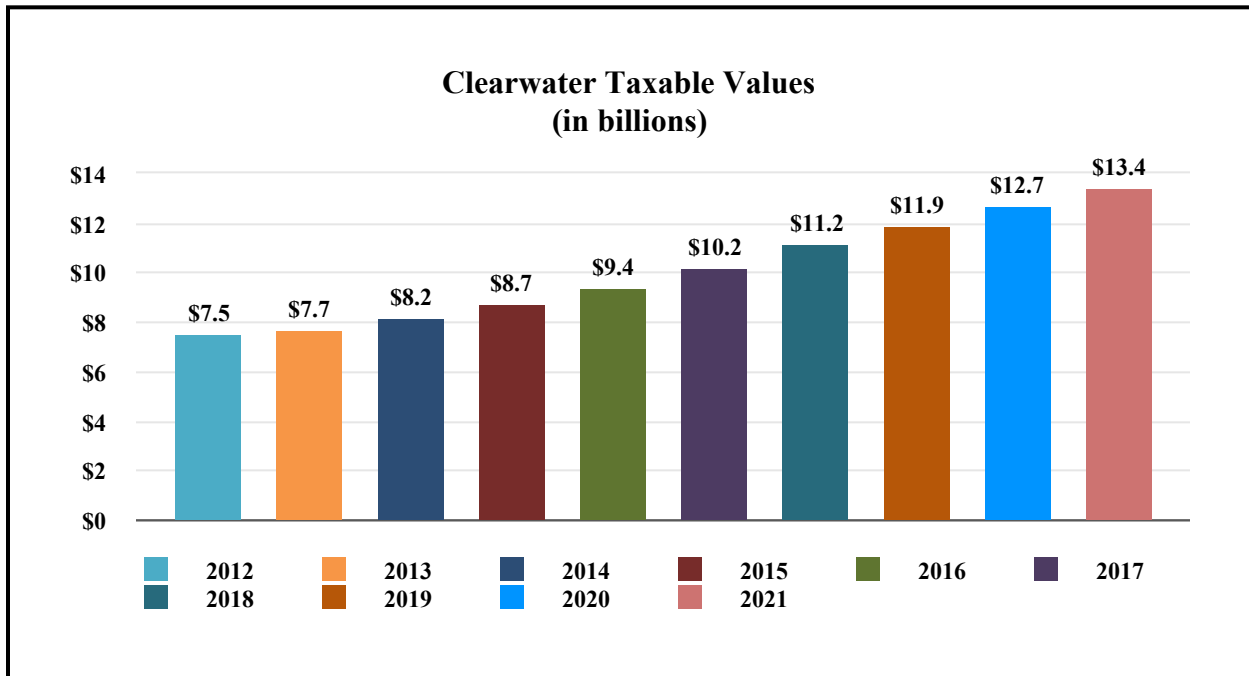
Taxable property values for 2021 have increased by approximately 5.2%, from \$12.7 billion to \$13.4 billion, including new construction. The bulk of this increase (\$596.3 million) is related to increases in current values, while the value of new construction and annexations totals \$65.9 million. We continue to have steady growth in taxable values, despite the impact on property values directly related to the Covid-19 pandemic. As seen in the table below, City taxable values have fully restored, and we continue to recognize growth over the values that historically peaked in 2007.

#### City of Clearwater Taxable Values

2021 Taxable Value	\$	13,380,209,671	
2020 Taxable Value		12,717,958,772	
<b>Net Increase</b>	<b>\$</b>	<b>662,250,899</b>	<b>5.2%</b>

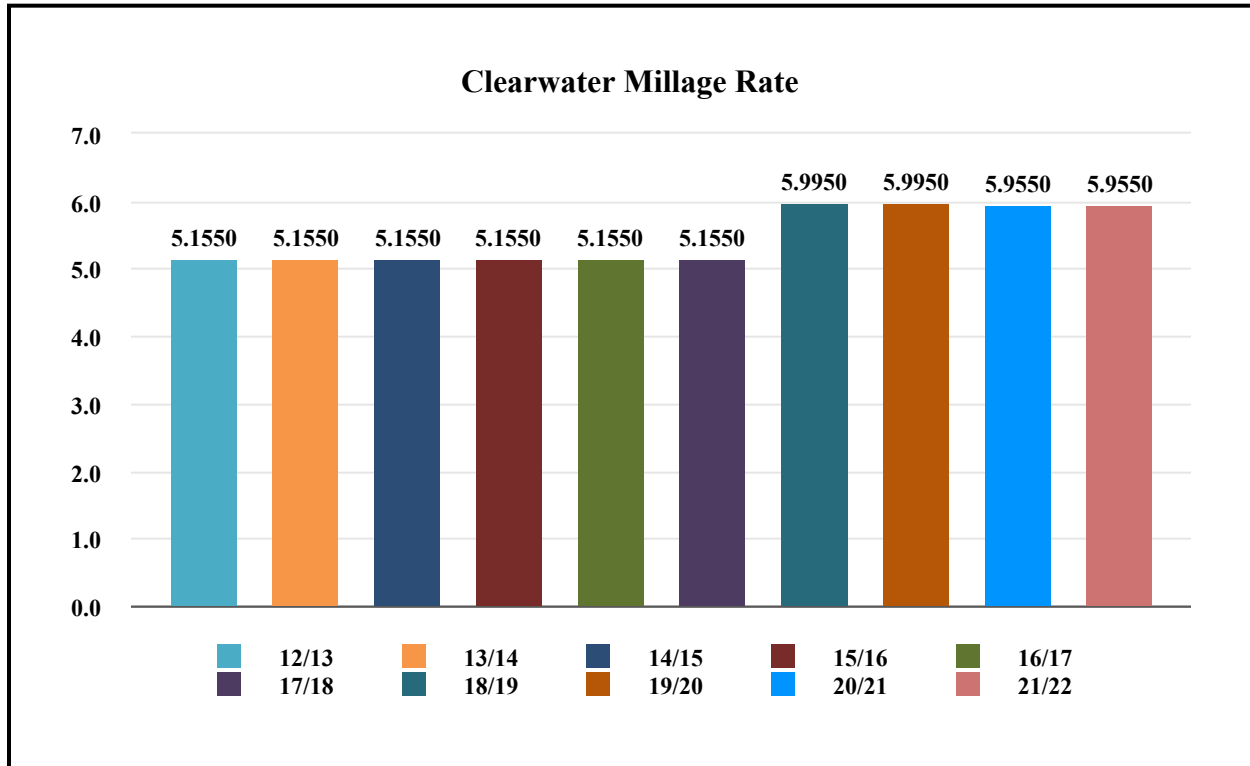
#### Analysis of Taxable Value Increase:

Increase in Current Values	\$	596,310,323	
New Construction and Annexations		65,940,576	
<b>Total Increase in Taxable Value</b>	<b>\$</b>	<b>662,250,899</b>	



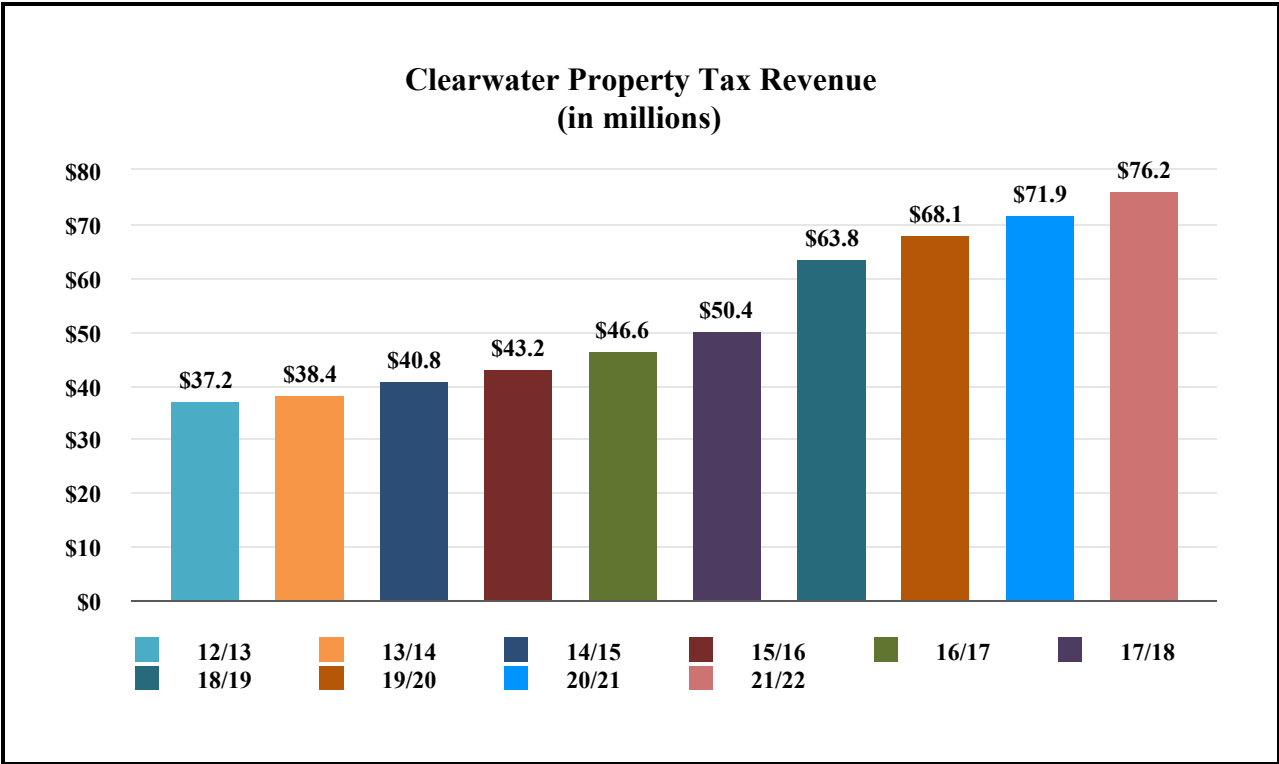
### City Millage Rate

The following table provides ten years of history of the City's millage rate. The millage rate of 5.9550 mills approved for fiscal year 2021/22 is the same rate as levied in the current year.



### Property Tax Revenue

The property tax millage rate of 5.9550 mills will generate approximately \$76.2 million in fiscal year 2021/22. Property tax revenues that support General Fund operations are budgeted at \$72.6 million, an increase of approximately \$3.0 million, or 4%, from the amended 2020/21 budget. In addition, per City Council policy, a portion of the total millage is set aside to provide funding for city road maintenance projects. The road millage is estimated at \$3.6 million in 2021/22, an increase of \$151,790.



**Change in Full-time Equivalent (FTE)**

Total full-time equivalent (FTE) positions for 2021/22 are budgeted at 1,847.0 FTEs for all City operations, an increase of seven FTEs from the 2020/21 amended budget. In the General Fund, this represents an increase of seven for a total of 1,111.7 FTEs; with all other funds totaling 735.3 FTEs, the same level of staffing as the current amended budget.

The approved budget includes the addition of the following seven FTEs identified by department:

Economic Development & Housing – one Housing Specialist to address increasing demands for programming and grant management.

Parks and Recreation – two Parks Service Technicians are added to the Beach Team to provide enhanced support for daily beach cleaning and trash pick-up.

Planning and Development – one Documents and Records Specialist to support department with records maintenance, scanning and organizing documents, and responding to the increasing demand for records requests; and Code Compliance is being increased by one Code Compliance Supervisor, one Code Compliance Inspector and one Customer Service Representative to achieve a higher level of code enforcement oversight throughout the city.

**Employee Wages**

At our annually held strategic direction and budget planning session, Council provided staff direction to prepare an implementation plan to adjust the wages for city employees setting the minimum at \$15/hour. With the goal of an October 1, 2021 implementation date, the approved budget includes estimated adjustments to wages based upon an amended pay plan including compression adjustments to employees earnings less than \$20 an hour.

The current contract for the CWA union was approved on December 17, 2020, for three years expiring September 30, 2023. The approved budget includes approved merit increases of 3% for union employees in addition to a longevity award applied incrementally based upon years of service. Changes to the pay plan as a result of the increased minimum wage proposal was approved by the union in September 2021.

The current contracts for the Fraternal Order of Police (FOP) and FOP Supervisors unions were approved in September 2021 for three years expiring on September 30, 2024. The approved budget includes step advancement as well as a 3% range adjustment and general wage increase for all FOP union employees.

The current contract for the International Association of Fire Fighters (IAFF) bargaining unit expired on September 30, 2021. Negotiations for contract renewal are ongoing, this budget does not include increases in the Fire Department budget for union employees.

For all employees not included in approved union contracts, general wage increases of 4% were included in the approved budget for fiscal year 2021/22.

A contingency fund was included in the General Fund Non-Department budget to provide for increases to the General Fund as the result of pending contract negotiations for the IAFF union. This also includes funding for implementation of the adjusted pay plan and associated compression adjustments that may arise as this new plan is implemented.

### **City Pension Costs**

The actuary report for the Employees' Pension Plan as of January 1, 2021, indicates that a minimum required City contribution of \$11.4 million, 12.3% of total covered payroll, is required for fiscal year 2021/22. This is a decrease of approximately \$121,000 from the City's fiscal year 2021 required contribution of \$11.5 million.

During fiscal years 2006 thru 2014, the City relied on the pension credit balance to subsidize the required contribution during years of investment market underperformance, bringing the credit balance down from more than \$24 million in January 2005 to \$5.4 million in January 2014. Over the past six years the credit balance has been funded with an additional \$26.2 million to bring the current level to \$31.6 million as of January 2021.

Due to negotiated enhancements to Police pension benefits during fiscal 2020, the actuary provides separate contribution rates for non-hazardous and hazardous employees. The proposed budget plans for a contribution rate of 6.46% for non-hazardous and 20.55% of hazardous covered payroll in fiscal year 2021/22, as provided in the actuary's valuation. This represents a slight decrease in the contribution rate for both non-hazardous and hazardous employees in comparison to the current fiscal year.

### **Medical Benefit Costs**

In fiscal year 2021/22, the cost of medical care for employees is budgeted at \$20.1 million across all City operations, this includes an estimated 6% contract increase. Included in this total is \$1.7 million to fund the operating costs of the employee health clinic. The budgeted cost for medical care to the General Fund is estimated at \$12.2 million, an increase of \$645,390, or 6%, over the current budget. Total cost for health insurance, to include coverage of dependents and retirees is estimated at \$21.7 million, which is budgeted in the Central Insurance Fund. Revenues from payroll 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 recognize its eleventh anniversary in July 2021. The clinic provides primary and acute health care, along with free prescription medicines, to those enrolled in the City's medical insurance at a lower cost than outside claims for similar services submitted through our health care administrator. This continues to provide both savings to employees and reduced claims costs for the City. Funding also includes an incentive program to entice employees to utilize our EHC and participate in preventative health care measures. In June 2019, the EHC moved to a larger space to accommodate current and future expansion of services being offered to employees.

### **Property and Liability Insurance**

The City's budget for property and liability risks for fiscal year 2021/22 is estimated at \$5.7 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, 2019/20. The total allocated to departments for fiscal year 2021/22 is \$3.4 million, a 97% increase from the 2020/21 allocation of \$1.7 million. This increase is the result of an appraisal of all City properties completed in 2019. The allocation charged to the General Fund is \$1.5 million, a 97% increase from fiscal year 2020/21. The budgeted amount provides for insurance coverage on all City properties individually as well as \$75 million of coverage for multiple-property damage caused by a named storm; boiler and machinery coverage; terrorism coverage; various specialty policies; a package insurance policy consisting of coverage for automobile liability, commercial general liability, public official liability, emergency medical services, professional liability and crime & law enforcement activities. The City's self-insured retention per claim is \$100,000 for property losses and \$500,000 for liability.

### **Worker's Compensation**

The City's budget for worker's compensation in fiscal year 2021/22, is estimated at \$1.8 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, 2019/20. The total allocated to departments for fiscal year 2021/22 is \$1.6 million, an increase of 28% from the 2020/21 allocation of \$1.3 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 \$1.2 million, an increase of 31% from fiscal year 2020/21. 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 retirements of General Fund long-term employees during the given fiscal year.

This budget was created in a time of recovery from the COVID-19 pandemic for the State of Florida and the City of Clearwater. We have seen steady revenue growth since the early 2020 downturn, restoring most revenue categories back to pre-pandemic levels, or greater. Based upon the 2020/21 revised budget, General Fund unassigned reserve balance is estimated at \$58.2 million, which is 35.3% of the fiscal year

2021/22 approved operating budget. The ending unassigned reserve balance, in excess of the reserve requirement, is estimated to be approximately \$44.1 million, or 26.8% of the approved 2021/22 budget.

### **Changes to Approved Budget**

The preliminary budget was released on June 30, 2021 and was presented at the Council Work Session held on July 12, 2021 for discussion amongst staff and the City Council. This presentation was given again at the City Council meeting on July 15, 2021, where members of the public had the opportunity to comment. The City Council met for a special budget work session on August 3, 2021, to discuss the proposed budget and topics requested by any members of the City Council. Although in total, the adopted budget remains the same as the preliminary budget, a few changes have been made which net to zero.

The proposed budget included a contingency fund for salary adjustments related to new union contracts that were currently being negotiated. At the City Council meeting held on September 2, 2021, a new contract was approved for the FOP officers and FOP supervisors unions. The final budget was approved recognizing the increased funding as approved by the new contract in the Police Department's budget. This change, which nets to zero, recognizes an increase in Police Department salaries of \$1,300,835 offset by the same decrease in General Fund Non-Departmental. General fund revenues were adjusted to account for budgeted revenues in the correct categories, this reflects an increase of \$274 to transfer-in revenues offset by the same reduction to miscellaneous general revenues. In the Parking fund, a correction was made moving an expenditure of \$65,000 between operating cost centers that was originally entered incorrectly.

## General Fund Expenditures

General Fund expenditures for the fiscal year 2021/22 budget are estimated at \$164,818,400; an increase of approximately 7% from the 2020/21 amended budget.

Personnel costs reflect a net increase of 6% across all operations in comparison to the amended fiscal year 2020/21 budget. These costs include the contractually negotiated union increases for fiscal year 2021/22 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. Also included for fiscal year 2020/21 are estimated general wage increases of 4% for all employees not included in approved union contracts. This increase is primarily related to the inclusion of costs associated with adjusting the pay plan to a minimum wage of \$15/hour, as well as contingency funds budgeted to respond to contract negotiations for Fire union employees. The budget for personnel costs are approximately 63% of total General Fund expenditures.

Operating costs are estimated \$25.4 million for fiscal year 2021/22, an 9% increase from the amended 2020/21 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 which total \$818,150. This includes funding of \$250,000 for homeless initiatives, \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement, special event contributions of \$83,750, and various small annual contributions which total \$65,000.

Internal service costs are budgeted at \$18.3 million a net increase of 1% for fiscal year 2021/22 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.

Interfund transfers in the General Fund are approximately \$15.3 million, an increase of 27% from the fiscal year 2020/21 amended budget. Of this total, transfers to fund planned capital projects are budgeted at \$12.2 million, and funding for special programs total \$722,904. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a \$2.5 million for fiscal year 2020/21.

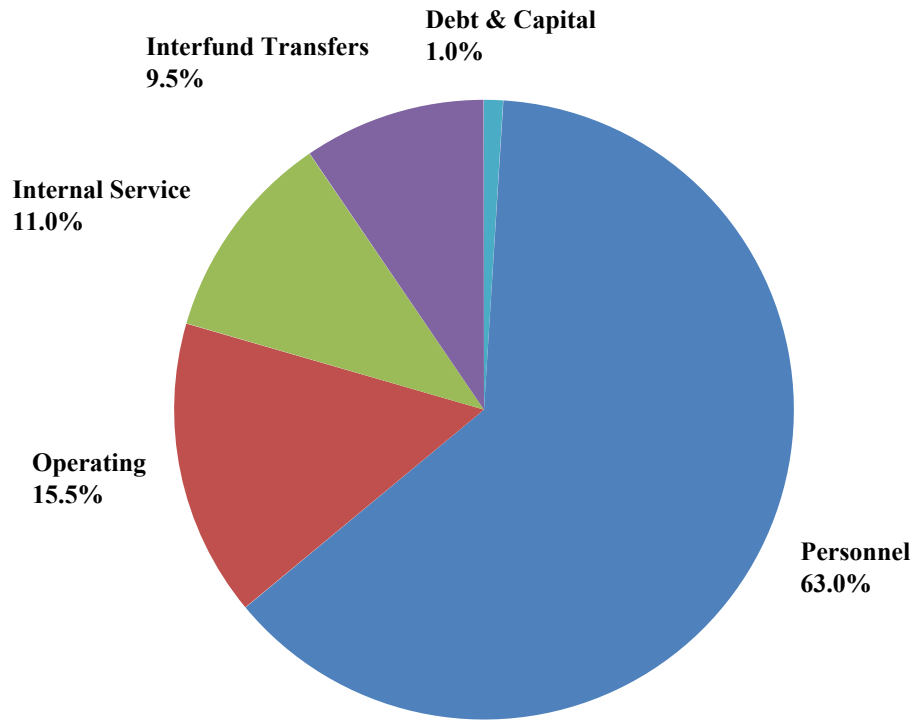
Debt service costs are budgeted at \$851,931, a 1% decrease from the amended fiscal year 2020/21 budget. This budget includes cost of debt payments for new vehicles and equipment added to the City's fleet, fire engines/rescues, and police patrol vehicles. Debt costs for fire and police vehicles are approximately 75% of this total.

Capital costs are budgeted at \$780,405 for fiscal year 2021/22. This reflects a decrease of 55% from the amended fiscal year 2020/21 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases across all operations.

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

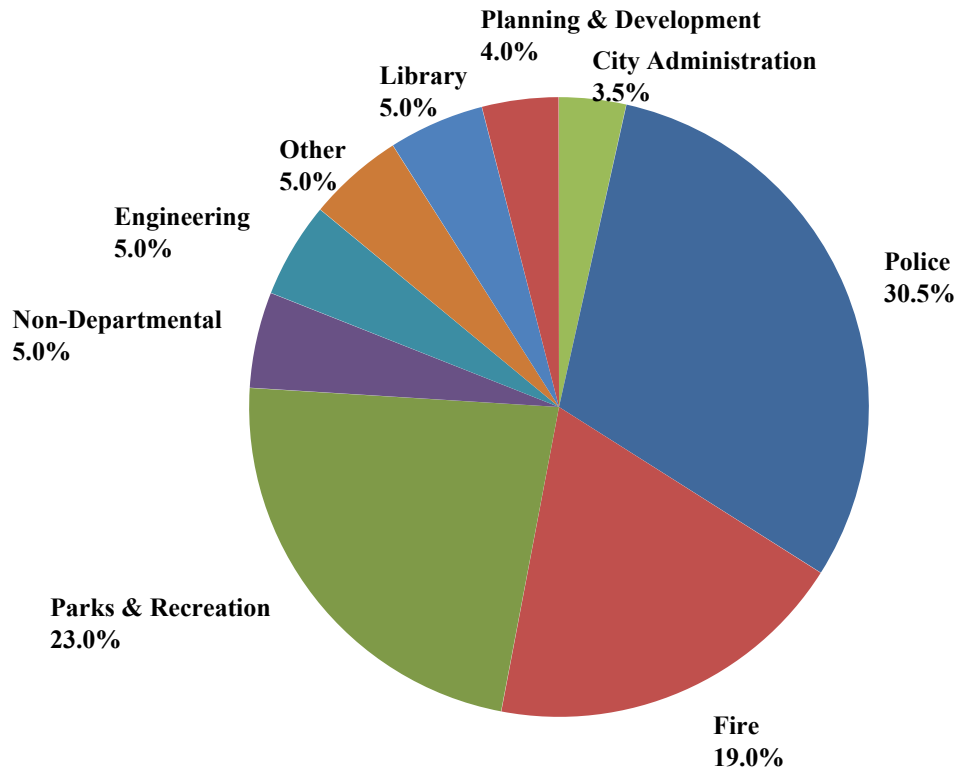


## General Fund Expenditures by Category



Category	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Personnel	\$92,458,489	\$94,014,248	\$98,391,031	\$104,133,206	6%
Operating	22,740,257	23,288,091	23,267,462	25,412,631	9%
Internal Service	16,954,210	18,845,430	18,066,920	18,313,130	1%
Interfund Transfers	16,115,465	16,982,364	12,080,398	15,327,097	27%
Debt Service	960,210	787,690	861,910	851,931	(1)%
Capital	2,616,020	732,430	1,748,110	780,405	(55)%
<b>Total Operating Budget</b>	<b>\$151,844,651</b>	<b>\$154,650,253</b>	<b>\$154,415,831</b>	<b>\$164,818,400</b>	<b>7%</b>

## General Fund Expenditures by Department



Department	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Police	\$43,601,605	\$45,096,056	\$47,290,564	\$50,099,334	6%
Fire	28,343,790	28,442,216	30,480,437	30,788,310	1%
Parks and Recreation	29,846,400	30,362,990	31,311,192	37,205,403	19%
Non-Departmental	15,844,310	14,876,689	9,600,248	8,854,656	(8)%
Engineering	7,991,796	8,331,204	8,257,737	8,492,000	3%
Library	7,439,790	7,871,950	8,000,965	8,416,337	5%
Planning & Develop Svc	6,181,040	6,571,820	6,458,802	7,057,846	9%
City Administration (1)	5,101,187	5,284,139	5,392,105	5,776,570	7%
Finance (2)	2,585,047	2,747,367	2,637,861	2,800,130	6%
Economic Development (2)	1,921,310	1,907,626	1,829,014	1,992,482	9%
Human Resources (2)	1,521,386	1,575,860	1,562,180	1,662,773	6%
Public Communications (2)	1,170,840	1,192,686	1,196,256	1,274,489	7%
Public Util. Facility Maint (2)	296,150	389,650	398,470	398,070	—%
<b>Total Operating Budget</b>	<b>\$151,844,651</b>	<b>\$154,650,253</b>	<b>\$154,415,831</b>	<b>\$164,818,400</b>	<b>7%</b>

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

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

## General Fund Revenues

Ad Valorem tax revenues represent 44% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$72.6 million, up from \$69.6 million received in fiscal year 2020/21. This increase will provide an additional \$3.0 million to the General Fund, which is approximately a 4% increase due to growth in taxable property values.

Utility tax revenues represent approximately 10% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be \$17.3 million reflecting a 1% decrease from the 2020/21 amended budget. Although originally anticipated to be reduced due to Covid-19, this source has shown increases in the current year surpassing prior year collections.

The category of Local Option, Fuel and Other Tax revenues represents approximately 4% of total General Fund revenue. This category includes business tax revenues, budgeted at \$2.0 million, and communication services tax revenues budgeted at \$4.1 million. Total revenues in this category are estimated at \$6.1 million, reflecting no change in total for fiscal year 2021/22 in comparison to the amended 2020/21 budget.

Although Franchise Fee revenue was declining for a few years, most likely due to energy conservation and weather patterns, it has seemed to stabilize. Budgeted revenues for fiscal year 2021/22 are projected at \$10.5 million, this is a 3% increase from the fiscal year 2020/21 amended budget. This revenue source represents approximately 6% of General Fund revenue.

The Other Permits and Fees revenue category represents approximately 2% of General Fund revenues. The largest source of revenue in this category is building permit revenues. Due to increased construction/building activity, revenues received in fiscal year 2020/21 surpassed original budget estimates. Other permits and fees are estimated at \$2.8 million, a decrease of 25% from fiscal year 2020/21 amended revenues.

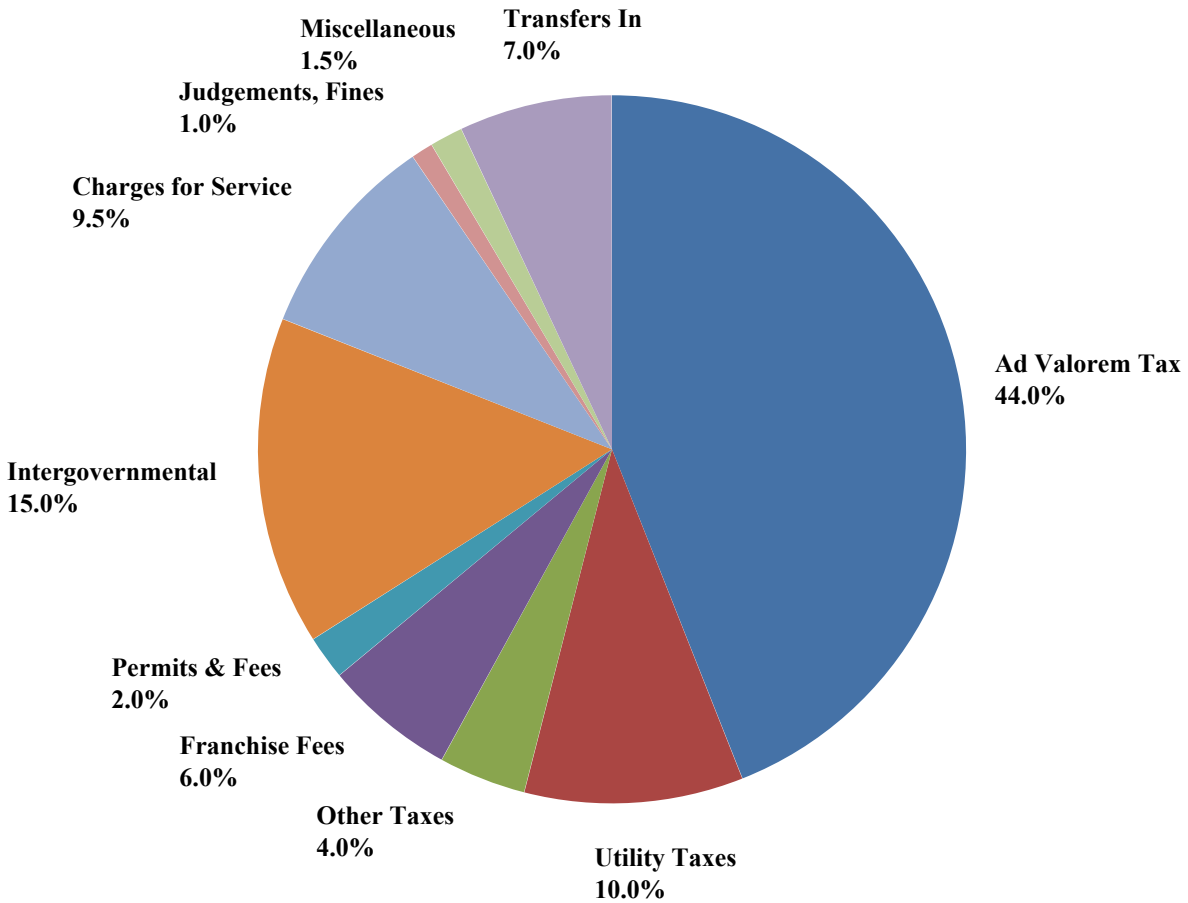
Intergovernmental revenues are received from federal, state, or local governments, and account for \$24.3 million, or 15% of General Fund revenue. This category reflects a 4% decrease in comparison to the final fiscal year 2020/21 amended revenues. Primary receipts in this category include sales tax 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 2021/22, revenues are projected at \$7.8 million for sales tax; \$4.0 million for state revenue sharing; county fire and EMS revenues are estimated at \$8.4 million; state public safety pension revenues are estimated at \$2.1 million; and Pinellas County library cooperative revenues are projected at \$889,140.

The category of revenue recognizing Charges for City Services accounts for approximately \$15.8 million and represents 9.5% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning and public safety fees. It also includes administrative charges to all enterprise funds for services provided to those operations from administrative departments. The General Fund is also reimbursed for any direct services provided to enterprise funds by operational departments such as Parks and Recreation or Engineering. This category of revenues budgeted at a 3% increase from the amended fiscal year 2020/21 budget.

The Transfers In category of revenues represents funding from most of the Enterprise operations which pay the General Fund a "payment in lieu of taxes" (PILOT) by City Council policy, and reimbursements to the General Fund for administration of special programs. The combined receipts provided by transfers to the General Fund from other funds are approximately \$11.3 million, representing 7% of total General Fund revenues. These revenue sources reflect an 8% decrease from fiscal year 2020/21 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 2.5% of General Fund revenues. Major revenues in the judgements and fines category include the City's portion of court fines which are estimated at \$500,000 and red-light camera fines revenues estimated at \$600,000 for fiscal year 2021/22. In the miscellaneous revenue category, major revenues include an estimate of \$500,000 in interest earnings and \$1,720,000 in revenues for rental agreements on Clearwater Beach.

## GENERAL FUND REVENUES



Revenue Source	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Ad Valorem Taxes	\$60,990,340	\$65,233,560	\$69,606,903	\$72,648,340	4%
Utility Taxes	15,888,200	16,525,000	17,380,000	17,270,000	(1)%
Local Opt, Fuel & Other Taxes	6,499,400	6,414,400	6,080,000	6,080,000	—%
Franchise Fees	10,148,000	10,060,000	10,264,770	10,527,550	3%
Other Permits & Fees	2,838,500	2,969,000	3,734,000	2,808,500	(25)%
Intergovernmental	23,441,044	22,013,853	25,162,103	24,259,680	(4)%
Charges for Service	15,550,960	14,154,430	15,410,380	15,799,810	3%
Judgments, Fines, & Forfeits	1,589,000	1,424,000	1,624,000	1,429,000	(12)%
Miscellaneous	4,768,979	4,797,252	2,793,956	2,719,500	(3)%
Transfers In	11,840,562	12,955,928	12,265,809	11,276,020	(8)%
<b>Total Annual Revenue</b>	<b>\$153,554,985</b>	<b>\$156,547,423</b>	<b>\$164,321,921</b>	<b>\$164,818,400</b>	<b>—%</b>
Transfer (to) from surplus	(1,710,334)	(1,897,170)	(9,906,090)	—	
<b>Total Revenues</b>	<b>\$151,844,651</b>	<b>\$154,650,253</b>	<b>\$154,415,831</b>	<b>\$164,818,400</b>	<b>7%</b>

## Utility Funds

Fund	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Water & Sewer	\$103,724,266	\$100,908,316	\$102,289,480	\$110,251,710	8%
Gas	46,409,064	47,129,939	47,002,907	49,176,970	5%
Solid Waste & Recycling	26,273,760	27,280,342	25,703,731	28,044,120	9%
Stormwater	18,855,092	22,821,964	16,706,320	24,042,640	44%
<b>Total</b>	<b>\$195,262,182</b>	<b>\$198,140,561</b>	<b>\$191,702,438</b>	<b>\$211,515,440</b>	<b>10%</b>

### **Water and Sewer**

Water and Sewer Fund operating budget reflects expenditures of \$110.3 million for fiscal year 2021/22, an 8% increase from the 2020/21 amended budget primarily due to increased transfers to the Capital Improvement Fund. Operating revenues are budgeted at \$98.6 million, which will result in the use of approximately \$11.7 million of fund reserves. This use of reserves, which will reduce fund equity by approximately 12% in fiscal year 2021/22, is planned in the approved rate structure to provide funding for capital infrastructure needs. The staffing level of 196 full-time equivalent positions is the same as fiscal year 2020/21.

A water and sewer fund rate study update was completed in May 2021. This study confirmed the previous rate structure approved by the City Council in September 2017, authorizing annual 4% increases to water and sewer rates approved through fiscal year 2022.

### **Gas**

Estimated Gas Fund expenditures are \$49.2 million for fiscal year 2021/22, which reflects an increase of 5% from the current year amended budget. Budgeted revenues for fiscal year 2021/22 are approximately \$49.2 million. The staffing level of 110 full-time equivalent positions in 2021/22 is the same as fiscal year 2020/21.

A Gas rate study was completed in December 2020, which projected the financial position of the Gas Fund through 2025 and a cost-of-service analysis for each of the various class of customer served. A new rate structure was established which was approved by the City Council in February 2021.

### **Solid Waste and Recycling**

The Solid Waste and Recycling Fund operating budget is estimated at \$28.0 million for fiscal year 2021/22. This is a 9% increase from the current year's amended budget. Budgeted revenues are estimated at \$29.4 million which will result in an increase of \$1.3 million, or 9% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The Solid Waste and Recycling operations are staffed with 133.5 FTEs, which is the same level of staffing as the current fiscal year.

A solid waste and recycling rate study update was completed in May 2021. This confirmed the current rate structure which was approved by the City Council in August 2019. Effective each October 1, rates will increase by 3.75% annually, through fiscal year 2024.

### **Stormwater**

Stormwater expenditures are budgeted at \$24.0 million in fiscal year 2021/22, a 44% increase from the 2020/21 budget. Operating revenues are budgeted at \$17.4 million in fiscal year 2021/22 which will result in the use of approximately \$6.7 million of fund reserves. This use of reserves, planned to pay off series 2013 bonds, will reduce fund equity by approximately 18% in fiscal year 2021/22. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions, the same as the current fiscal year.

A stormwater rate study update was completed in May 2021. This study confirmed the previous rate structure approved by the City Council in August 2019, authorizing no increases to stormwater rates approved through fiscal year 2023.

### **Other Enterprise Funds**

<b>Fund</b>	<b>Amended 2018/19</b>	<b>Amended 2019/20</b>	<b>Amended 2020/21</b>	<b>Approved 2021/22</b>	<b>% Change</b>
Marine Fund	\$5,038,920	\$5,058,860	\$5,269,120	\$5,723,810	9%
Airpark Fund	319,940	300,987	360,770	333,690	(8%)
Harbor Marina Fund	815,110	821,500	866,930	909,680	5%
Parking Fund	5,564,441	6,235,079	6,696,343	6,852,830	2%
<b>Total</b>	<b>\$11,738,411</b>	<b>\$12,416,426</b>	<b>\$13,193,163</b>	<b>\$13,820,010</b>	<b>5%</b>

#### **Marine Fund**

The Marine Fund operating budget reflects expenditures of approximately \$5.7 million in fiscal 2021/22 a 9% increase from fiscal year 2020/21. Operating revenues are budgeted at \$5.4 million which will result in the use of approximately \$372,810 of fund reserves. This use of reserves, which will reduce fund equity by approximately 13% in fiscal year 2021/22, is planned to provide funding for designing the Beach Marina Upgrade project planned to break ground in fiscal year 2022/23. 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 15.6 full-time equivalent positions, the same level of staffing as fiscal year 2020/21.

#### **Airpark Fund**

The operations of the Airpark reflect an expenditure budget of \$333,690 for fiscal year 2021/22, an 8% decrease from the amended 2020/21 budget. Operating revenues are budgeted at \$350,000, which will result in an increase of approximately \$16,310, or 2% to fund equity. The fund is supported by 2.6 full-time equivalent positions, the same level of staffing as fiscal year 2020/21.

#### **Clearwater Harbor Marina Fund**

The Clearwater Harbor Marina Fund operating budget is \$909,680 for fiscal year 2021/22, a 5% increase from the 2020/21 amended budget. Operating revenues are anticipated at \$928,730 which will result in an increase of approximately \$19,050, or 1% to fund equity. The fund is supported by 8.8 full-time equivalent positions, the same level of staffing as fiscal year 2020/21.

#### **Parking**

The Parking Fund operating budget for fiscal 2021/22 reflects anticipated expenditures of \$6.9 million, an increase of 2% from the 2020/21 amended budget. Operating revenues are anticipated at \$9.5 million, which will result in an increase of approximately \$2.7 million, or 15% to fund equity. This contribution to fund equity is planned to provide funding for capital infrastructure for expansion of the parking program in future years with the construction of new parking garages. Staffing levels in the Parking Fund reflect 45.4 full-time equivalents for fiscal year 2021/22, the same level of staffing as amended fiscal year 2020/21 budget.

## Internal Service Funds

Fund	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Administrative Services	\$12,223,554	\$12,765,969	\$13,254,670	\$15,025,780	13%
General Services	5,561,516	6,156,156	6,162,380	6,146,260	—%
Garage Fund	20,566,842	20,789,022	18,916,190	17,595,180	(7%)
Central Insurance Fund	27,151,320	25,590,100	30,470,970	32,285,530	6%
<b>Total</b>	<b>\$65,503,232</b>	<b>\$65,301,247</b>	<b>\$68,804,210</b>	<b>\$71,052,750</b>	<b>3%</b>

### **Administrative Services Fund**

The Administrative Services Fund budget is approximately \$15.0 million in fiscal year 2021/22, an increase of 13% from the 2020/21 amended budget. Revenues from department chargebacks are budgeted at \$14.3 million which will result in the use of approximately \$771,250 of fund reserves. This use of reserves, which will reduce fund equity by approximately 11% in fiscal year 2021/22, is planned to provide funding for the city-wide replacement of the telephone system. This use of fund equity is planned to be restored over the next five years by including a payback amount in department charges. The Administrative Services Fund, which supports Information Technology, Utility Customer Service, and the City’s Courier, is staffed by 77.8 full-time equivalent positions, the same level of staffing as the 2020/21 budget.

### **General Services Fund**

The General Services fund budget is approximately \$6.1 million in fiscal year 2021/22, a slight decrease from the 2020/21 amended budget. Operating revenues from department chargebacks are estimated at \$6.1 million. The General Services Fund, which provides building and maintenance services to all city facilities, is supported by 34.3 full-time equivalent positions, the same level of staffing as the 2020/21 budget.

### **Garage Fund**

The Garage Fund budget is approximately \$17.6 million in fiscal year 2021/22, a 7% decrease from the 2020/21 amended budget. Operating revenues from department charges are budgeted at \$17.6 million. 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 37 full-time equivalent positions, the same level of staffing as the 2020/21 budget.

### **Central Insurance Fund**

The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$32.3 million in fiscal year 2021/22, an increase of 6% from the 2020/21 amended budget. Expenditures include \$3.4 million estimated as the employee and retiree portion of medical insurance, this is offset by revenues budgeted from payroll/pension withholding. Operating revenues are estimated at \$30.0 million. To balance the fiscal year 2021/22 budget, the use of \$2.3 million of fund reserves is planned to cover insurance costs that are higher than departmental chargebacks. Departmental costs (chargebacks) for both property/liability insurance and workers compensation are based on actual premiums and claims paid in fiscal year 2019/20, expenditures budgeted in the Central Insurance for fiscal year 2021/22 are estimates of policy premiums which are anticipated to increase, and a rolling average of claims paid over the last five years. This use of reserves will result in an 8% decrease to fund equity. The Central Insurance Fund is supported by 7 full-time equivalent positions, the same level of staffing as fiscal year 2020/21.

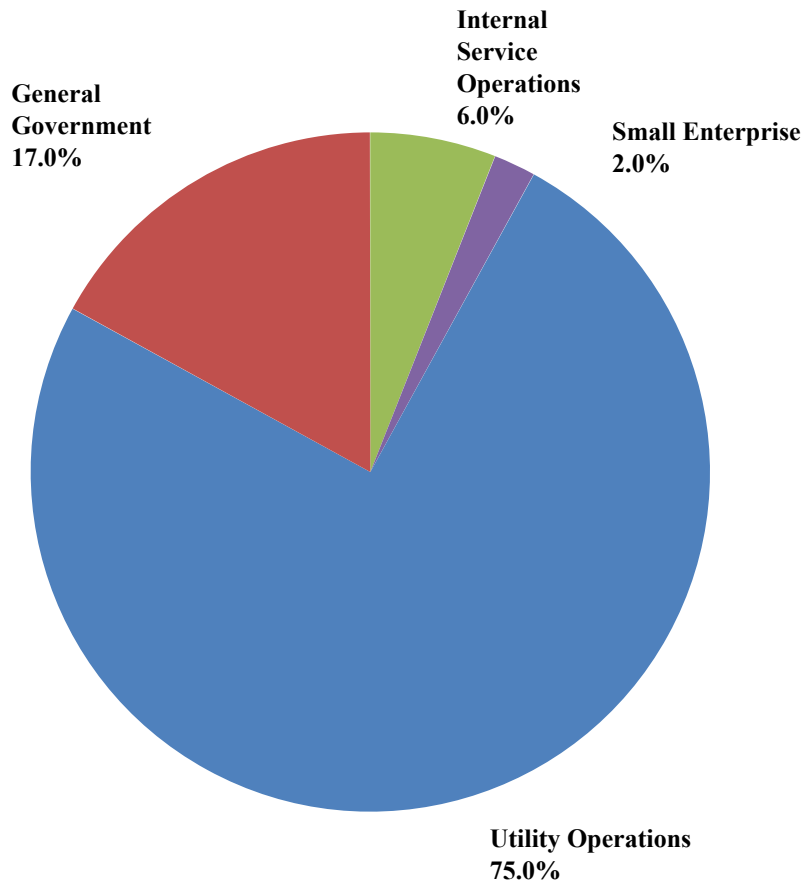


## Capital Improvement Program

The capital improvement program budget is \$134.6 million for fiscal year 2021/22 and the six-year plan totals \$1.0 billion. Of the total projects planned for 2021/22, approximately 75% of the projects, or \$100.9 million, are projects supporting one of the City's four utility operations, which include Water and Sewer, Stormwater, Solid Waste & Recycling, and Gas. Projects which total \$23.2 million are devoted to general government operations. General government type projects include those projects supporting the construction of fire facilities, police and fire equipment, street maintenance and intersection maintenance, park development and maintenance, and general government facilities.

The \$8.4 million allocated to internal service operation projects support the replacement of City vehicles and the maintenance of all telephone, radio, computer, and other information systems. Small enterprise projects, budgeted at \$2.1 million are those projects that support the City's parking, airport, and marine operations.

### Capital Improvement Program Expenditures



## CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2018/19	Amended 2019/20	Amended 2020/21	Approved 2021/22	% Change
Utility Operations	54,615,199	53,134,554	54,867,387	100,931,280	84%
General Government	38,842,843	32,286,237	107,360,371	23,192,820	(78%)
Internal Service Operations	9,415,970	8,232,300	7,655,322	8,415,980	10%
Small Enterprise	1,174,739	1,314,297	2,196,625	2,099,000	(4%)
<b>Total</b>	<b>104,048,751</b>	<b>94,967,388</b>	<b>172,079,705</b>	<b>134,639,080</b>	<b>(22%)</b>

The approved capital improvement program budget for fiscal year 2021/22 is \$134,639,080. This represents a 1% increase from the 2020/21 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 84% increase from the fiscal year 2020/21 amended budget. Planned Water and Sewer Fund infrastructure projects are budgeted at \$81.3 million in in fiscal year 2021/22. This includes new interim funding of \$33.0 million for a bond issuance planned for fiscal year 2024/25. Projects for the Gas utility are funded at \$10.9 million; Stormwater utility projects are funded at \$6.5 million, and Solid Waste and Recycling utility projects are budgeted at \$2.2 million which includes new funding of \$1.2 million for construction of a recycling processing center.

### General Government

The General Government category includes all projects related to police, fire, parks and recreation facilities, libraries, streets, sidewalks, and maintenance of City buildings and facilities that operate general government functions. Funding for projects in this category are budgeted at \$23.2 million for fiscal year 2021/22. This is a 78% decrease from the amended 2020/21 budget due to amendments in the prior year increasing the Imagine Clearwater project budget by \$67.0 million.

### 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 2021/22, the budget for citywide fleet vehicle replacement is \$4.0 million; projects to support our information technology infrastructure are budgeted at \$2.2 million; funding for General Services and Fleet facilities is \$175,000; and funding for radio communications is \$2.0 million. This reflects an 10% increase from the amended fiscal year 2020/21, primarily due the increased funding for the replacement of Police radios.

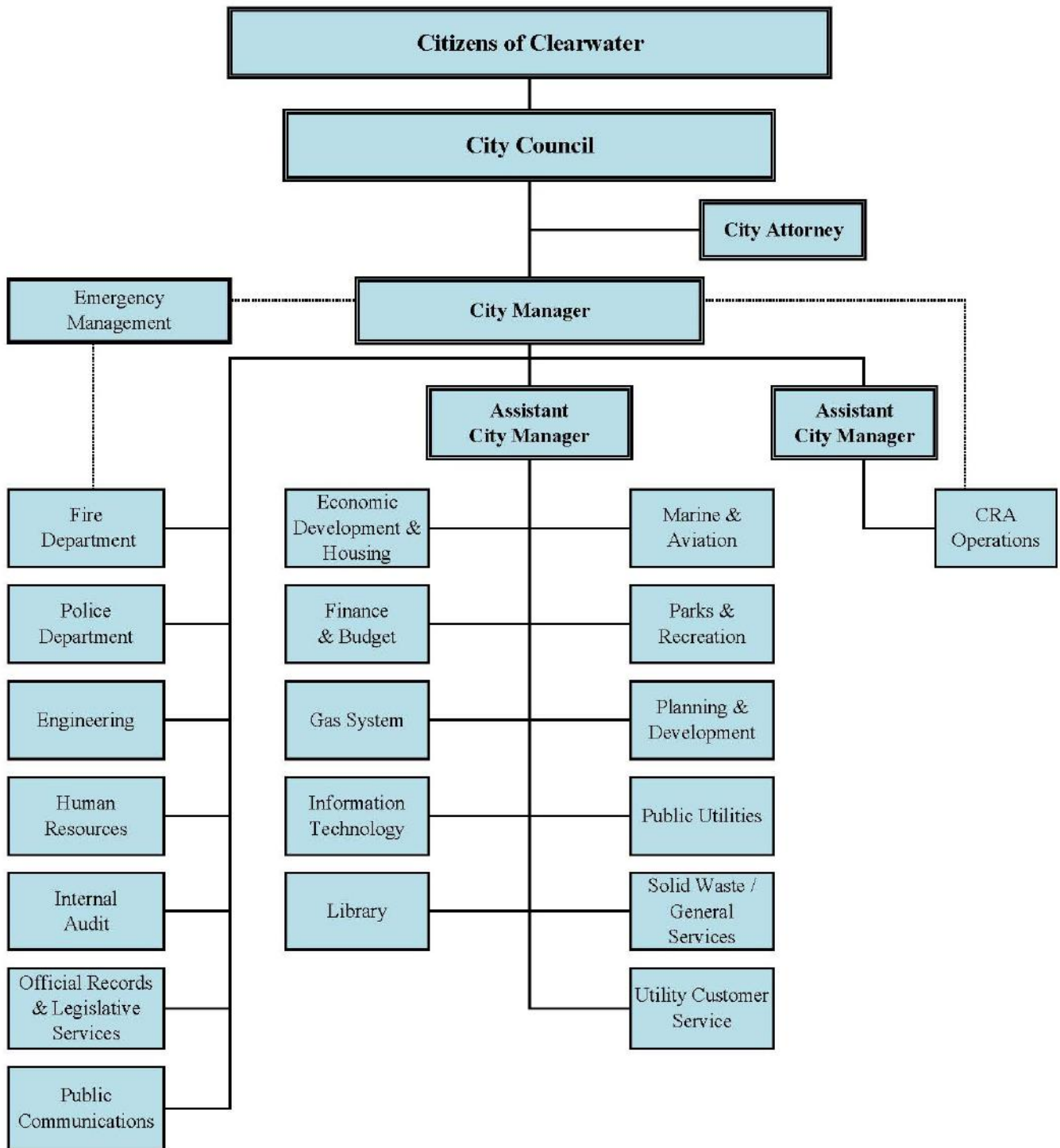
### Small Enterprise Operations

Funding for Small Enterprise Operation projects include all projects related to our Beach Marina, Airpark, Clearwater Harbor Marina (CHM), and Parking operations. Project funding in fiscal year 2021/22 is budgeted at \$2.1 million. This is a 4% decrease from the 2020/21 amended budget. Funding for fiscal year 2021/22 includes routine repair and maintenance projects which total \$1.2 million for the Beach Marina Fund, \$25,000 for the Airpark, \$150,000 for the CHM, and \$724,000 for the Parking Fund.

**ANALYSIS OF FTE CHANGES**  
**Approved 2021/22 Budget**

	<b>Additions and (Deletions)</b>	<b>Transfers Within Departments</b>	<b>Position Title</b>
<b>General Fund</b>			
<u>Economic Development &amp; Housing</u>	1.0		Housing Specialist
<u>Parks &amp; Recreation</u>	2.0		Parks Service Technician
<u>Planning &amp; Development</u>	1.0		Documents and Records Specialist
	1.0		Code Enforcement Supervisor
	1.0		Code Enforcement Inspector
	1.0		Customer Service Representative
<b>Total General Fund</b>	<b>7.0</b>	<b>0.0</b>	
<b>Utility Funds</b>			
<b>Other Enterprise Funds</b>			
<b>Internal Service Funds</b>			
<b>Special Program Funds</b>			
<b>Total All Funds</b>	<b>7.0</b>	<b>0.0</b>	

# 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, 2020**

*Christopher P. Morrill*

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, 2020.*

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

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

*The GFOA is the leading association for government finance professionals in North America. This is our 35th year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2020/2021. 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

When this area was known only to 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 City Hall and 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.

Spanish explorer Panfilo de Narvaez came to the Pinellas peninsula in 1528. The exact place he first stepped is disputed, but may have been Clear Water Harbor. Narvaez later perished in a storm after crossing Florida on foot with a party of soldiers.

In 1539, Hernando De Soto landed at Tampa Bay. He later died near the headwaters of the Mississippi River. Pedro Menendez arrived in 1567 searching for a route across Florida. He brought 10 missionaries to establish missions throughout the area. One of their Jesuit missions was established at Safety Harbor. Those who remained with this mission later perished in battles with the natives, who had been mistreated by previous exploration parties. White settlers did not return to this area until the 1800s.

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 is now. The fort was abandoned in 1841, and is commemorated by a plaque on Druid Road in downtown Clearwater.

The first blacks came to the area with Narvaez's exploration party. The first white settler was French Dr. Odet Philippe, who had served under Gen. Napoleon Bonaparte. He established St. Helena Plantation in what is now Safety Harbor, and raised citrus. His daughter married Richard Booth, and these pioneering families' names are still well known in Clearwater.

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.

Most settlers farmed vegetables and cotton. Fish were plentiful. A hurricane in 1846 and a vicious storm in 1848 were among the hardships. The first paper, "The Clear Water Times," was established by Rev. C.S. Reynolds.

When the first narrow gauge railroad was built in 1888, the Clear Water Harbor community had about 18 families. Henry Plant, the foremost Central and West Florida developer of the time, later built a standard gauge railroad through Pinellas County. To boost his passenger business, he built several grand resort hotels, including the Belleview Biltmore in 1897.

Clearwater grew steadily throughout the early part of the century. Tourists and settlers were drawn to the area because of the climate and toutings of early developers and speculators. The Florida real estate boom began in earnest in 1921 and peaked in 1925. The bottom fell out in the bust of 1927, foreshadowing the 1929 market crash and nationwide depression.

When the "Pinellas Point" was first settled, it was Western Hillsborough County. As Clearwater, Largo, St. Petersburg and other communities grew, so did the clamor for independence. It was a day-long trip to travel to the courthouse in Tampa. By act of the Legislature, Pinellas County was created on Jan. 1, 1912. Clearwater was the county seat.

The city of Clearwater was incorporated on May 27, 1915. The library was built in 1916 with a grant from Andrew Carnegie. In the same year, the city built the first wooden bridge to Clearwater Beach, opening it up for development. Morton F. Plant, the son of the illustrious Henry Plant, donated and raised money for the first hospital in 1914.

The population continued to steadily climb. After World War II, a number of soldiers who had trained here returned to live. The Philadelphia Phillies professional baseball team began spring training in the 1940s. From 1950, with 15,000 residents, the population continued to burgeon until it reached the number of citizens that we have today.

*Source: Clearwater Historical Society.*

## CITY OVERVIEW

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

Situated in a semitropical zone, Clearwater enjoys nearly ideal weather the average high temperature of 82 degrees Fahrenheit and an average low temperature of 66 degrees Fahrenheit. Mild winters and warm summers tempered by the cooling afternoon rains and southerly prevailing winds off the Gulf attract millions of vacationers.

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

Transportation available to Clearwater includes, the St. Petersburg-Clearwater International Airport which has direct flights to convenient destinations throughout the United States and Canada. Fifteen minutes to the east, Tampa International Airport serves destinations worldwide and is recognized as one of the most efficient in the world. The Clearwater Airpark, which is slightly over a mile from the downtown business section, provides service and maintenance for private plane owners. The Airpark has one 4,108 foot hard-surface runway and hangar facilities for visiting and locally based aircraft. Ground transportation is provided through the Pinellas Suncoast Transit Authority (PSTA) bus service which offers 32 local routes, three express routes which cross Tampa Bay for service to downtown Tampa and Bradenton and a Trolley that runs north and south along Pinellas County's barrier islands. The Jolley Trolley, a San Francisco-style trolley car, transportation on Clearwater Beach with daily routes along North and South Clearwater Beach, Island Estates, and Sand Key. The Jolley Trolley also provides the Coastal Route that starts at Island Estates and progresses through Downtown Clearwater, into Dunedin, Palm Harbor and ends in Tarpon Springs. The Clearwater Beach Ferry provides water taxi service from Downtown Clearwater to Clearwater Beach Marina, Island Estates, north Clearwater Beach and the City of Dunedin.

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

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

## Clearwater Beach

Clearwater's beach is on a barrier island connected to downtown by palm tree-lined Memorial Causeway - a beautiful drive stretching across scenic Clearwater Harbor. The beach island is also connected to Sand Key and other Gulf beaches by the Clearwater Pass (Sand Key) Bridge. Clearwater Beach, with three miles of glistening powdery white sand and gentle waves, lies directly on the Gulf of Mexico.

Beach Walk is a winding beachside promenade with lush landscaping, artistic touches and clear views to Clearwater's award-winning beach and the water beyond; a place where bicyclists, inline skaters and pedestrians all have safe and convenient access and where visitors and locals can socialize, dine, play games, or simply enjoy the spectacular sun and surf.

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



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

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

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

Clearwater is the home of The Clearwater Marine Aquarium. The Aquarium is a non-profit Aquarium dedicated to public education, animal assisted therapy, marine research and the rescue, rehabilitation and release of sick or injured whales, dolphins, otters and sea turtles. The aquarium is the official home of Winter the Dolphin, the star of the movie, “Dolphin Tale” and its sequel, “Dolphin Tale 2”. Winter was rescued from the Florida east coast, after her tail was destroyed by a crab trap line. She was transported to the Clearwater Marine Aquarium where the expertise of a dedicated marine biologist, the ingenuity of a brilliant prosthetics doctor and staff performed a groundbreaking miracle. They developed a prosthetic tail which has allowed Winter to swim and survive.

The Clearwater and Pinellas County area offer visitors 35 miles of beautiful beaches, some of which have received prestigious awards. Clearwater Beach was selected as USA Today’s “Best Beach Town” in Florida for 2013. Clearwater Beach has also won the 2014 USA TODAY/10Best Readers’ Choice Awards for the title of “Best Place to Watch a Sunset”. In February 2016, 2018 and 2019, Clearwater Beach was voted #1 best beach in the United States and the Top 10 Beach in the world by TripAdvisor Travelers’ Choice Awards. Clearwater Beach was voted the second best “Spring Break” beach in America in 2018. Clearwater Beach’s luxuriously wide sandy beaches draw the locals and visitors for each evening’s sunset.

### **Downtown**

Clearwater is seeing its own downtown resurgence, with new residences available within the downtown core, along with new retail/office space. A streetscape project is redefining the city’s downtown destination, Cleveland Street, which is envisioned as the central café and retail district for the area.

Clearwater’s waterfront downtown is one of its most attractive and unique assets sitting atop a 30-foot bluff overlooking Clearwater Harbor. This downtown waterfront is currently under construction making way for the Imagine Clearwater master plan to come to life. Imagine Clearwater is an investment in the redevelopment of Downtown Clearwater and its waterfront – including construction of a new 4,000-seat covered amphitheater in Coachman Park – that will be a must-see destination point in the Tampa Bay area. Designed to connect the waterfront and the Downtown Clearwater community, Imagine Clearwater includes an expansive park and recreational spaces, a gateway plaza and bluff walk that connects the park to downtown, a bay walk promenade overlooking the Intracoastal Waterway, a lake area with picnic shelters, and an ocean-themed play area with an interactive pop-jet water feature. The additions to Coachman Park also include the amphitheater which will accommodate a year-round performance schedule that promises to continue the city of Clearwater’s reputation as a premier location for diverse live entertainment. Construction has already started and is slated for completion in 2023.

Clearwater Harbor Marina, a 126-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 Theatre 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’s maintains a commitment to high-quality recreation, parks and cultural programs earned various awards over the years. These awards confirm what many who live here have known for years: Clearwater maintains some of the best facilities in the nation, and provides programs for nearly every sporting interest, skill level and age. This includes facilities and programs for everything from soccer and lacrosse to lawn bowling and horseshoes. Because of Clearwater’s year-round temperate climate, many visitors take advantage of golfing on the nearly 40 public and semi-private courses in the area. Also, visitors can enjoy playing tennis, jogging, cycling and walking through numerous beautiful parks.

Every year, thousands of youth, collegiate and adult sports teams convene in Clearwater for international and national tournament play and training activities at City facilities. Most notable of these 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/soccer practice field. The field, named Tampa Bay Buccaneers Field serves as a catalyst to make a difference and provide positive change for our children and families in the North Greenwood community. We also hosted two Major League Soccer teams, the Philadelphia Union and D.C. United used Clearwater as their pre-season headquarters and were able to play exhibition matches versus other MLS teams that were training in neighboring cities.

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 state-of-the-art, two-story, 40,000 square-foot building serving both the residents of Clearwater and the students of 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. With the completion of the Druid Road Trail this year, bicyclists can now travel from Clearwater Beach to Tampa on dedicated off-street trails.

The Clearwater Parks and Recreation Department’s Office on Aging offers diverse programs and services through the Aging Well Center and other city sites to promote health and wellness, education, creative expression and community resources. With a mission to serve as a resource that facilitates services and activities a high quality of life for our community’s older adults; the City has multi-year comprehensive plan to provide Clearwater with a roadmap to further enhance the quality of life for current and future older adults. The Clearwater Office on Aging serves as a resource for the entire community for aging related information, support for family caregivers, training professionals, community leaders and students; and for developing innovative approaches to address aging issues. Clearwater’s Aging Well Center offers diverse programs dedicated to older adults of all interest 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

## Community Profile

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and around the world ranging from classical, rock, opera, Broadway, jazz, pop, and more are included in the stellar lineup of more than 200 performances a year. Ruth Eckerd also plays an integral role in community-based performance education through the Marcia P. Hoffman Center for the Performing Arts.

Clearwater and the surrounding Tampa Bay area have a variety of sporting competitions for spectators. This area is home for many nationally known teams including the National Football League Tampa Bay Buccaneers (2003 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 title and winning the President's Trophy in 2019.), the Major League Baseball Tampa Bay Rays (2008 and 2010 American League Champions).

Less than a two-hour drive away are numerous attractions such as Busch Gardens, Adventure Island, Walt Disney World Resort, EPCOT Center, Hollywood Studios, Universal Studios, Islands of Adventure, Legoland, Sea World, Dinosaur World and Zoo Tampa at Lowry Park. Numerous museums can also be found in the area including the Salvador Dali Museum, which contains the largest private collection of this artist's work outside of Spain; The Museum of Fine Arts contains the works of classical and contemporary masters; and the Chihuly Collection presented by the Morean Arts Center.

*Sources include: City of Clearwater Comprehensive Annual Report, Amplify Clearwater, Visit St. Pete Clearwater,, various City Departments, PSTA, Ruth Eckerd Hall, and the St. Petersburg Times.*

**CLEARWATER AT A GLANCE**

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

<b><u>Demographics:</u></b>	
Population Estimates:	
2012	107,906
2013	109,065
2014	109,340
2015	110,679
2016	112,387
2017	113,723
2018	115,589
2019	116,585
2020	118,017
2021 (est.)	118,190
Pinellas County (2020):	984,054
Median Age (2021):	45.4
Total Housing Units:	64,847
Owner Occupied:	48.5%
Renter Occupied:	33.6%
Vacant:	18%
Per Capita Income:	
2019	31,949
Average Household Income:	
2019	48,691
Racial Distribution (2020):	
White	80%
Black	11%
Asian	3%
Other Races	2%
Multiracial	4%

<b><u>Climate:</u></b>	
Average Annual Rain Fall:	51.0
(inches):	
Six-month avg. high/low temperatures:	
January	66/55
July	86/79
Average annual days of sunshine	240

<b><u>Land Use:</u></b>	
Incorporated Land Mass:	
(square miles)	26.7
Land Use:	
Residential	69%
Commercial	23%
Recreation/Open Space	1%
Industrial	6%
Other	1%

<b><u>Education:</u></b>	
Number of Public Schools	
(For School Year 2020 - 2021)	
Elementary	14
Middle	3
High School	3
Other	9
2020/2021 Enrollment	16,452
Public/Private Colleges	2

# Community Profile

**Economics:**

Total Employees by Industry Sector (2020):	
Services	28,703
Wholesale and Retail Trade	20,209
Finance, Insurance and Real Estate	6,626
Government	4,084
Manufacturing	1,959
Construction	1,786
Transportation, Communication, Utility	1,384
Agriculture, Mining, Unclassified	514
<b>Total Employees</b>	<b>65,265</b>

Principal Employers:

(2020 Pinellas County Data)	
Pinellas County School District	15,000
Publix	7,000
Pinellas County Board of County Commissioners	5,900
Raymond James Financial	4,000
Bay Pines VA Med Center	3,600
City of St. Petersburg	3,500
Walmart	3,000
John Hopkins Medical	3,000
Morton Plant Hospital	2,900
St. Petersburg College	2,800

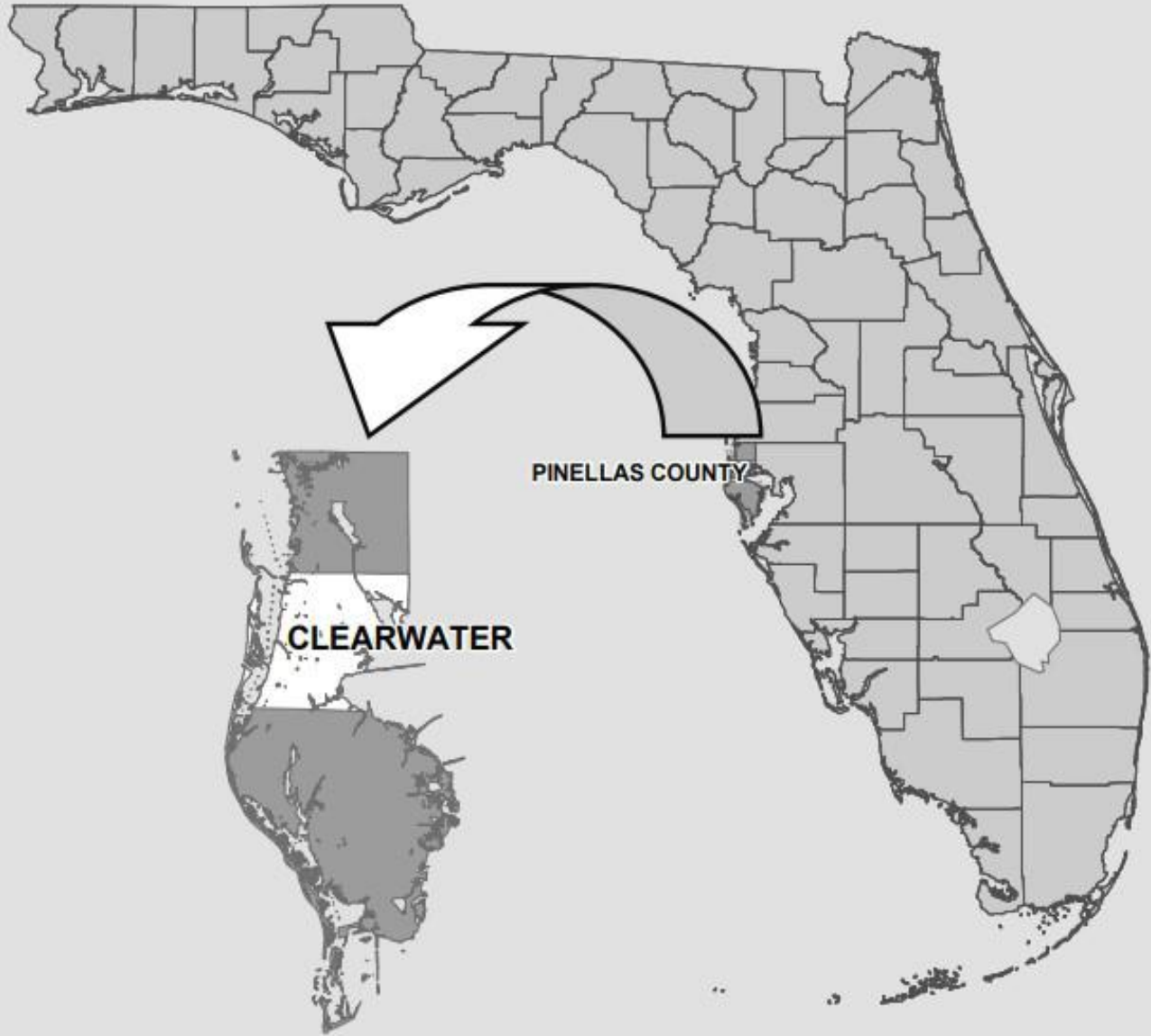
**Economics (continued):**

Principal Taxpayers:	% of Total
(2020 Pinellas County Prop Appraiser)	
	Assessed Value
Bellwether Prop FLA	1.43%
Wyndham Vac Resort INC.	1.04%
B W C W Hospitality LLC	0.89%
K & P Clearwater Estate LLC	0.7%
Joh S Taylor Prop LLC(1)	0.69%
Clearmar LLC	0.61%
P E P F Solaris Key LLC	0.6%
G R F P LLC	0.55%
Sandpearl Resort LLC	0.54%
Sand Key Assoc LTD Partner	0.53%
2021 Taxable Value:	\$13,343,599,244
FY21/22 Property Tax	
Millage Rate:	5.9550
Assessed Property Value Distribution:	
Residential	71.36%
Commercial	27.24%
Govt & Institutional	1.06%
Other	0.34%
FY2021/22 Adopted Budget (expenditure):	
Operating Funds:	\$461,206,600
Special Revenue Funds:	\$19,183,015
Capital Improvement:	\$134,639,080

## SERVICE STATISTICS

<b><u>Public Safety</u></b>		<b><u>Utilities</u></b>	
<u>Police</u>		<u>Water and Sewer Utility</u>	
Sworn Officers	246	Water Wells	44
Police Stations	3	Water Treatment Plants	3
<u>Fire</u>		Water Storage Tanks	6
Certified Firefighters	196	Water Mains (miles)	597
Fire Stations	8	Water Services*	38,090
<b><u>Culture &amp; Recreation</u></b>		Water Demand (million gallon/day-MGD)	10.80
Number of Parks/Facilities	110	Sanitary Sewer Mains (miles)	408
Parks Acreage	1,875	Sewer Service Connections*	34,522
Recreational Paths (miles)	19	Lift Stations	79
Tennis Courts	42	Water Reclamation Facilities	3
Baseball/Softball Fields	34	Wastewater Treatment Capacity (MGD)	28.5
Playgrounds	27	Reclaimed Water Mains (miles)	142
Basketball Courts	22	Reclaimed Water Storage Tanks	3
Soccer/Football Fields	18	Reclaimed Water Pump Stations	6
Recreation Centers	8	Reclaimed Services*	7,818
Swimming Pools	9	NELAP Certified Lab Tests	51,046
Dog Parks	3	<u>Stormwater Utility</u>	
Golf Courses	3	Stormwater Mains (miles)	156
Performing Arts Venues	3	Stormwater Underdrains (miles)	116
Nature Center	1	Equivalent Residential Units*	105,481
<u>Libraries</u>		<u>Gas Utility</u>	
Libraries	5	Gas Mains (miles)	1,053
Volumes in collection (thousands)	417,073	Gas Services	27,163
Marine - Boat Slips	335	Natural Gas Vehicle Fueling Station	1
Aviation - Airpark Spaces	177	<u>Solid Waste Utility</u>	
<u>Parking Spaces:</u>		Solid Waste Services*	30,243
Downtown	1,952	<u>Recycling Utility</u>	
Clearwater Beach	2,064	Recycling Services*	29,037
		*FY21 Average through August 2021	

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.







# CITY OF CLEARWATER

## VISION

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

## MISSION

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

## STRATEGIC DIRECTION

### FACILITATE DEVELOPMENT OF THE ECONOMY

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

### PROVIDE COST EFFECTIVE MUNICIPAL SERVICES AND INFRASTRUCTURE

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



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

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

### ***Ongoing Strategic Actions***

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

- Annual Operating and Capital Improvement Budget
- Comprehensive Annual Financial Report
- Economic Development Strategic Plan - Update beginning in 2021-22
- East Gateway Vision Plan
- Clearwater Comprehensive Plan
- Clearwater Greenprint - Update completed in 2020-21
- Downtown Clearwater Redevelopment Plan
- US 19 Corridor Redevelopment Plan
- Post Disaster Redevelopment Plan
- Comprehensive Emergency Management Plan (CEMP) - Update to be completed 2021-22
- Clearwater Gas System Strategic Plan
- Parks and Recreation Master Plan
- Library Strategic Plan
- Public Utilities Master Plans - Updated in 2019-20
- Stormwater Master Plan
- North Marina Master Plan
- Boating Improvement Master Plan
- Police Department Strategic Plan
- Imagine Clearwater Master Plan
- CRA 18-Month Strategy

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

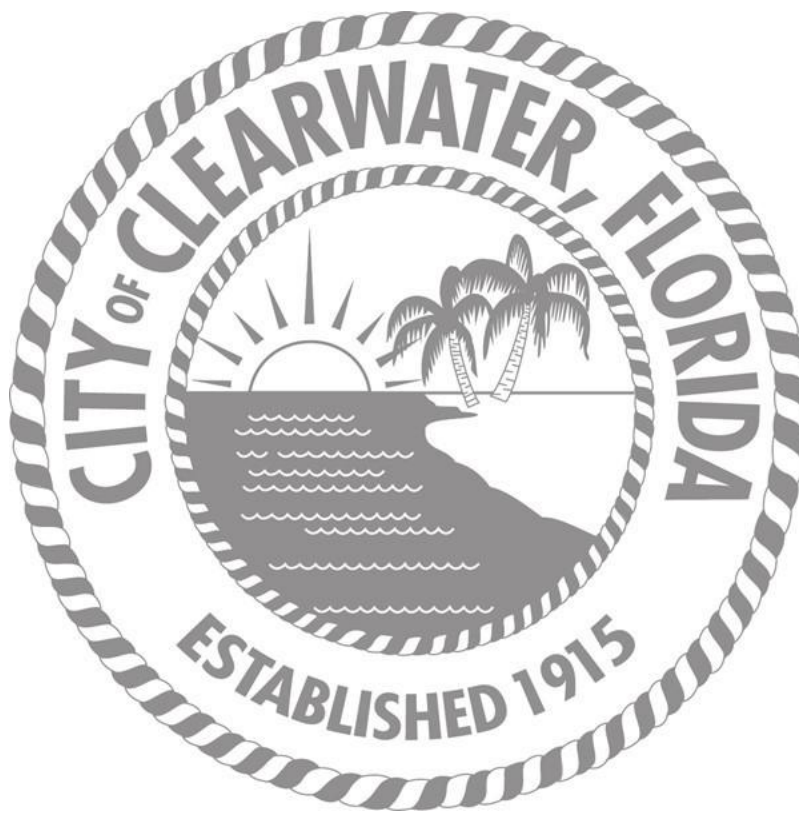
### **Strategic Plan**

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

Council's desire to revise the existing strategic plan has been a priority since the March 2020 election of three new council members. Although delayed by the pandemic, which shifted priorities and resources and complicated the way the council and residents typically meet, a new visioning project is currently underway using creative ways to engage key stakeholders.

The City Council held their annual strategic planning session on May 25, 2021, which kicked off the process to develop a new strategic plan for the City of Clearwater. At the meeting, the Council was introduced to this process by the team from the Florida Institute of Government from the University of South Florida who will be guiding us through the visioning process. The Council participated in activities identifying milestones that have impacted the history of the City, and began a visioning exercise describing future accomplishments they would like to write about in 2031 that happen in the next ten years.

The strategic plan and visioning project will include council, residents, and employees who will be engaged in a variety of ways. Resident surveys have been collected, and the first virtual community forum (focus group) was held on October 26, 2021. An employee survey is planned to be administered and an employee focus group forum will be scheduled as part of the first project phase. Phase 2 will include a second community focus group forum, multiple meetings with executive leadership, and offsite leadership forums before drafts are reported to Council in the spring of 2022.



# City Council Policy - Budget and Finance

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- 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

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

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

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

In above policy, these terms are defined as:

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

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

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

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

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

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

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

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

1. General:

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

# City Council Policy - Budget and Finance

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- 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.

# City Council Policy - Budget and Finance

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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

# City Council Policy - Budget and Finance

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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.

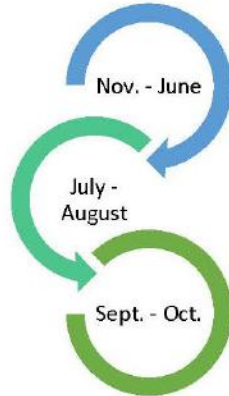
**2-21 Special Events Fee.** The Special Events Committee will review applications for use of City beaches, sidewalks, outdoor recreation open space and rights-of-way. Sponsoring organizations will be responsible for the costs of all City services needed in conjunction with the events unless they are 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 organizational needs for the following year's budget. This process begins early in the fiscal year, includes a meeting with the City Council to discuss strategic priorities as well as various meetings with department directors and city management. The State of Florida's Truth in Millage (TRIM) process is followed to ensure compliance with state statute. This process informs taxpayers and the public about the legislative process by which local taxing authorities determine ad valorem (property) taxes.



## November – January

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

## February

- City Manager review of CIP submissions

## March - April

- Departments prepare operating budget

## May

- City Manager meetings with departments - provide final direction
- May 25, 2021, City Council held strategic planning special meeting

## June

- Receipt of early estimates of taxable values from Pinellas County (figures used in preliminary budget)
- Departments, City Manager, Budget/Finance finalize proposed budget
- June 30, 2021, City Manager released the preliminary FY22 budget

## July

- Receipt of preliminary taxable values from Pinellas County (figures used in final budget)
- July 15, 2021, City Council set preliminary millage rate
- July 16, 2021, preliminary millage rate provided to Pinellas County Property Appraiser (due by August 3)

## August

- Office of Management and Budget prepares final budget ordinances and schedules for TRIM requirements
- August 3, 2021, City Council held special work session for FY22 budget discussion

## September

- September 16, 2021, first public hearing on the Fiscal Year 2021/22 Annual Operating and Capital Improvement Budget
- September 16, 2021, annual public hearing to approve the Penny for Pinellas project list
- September 26, 2021, notice of proposed tax increase and budget summary advertised in the Tampa Bay Times as required by TRIM
- September 30, 2021 final public hearing to approve the Fiscal Year 2021/22 Annual Operating and Capital Improvement Budget

## October

- Final publication of Fiscal Year 2021/22 Annual Operating and Capital Improvement Budget released





## GOVERNMENTAL ORGANIZATION

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

This budget document includes all funds that are appropriated budgets for the fiscal year beginning October 1, 2021. 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](http://myclearwater.com)) and on the City owned television station, C-VIEW.

In addition, the two public hearings, required by state law, were held September 16 and 30, 2021, for the final adoption of the 2021/22 budget ordinances. These mandated public hearings for ordinance adoption in September completed the process of citizen participation in the 2021/22 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](http://myclearwater.com)) at least seven days prior to the hearing, the general summary of the operating budget, capital improvement budget and program, the rolled-back rate, the percentage increase or decrease and the proposed millage rate and a notice stating the times and places where copies of the budget message, operating budget, capital improvement budget and program are available for inspection by the public; and the times and places for public hearings.

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

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

## BUDGETARY BASIS

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

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

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

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

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

## FINANCIAL STRUCTURE

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

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

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

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

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

- **Special Development Fund** - The Special Development Fund is used to account for the appropriation of revenues restricted by statute or ordinance for a specific purpose. Revenues which are accounted for in the Special Development Fund include the "Penny for Pinellas" one-cent sales tax, recreation impact fees, transportation impact fees, local option gas tax and the portion of ad-valorem taxes designated as road millage.

- **Special Program Fund** - The Special Program Fund is used to account for proceeds from grants or donations and specific funding sources such as Law Enforcement Trust proceeds.
- **Other Housing Assistance Funds** - The Housing Assistance Trust Funds are used to account for grant proceeds and program expenditures for the State Housing Initiatives Partnerships (SHIP) Program and the Home Investment Partnership Program (HOME).

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

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

The City of Clearwater operates eight Enterprise funds:

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

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

The City of Clearwater operates four Internal Service Funds:

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

**City of Clearwater  
DEPARTMENT/FUND STRUCTURE**

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

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

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

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

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



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

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
<b>ASSESSED PROPERTY VALUE:</b>					
Taxable Valuation of Existing Structures	10,063,351,814	10,834,295,489	11,822,451,293	12,566,888,781	13,315,388,371
Taxable Valuation of New Construction	117,579,109	325,629,958	90,101,411	151,069,991	64,821,300
<b>Total, Taxable Valuation:</b>	<b><u>10,180,930,923</u></b>	<b><u>11,159,925,447</u></b>	<b><u>11,912,552,704</u></b>	<b><u>12,717,958,772</u></b>	<b><u>13,380,209,671</u></b>
Value of a Mill	10,180,931	11,159,925	11,912,553	12,717,959	13,380,210
Less Estimated Discount	<u>(407,237)</u>	<u>(446,397)</u>	<u>(476,502)</u>	<u>(635,898)</u>	<u>(535,208)</u>
<b>NET VALUE OF ONE MILL:</b>	<b>9,773,694</b>	<b>10,713,528</b>	<b>11,436,051</b>	<b>12,082,061</b>	<b>12,845,002</b>

	<u>2017-18</u>		<u>2018-19</u>		<u>2019-20</u>		<u>2020-21</u>		<u>2021-22</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>
<b>TAX LEVY:</b>										
Operating:										
Employees' Pension	0.8542	8,348,690	0.6962	7,458,920	0.6234	7,129,390	0.8242	9,958,486	0.7708	9,900,437
General Operating	3.8960	38,078,247	4.7993	51,417,717	4.8358	55,302,478	4.6228	55,852,841	4.6763	60,066,566
PACT (Ruth Eckerd Hall)	0.0409	400,000	0.0373	400,000	0.0350	400,000	0.0331	400,000	0.0311	400,000
Community Redevelopment	0.1183	1,156,035	0.1384	1,482,840	0.1771	2,025,240	0.1912	2,309,490	0.1931	2,480,667
<b>Total Operating:</b>	<b>4.9094</b>	<b>47,982,972</b>	<b>5.6713</b>	<b>60,759,477</b>	<b>5.6713</b>	<b>64,857,108</b>	<b>5.6713</b>	<b>68,520,817</b>	<b>5.6713</b>	<b>72,847,670</b>
Capital Improvements:										
Road Maint. & Improvements	0.2456	2,400,419	0.2837	3,039,583	0.2837	3,244,573	0.2837	3,427,855	0.2837	3,644,313
<b>GRAND TOTAL:</b>	<b><u>5.1550</u></b>	<b><u>50,383,391</u></b>	<b><u>5.9550</u></b>	<b><u>63,799,059</u></b>	<b><u>5.9550</u></b>	<b><u>68,101,681</u></b>	<b><u>5.9550</u></b>	<b><u>71,948,672</u></b>	<b><u>5.9550</u></b>	<b><u>76,491,983</u></b>

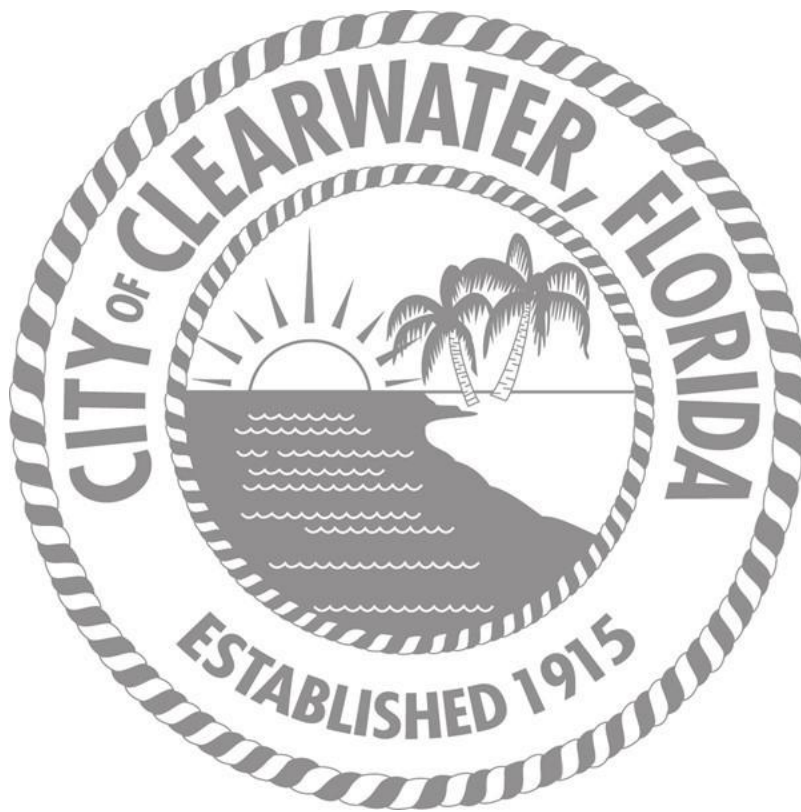


**BUDGET SUMMARY**  
**CITY OF CLEARWATER - FISCAL YEAR 2021-22**  
**THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 13.9%**  
**MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.**

General Fund 5.9550

	GENERAL FUNDS	SPECIAL REVENUE FUNDS	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL IMPROVEMENT FUNDS	TOTAL ALL FUNDS
<b>ESTIMATED REVENUES:</b>							
<b>ESTIMATED REVENUES:</b>							
Taxes:	Millage per \$1,000						
<b>Ad Valorem Taxes</b>	5.9550	72,648,340	3,634,340				76,282,680
Utility Taxes		17,270,000					17,270,000
Local Option, Fuel & Other Taxes		6,080,000	14,049,480				20,129,480
Franchise Fees		10,527,550					10,527,550
Other Permits and Fees		2,808,500		1,280			2,809,780
Intergovernmental Revenue		24,259,680	4,768,081			675,000	29,702,761
Charges For Services		15,799,810	150,000	191,595,939	14,730,860	66,642,936	288,919,545
Fines & Forfeitures		1,429,000		547,000	823,450		2,799,450
Miscellaneous Revenues		2,719,226	430,000	2,403,251	619,500	1,400,000	7,621,977
Other Financing Sources						39,782,600	39,782,600
<b>TOTAL SOURCES</b>	<b>153,542,106</b>	<b>23,031,901</b>	<b>194,547,470</b>	<b>16,173,810</b>	<b>68,042,936</b>	<b>40,507,600</b>	<b>495,845,823</b>
Transfers In	11,276,294	3,057,777				98,093,899	112,427,970
Fund Balances/Reserves/Net Assets	33,771,455	35,650,112	157,954,072	23,913,318	51,190,834		302,479,791
<b>TOTAL REVENUES, TRANSFERS &amp; BALANCES</b>	<b>198,589,855</b>	<b>61,739,790</b>	<b>352,501,542</b>	<b>40,087,128</b>	<b>119,233,770</b>	<b>138,601,499</b>	<b>910,753,584</b>
<b>EXPENDITURES:</b>							
General Government Services	15,237,217	312,380			59,556,810	12,008,000	87,114,407
Public Safety	83,808,627	105,000		974,660		3,368,780	88,257,067
Physical Environment	1,221,283		124,196,255			103,451,280	228,868,818
Transportation	9,485,760			4,772,977		6,061,990	20,320,727
Economic Environment	2,408,526	2,612,115				3,749,869	8,770,510
Human Services	243,093	1,500			1,721,400		1,965,993
Culture & Recreation	36,294,156	70,000		5,107,533		9,749,030	51,220,719
Debt Service	851,931	6,000,000	10,882,045		7,460,560		25,194,536
<b>Total Expenditures</b>	<b>149,550,593</b>	<b>9,100,995</b>	<b>135,078,300</b>	<b>10,855,170</b>	<b>68,738,770</b>	<b>138,388,949</b>	<b>511,712,777</b>
Transfers Out	15,267,807	15,231,653	76,437,140	2,964,840	2,313,980	212,550	112,427,970
Fund Balances/Reserves/Net Assets	33,771,455	37,407,142	140,986,102	26,267,118	48,181,020		286,612,837
<b>TOTAL APPROPRIATED EXPENDITURES</b>							
<b>TRANSFERS, RESERVES &amp; BALANCES</b>	<b>198,589,855</b>	<b>61,739,790</b>	<b>352,501,542</b>	<b>40,087,128</b>	<b>119,233,770</b>	<b>138,601,499</b>	<b>910,753,584</b>

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**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>UNASSIGNED FUND BALANCE</b>				33,771,455
<b>REVENUES:</b>				
Ad Valorem Taxes	65,257,229	68,492,140	69,606,903	72,648,340
Utility Taxes	17,165,590	15,230,000	17,380,000	17,270,000
Local Option, Fuel & Other Taxes	6,396,363	6,350,000	6,080,000	6,080,000
Franchise Fees	10,311,771	10,104,770	10,264,770	10,527,550
Other Permits and Fees	3,052,569	2,309,000	3,734,000	2,808,500
Intergovernmental Revenues	23,551,563	18,862,910	25,162,103	24,259,680
Charges for Services	14,234,842	15,780,380	15,410,380	15,799,810
Judgments, Fines & Forfeits	1,479,026	1,354,000	1,624,000	1,429,000
Miscellaneous Revenues	5,642,552	2,643,956	2,793,956	2,719,226
Transfers In	12,896,024	11,052,684	12,265,809	11,276,294
Other Financing Sources	—	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>159,987,529</b>	<b>152,179,840</b>	<b>164,321,921</b>	<b>164,818,400</b>
Transfer (to) from Surplus		—	<b>(9,906,090)</b>	—
<b>TOTAL REVENUES</b>	<b>159,987,529</b>	<b>152,179,840</b>	<b>154,415,831</b>	<b>164,818,400</b>
<b>EXPENDITURES:</b>				
City Council	391,388	395,821	395,821	419,450
City Manager's Office	1,207,590	1,275,890	1,275,944	1,485,330
City Attorney's Office	1,662,939	1,809,585	1,809,657	1,826,656
City Audit	190,488	226,432	226,444	233,752
City Clerk	1,144,009	1,215,681	468,510	1,307,108
CRA Administration	445,211	468,480	1,829,014	504,274
Economic Development & Housing	1,846,226	1,828,948	8,257,737	1,992,482
Engineering	7,635,780	8,230,947	2,637,861	8,492,000
Finance	2,343,876	2,637,681	30,480,437	2,800,130
Fire	28,220,218	30,293,051	1,562,180	30,788,310
Human Resources	1,332,243	1,562,078	8,000,965	1,662,773
Library	7,667,735	8,000,965	9,600,248	8,416,337
Non-Departmental	14,907,073	7,784,508	1,215,729	8,854,656
Parks & Recreation	29,154,125	31,136,988	31,311,192	37,205,403
Planning & Development	5,641,994	6,458,802	6,458,802	7,057,846
Police	44,122,657	47,259,323	47,290,564	50,099,334
Public Communications	1,024,330	1,196,190	1,196,256	1,274,489
Public Utilities - Maintenance Facility	383,030	398,470	398,470	398,070
<b>TOTAL EXPENDITURES</b>	<b>149,320,912</b>	<b>152,179,840</b>	<b>154,415,831</b>	<b>164,818,400</b>
Source/(Use) of Fund Equity				—
<b>ENDING FUND BALANCE</b>				<b>33,771,455</b>

**WATER & SEWER FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>AMENDED BUDGET</b>	<b>FY 21/22</b>
			<b>FY 20/21</b>	
<b>FUND EQUITY (Unrestricted Net Assets)</b>				93,783,823
<b>REVENUES:</b>				
Charges for Service	91,581,353	93,969,645	93,969,645	97,290,030
Judgments, Fines & Forfeits	261,548	271,000	271,000	271,000
Miscellaneous Revenues	7,815,601	1,835,000	1,835,000	1,010,000
Transfers In	2,659,146	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>102,317,648</b>	<b>96,075,645</b>	<b>96,075,645</b>	<b>98,571,030</b>
Fund Reserves	—	6,213,835	6,213,835	11,680,680
<b>TOTAL REVENUES</b>	<b>102,317,648</b>	<b>102,289,480</b>	<b>102,289,480</b>	<b>110,251,710</b>
<b>EXPENDITURES:</b>				
Administration	1,543,676	1,703,374	1,703,374	2,036,598
Wastewater Collection	15,476,265	13,506,904	13,506,904	15,789,628
Infrastructure Maintenance	7,974,502	9,060,046	9,060,046	8,503,140
WW Environment Technologies	27,925,151	33,737,721	33,737,721	29,942,959
Laboratory Operations	1,388,675	1,594,863	1,594,863	546,103
Industrial Pretreatment	767,600	1,042,918	1,042,918	1,048,590
Water Distribution	17,799,750	18,805,229	18,805,229	25,566,884
Water Supply	14,916,282	18,336,027	18,336,027	22,115,654
Reclaimed Water	2,546,889	4,502,398	4,502,398	4,702,154
<b>TOTAL EXPENDITURES</b>	<b>90,338,790</b>	<b>102,289,480</b>	<b>102,289,480</b>	<b>110,251,710</b>
Source/(Use) of Fund Equity				(11,680,680)
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>82,103,143</b>

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				36,866,660
<b>REVENUES:</b>				
Charges for Service	17,069,147	16,910,500	16,910,500	17,019,900
Judgments, Fines & Forfeits	55,511	73,000	73,000	73,000
Miscellaneous Revenues	772,316	916,390	916,390	281,560
Transfers In	3,223,557	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>21,120,531</b>	<b>17,899,890</b>	<b>17,899,890</b>	<b>17,374,460</b>
Fund Reserves	—	—	—	6,668,180
<b>TOTAL REVENUES</b>	<b>21,120,531</b>	<b>17,899,890</b>	<b>17,899,890</b>	<b>24,042,640</b>
<b>EXPENDITURES:</b>				
Eng/Stormwater Management	9,400,036	10,647,663	10,647,663	18,331,501
Eng/Stormwater Maintenance	5,742,817	6,058,657	6,058,657	5,711,139
<b>TOTAL EXPENDITURES</b>	<b>15,142,853</b>	<b>16,706,320</b>	<b>16,706,320</b>	<b>24,042,640</b>
Source/(Use) of Fund Equity				(6,668,180)
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>30,198,480</b>

**GAS FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				8,989,865
<b>REVENUES:</b>				
Charges for Service	41,654,849	47,003,340	46,844,340	48,761,009
Judgments, Fines & Forfeits	108,421	153,100	153,100	100,000
Miscellaneous Revenues	1,279,466	631,700	790,700	374,691
Transfers In	11,470,040	—	660	—
<b>TOTAL BUDGETED REVENUES</b>	<b>54,512,776</b>	<b>47,788,140</b>	<b>47,788,800</b>	<b>49,235,700</b>
Fund Reserves	—	—	—	—
<b>TOTAL REVENUES</b>	<b>54,512,776</b>	<b>47,788,140</b>	<b>47,788,800</b>	<b>49,235,700</b>
<b>EXPENDITURES:</b>				
Gas Administration & Supply	20,619,203	21,830,658	22,914,332	22,686,839
Pinellas Gas Operations	8,284,602	9,775,059	9,758,582	12,320,097
Pasco Gas Operations	5,085,084	6,709,495	6,466,019	7,514,340
Gas System Marketing & Sales	7,043,713	6,942,168	7,863,974	6,655,694
<b>TOTAL EXPENDITURES</b>	<b>41,032,602</b>	<b>45,257,380</b>	<b>47,002,907</b>	<b>49,176,970</b>
Source/(Use) of Fund Equity				58,730
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>9,048,595</b>

**SOLID WASTE AND RECYCLING FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				18,313,724
<b>REVENUES:</b>				
Other Permits and Fees	1,301	1,000	1,000	1,000
Charges for Service	24,249,485	23,660,000	23,660,000	26,060,000
Judgments, Fines & Forfeits	68,862	95,000	95,000	95,000
Miscellaneous Revenues	826,740	725,000	725,000	533,000
Transfers In	2,665,012	—	669	—
Subtotal Solid Waste Revenues	27,811,400	24,481,000	24,481,669	26,689,000
Other Permits and Fees	403	350	350	280
Charges for Service	2,443,513	2,430,000	2,430,000	2,465,000
Judgments, Fines & Forfeits	6,358	8,000	8,000	8,000
Miscellaneous Revenues	271,283	211,000	211,000	204,000
Transfers In	143	—	132	—
Subtotal Recycling Revenues	2,887,950	2,649,350	2,649,482	2,677,280
<b>TOTAL BUDGETED REVENUES</b>	<b>30,699,350</b>	<b>27,130,350</b>	<b>27,131,151</b>	<b>29,366,280</b>
Fund Reserves	—	—	—	—
<b>TOTAL REVENUES</b>	<b>30,699,350</b>	<b>27,130,350</b>	<b>27,131,151</b>	<b>29,366,280</b>
<b>EXPENDITURES:</b>				
Solid Waste Administration	1,946,676	1,036,817	1,036,862	1,050,904
Solid Waste Collection	17,149,209	17,853,129	17,853,633	18,875,621
Solid Waste Transfer	1,922,329	2,354,091	2,354,157	2,368,009
Container Maintenance	921,807	944,923	944,977	993,536
Subtotal Solid Waste Expenditures	21,940,021	22,188,960	22,189,629	23,288,070
Recycling-Residential	1,314,384	1,401,597	1,401,657	1,577,182
Recycling-Multi Family	462,272	460,267	460,285	435,068
Recycling-Commercial	1,241,904	1,652,106	1,652,160	2,743,800
Subtotal Recycling Revenues	3,018,560	3,513,970	3,514,102	4,756,050
<b>TOTAL EXPENDITURES</b>	<b>24,958,581</b>	<b>25,702,930</b>	<b>25,703,731</b>	<b>28,044,120</b>
Source/(Use) of Fund Equity				1,322,160
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>19,635,884</b>



**MARINE FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				2,891,775
<b>REVENUES:</b>				
Intergovernmental Revenues	—	—	—	—
Charges for Service	4,819,185	5,133,210	5,133,210	5,211,800
Judgments, Fines & Forfeits	3,243	6,000	6,000	3,200
Miscellaneous Revenues	120,743	138,000	138,000	136,000
Transfers In	10,000	—	10,000	—
<b>TOTAL BUDGETED REVENUES</b>	<b>4,953,171</b>	<b>5,277,210</b>	<b>5,287,210</b>	<b>5,351,000</b>
Use of Fund Equity	—	—	—	372,810
<b>TOTAL REVENUES</b>	<b>4,953,171</b>	<b>5,277,210</b>	<b>5,287,210</b>	<b>5,723,810</b>
<b>EXPENDITURES:</b>				
Marina Operations	4,235,865	5,119,120	5,269,120	5,723,810
<b>TOTAL EXPENDITURES</b>	<b>4,235,865</b>	<b>5,119,120</b>	<b>5,269,120</b>	<b>5,723,810</b>
Source/(Use) of Fund Equity				(372,810)
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>2,518,965</b>

**AIRPARK FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				891,917
<b>REVENUES:</b>				
Intergovernmental Revenues	—	—	—	—
Charges for Service	17,615	18,500	18,500	18,000
Miscellaneous Revenues	330,026	329,360	329,360	332,000
Transfers In	70,716	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>418,357</b>	<b>347,860</b>	<b>347,860</b>	<b>350,000</b>
Use of Fund Equity	—	—	20,000	—
<b>TOTAL REVENUES</b>	<b>418,357</b>	<b>347,860</b>	<b>367,860</b>	<b>350,000</b>
<b>EXPENDITURES:</b>				
Airpark Operations	275,637	340,770	360,770	333,690
<b>TOTAL EXPENDITURES</b>	<b>275,637</b>	<b>340,770</b>	<b>360,770</b>	<b>333,690</b>
Source/(Use) of Fund Equity				16,310
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>908,227</b>

**CLEARWATER HARBOR MARINA FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	ACTUAL FY 19/20	BUDGET FY 20/21	THIRD QUARTER	
			AMENDED BUDGET FY 20/21	APPROVED FY 21/22
<b>FUND EQUITY (Unrestricted Net Assets)</b>				2,084,016
<b>REVENUES:</b>				
Charges for Service	853,951	872,870	872,870	900,630
Judgments, Fines & Forfeits	1,000	1,600	1,600	1,600
Miscellaneous Revenues	50,754	47,500	47,500	26,500
Transfers In	—	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>905,705</b>	<b>921,970</b>	<b>921,970</b>	<b>928,730</b>
Use of Fund Equity	—	—	—	—
<b>TOTAL REVENUES</b>	<b>905,705</b>	<b>921,970</b>	<b>921,970</b>	<b>928,730</b>
<b>EXPENDITURES:</b>				
Clearwater Harbor Marina Operations	753,394	854,430	866,930	909,680
<b>TOTAL EXPENDITURES</b>	<b>753,394</b>	<b>854,430</b>	<b>866,930</b>	<b>909,680</b>
Source/(Use) of Fund Equity				19,050
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>2,103,066</b>

**PARKING FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	ACTUAL FY 19/20	BUDGET FY 20/21	THIRD QUARTER	
			AMENDED BUDGET FY 20/21	APPROVED FY 21/22
<b>FUND EQUITY (Unrestricted Net Assets)</b>				18,045,610
<b>REVENUES:</b>				
Charges for Service	6,907,250	6,230,560	8,730,560	8,600,430
Judgments, Fines & Forfeits	745,631	800,000	800,000	818,650
Miscellaneous Revenues	275,702	300,000	300,000	125,000
Transfers In	450,334	—	203	—
<b>TOTAL BUDGETED REVENUES</b>	<b>8,378,917</b>	<b>7,330,560</b>	<b>9,830,763</b>	<b>9,544,080</b>
Use of Fund Equity	—	—	—	—
<b>TOTAL REVENUES</b>	<b>8,378,917</b>	<b>7,330,560</b>	<b>9,830,763</b>	<b>9,544,080</b>
<b>EXPENDITURES:</b>				
Engineering/Parking System	4,313,838	4,552,380	4,792,380	4,671,650
Engineering/Parking Enforcement	750,534	800,000	800,000	980,857
Fire Dept/Beach Guards Operations	965,970	950,920	971,123	1,059,660
Marine & Aviation/Seminole Boat Ramp	231,921	132,840	132,840	140,663
<b>TOTAL EXPENDITURES</b>	<b>6,262,263</b>	<b>6,436,140</b>	<b>6,696,343</b>	<b>6,852,830</b>
Source/(Use) of Fund Equity				2,691,250
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>20,736,860</b>

**GENERAL SERVICES FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				9,806,595
Charges for Service	6,205,417	6,009,230	6,009,230	6,046,260
Miscellaneous Revenues	184,111	185,000	185,000	100,000
Transfers In	206	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>6,389,734</b>	<b>6,194,230</b>	<b>6,194,230</b>	<b>6,146,260</b>
Fund Reserves	—	—	—	—
<b>TOTAL REVENUES</b>	<b>6,389,734</b>	<b>6,194,230</b>	<b>6,194,230</b>	<b>6,146,260</b>
<b>EXPENDITURES:</b>				
Administration	441,719	443,624	443,624	468,795
Building & Maintenance	5,067,544	5,718,756	5,718,756	5,677,465
<b>TOTAL EXPENDITURES</b>	<b>5,509,263</b>	<b>6,162,380</b>	<b>6,162,380</b>	<b>6,146,260</b>
Source/(Use) of Fund Equity				—
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				9,806,595

**ADMINISTRATIVE SERVICES FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>THIRD QUARTER AMENDED BUDGET</b>	<b>APPROVED</b>
	<b>FY 19/20</b>	<b>FY 20/21</b>	<b>FY 20/21</b>	<b>FY 21/22</b>
<b>FUND EQUITY (Unrestricted Net Assets)</b>				7,280,698
Charges for Service	12,647,900	13,125,520	13,125,520	14,179,530
Miscellaneous Revenues	165,666	180,000	180,000	75,000
Transfers In	336,722	—	210	—
<b>TOTAL BUDGETED REVENUES</b>	<b>13,150,288</b>	<b>13,305,520</b>	<b>13,305,730</b>	<b>14,254,530</b>
Fund Reserves	—	—	—	771,250
<b>TOTAL REVENUES</b>	<b>13,150,288</b>	<b>13,305,520</b>	<b>13,305,730</b>	<b>15,025,780</b>
<b>EXPENDITURES:</b>				
Information Technology/Admin	441,324	408,735	408,939	475,548
Info Tech/Network Services	3,913,225	4,703,533	4,703,533	5,243,321
Info Tech/Software Applications	3,232,570	3,272,530	3,272,530	3,401,594
Info Tech/Telecommunications	782,330	862,372	862,372	1,807,617
Public Comm/Courier	160,120	191,630	191,636	190,860
Utility Customer Service	3,384,100	3,815,660	3,815,660	3,906,840
<b>TOTAL EXPENDITURES</b>	<b>11,913,669</b>	<b>13,254,460</b>	<b>13,254,670</b>	<b>15,025,780</b>
Source/(Use) of Fund Equity				(771,250)
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				6,509,448

**GARAGE FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

	ACTUAL FY 19/20	BUDGET FY 20/21	THIRD QUARTER	
			AMENDED BUDGET FY 20/21	APPROVED FY 21/22
<b>FUND EQUITY (Unrestricted Net Assets)</b>				7,035,220
Charges for Service	17,693,793	17,494,420	17,494,420	16,698,060
Miscellaneous Revenues	1,460,712	1,030,000	1,030,000	925,000
Transfers In	2,402,553	—	—	
<b>TOTAL BUDGETED REVENUES</b>	<b>21,557,058</b>	<b>18,524,420</b>	<b>18,524,420</b>	<b>17,623,060</b>
Fund Reserves	—	391,770	391,770	—
<b>TOTAL REVENUES</b>	<b>21,557,058</b>	<b>18,916,190</b>	<b>18,916,190</b>	<b>17,623,060</b>
<b>EXPENDITURES:</b>				
Fleet Maintenance	14,744,695	17,760,211	17,760,211	16,631,707
Radio Communications	879,776	1,155,979	1,155,979	963,473
<b>TOTAL EXPENDITURES</b>	<b>15,624,471</b>	<b>18,916,190</b>	<b>18,916,190</b>	<b>17,595,180</b>
Source/(Use) of Fund Equity				27,880
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>7,063,100</b>

**CENTRAL INSURANCE FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

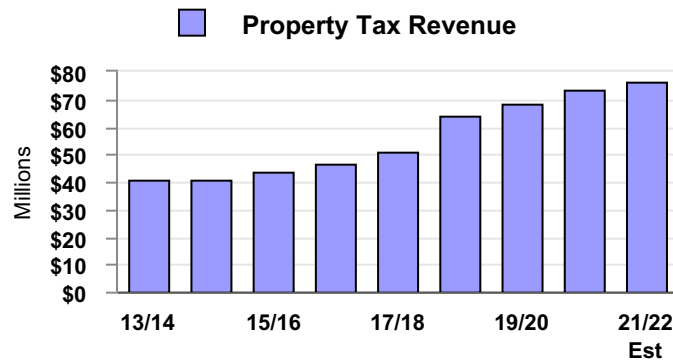
	ACTUAL FY 19/20	BUDGET FY 20/21	THIRD QUARTER	
			AMENDED BUDGET FY 20/21	APPROVED FY 21/22
<b>FUND EQUITY (Unrestricted Net Assets)</b>				27,068,321
Charges for Service	24,409,272	23,271,960	26,334,700	29,719,086
Miscellaneous Revenues	1,249,514	900,000	1,035,000	300,000
Transfers In	—	—	—	—
<b>TOTAL BUDGETED REVENUES</b>	<b>25,658,786</b>	<b>24,171,960</b>	<b>27,369,700</b>	<b>30,019,086</b>
Fund Reserves	—	1,886,270	3,101,270	2,266,444
<b>TOTAL REVENUES</b>	<b>25,658,786</b>	<b>26,058,230</b>	<b>30,470,970</b>	<b>32,285,530</b>
<b>EXPENDITURES:</b>				
Risk Management	388,429	426,880	426,898	417,216
Employee Benefits	285,545	426,370	426,370	439,346
Employee Health Center	1,659,559	1,702,340	1,702,340	1,721,400
Non-Departmental	21,636,933	23,502,640	27,915,362	29,707,568
<b>TOTAL EXPENDITURES</b>	<b>23,970,466</b>	<b>26,058,230</b>	<b>30,470,970</b>	<b>32,285,530</b>
Source/(Use) of Fund Equity				(2,266,444)
<b>ENDING FUND EQUITY (Unrestricted Net Assets)</b>				<b>24,801,877</b>

# 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 2019/20 and approved budgeted revenues for fiscal years 2020/21 and 2021/22.

## Property Tax Revenue

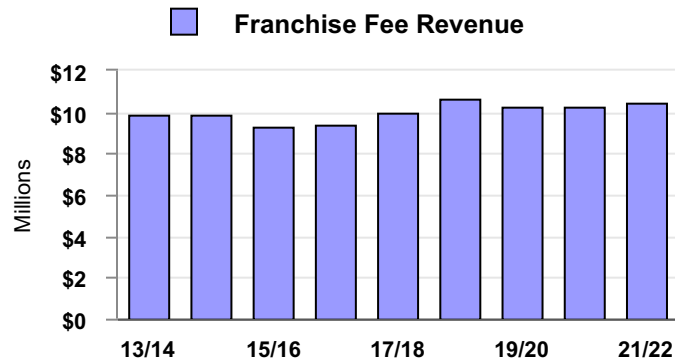
Property taxes, or ad valorem taxes, are derived from the levy of taxes on all real and personal property in the City of Clearwater. Homesteaded property owners are allowed an exemption of up to \$50,000 from the value of their taxable property. Furthermore, senior citizens in the City of Clearwater can qualify for up to an additional \$25,000 in exemptions. The Pinellas County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed which generates \$1 per \$1,000 of taxable value. For fiscal year 2021/22, the City's certified taxable values are approximately \$13.4 billion, an increase of approximately \$662 million, or 5.2% in the City's tax base from last year. The City anticipates collecting \$76.2 million of ad valorem tax in fiscal year 2021/22, \$72.6 million to support General Fund operations and \$3.6 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 2021/22 reflect an increase of approximately \$3.1 million over prior year due to increased property values. Property tax revenue represents approximately 44% of total General Fund revenues, and 20% of Special Development Fund revenues.



# Major Revenue Sources

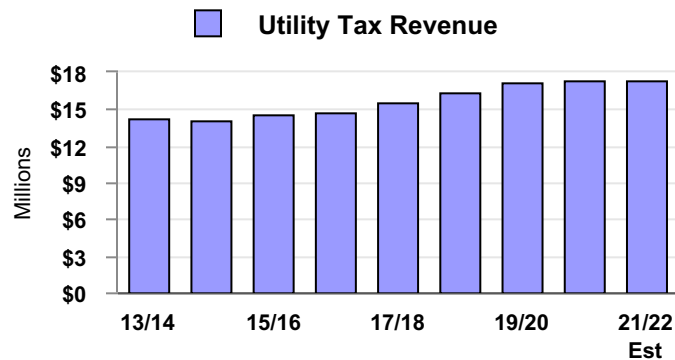
## Franchise Fee Revenue

The City collects a franchise fee of 6% of gross receipts levied on a business in exchange for the purpose of operating a franchise for an electric power plant (Duke Energy) or a gas system (Clearwater Gas). Revenue estimates are based on rate increase information provided by the respective companies, expected growth and historical trends. Collections from franchise fees are estimated at \$10,527,550 for fiscal year 2021/22; which represents Duke Energy revenues estimated at \$9,917,550 and Clearwater Gas revenues estimated at \$610,000. Franchise Fee revenue represents approximately 6% of total General Fund revenues.



## Utility Tax Revenue

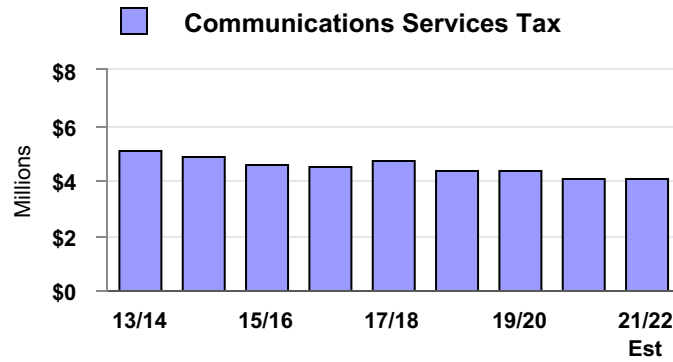
Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at \$17,270,000 for fiscal year 2021/22; which represents \$12,500,000 for electricity, \$4,000,000 for water, \$650,000 for gas, and \$120,000 for propane. Utility Tax revenue represents approximately 10% of total General Fund Revenues.



# Major Revenue Sources

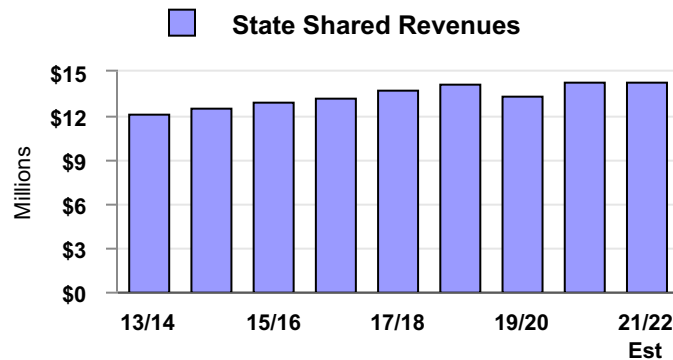
## Communications Services Tax

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 Communications Service Taxes are estimated at \$4,130,000 for fiscal year 2021/22, representing approximately 2.5% of total General Fund Revenues.



## State Shared Revenues

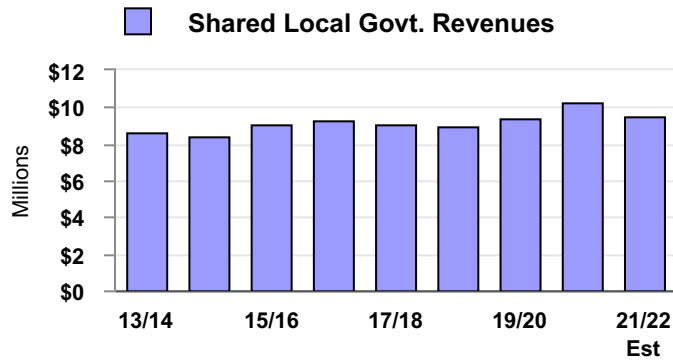
The City receives revenues from the State of Florida from the following sources: Revenue Sharing (derived from Sales and Use Taxes, Once Cent Municipal Fuel Tax and State Alternative Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; Fire Incentive Reimbursement; and Municipal Motor Vehicle Refund. The State determines the distribution to the local governments based upon tax collections, population, local ability to raise revenue, as well as funds expended for reimbursement. Revenue estimates are based on expected growth and historical trends. Collections from State Shared Revenues are estimated at \$14,333,000 for fiscal year 2021/22; this represents \$3,973,000 for State Revenue Sharing, \$105,000 for Mobile Home Licenses Tax, \$135,000 for Alcoholic Beverage License Tax, \$7,790,000 for Half-Cent Sales Tax, \$2,130,000 for Public Safety Pensions, \$80,000 for Fire Incentive Reimbursement, and \$120,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 9% of total General Fund Revenues.



# Major Revenue Sources

## Shared Revenue from Local Governments

The City receives revenues from Pinellas County based on inter-local agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the library cooperative making library services available to any resident of the member library communities and/or unincorporated Pinellas County residents; 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 \$9,492,940 for fiscal year 2021/22; this represents \$889,140 for Pinellas County Library Cooperative, \$203,800 for County Traffic Signal Reimbursement, \$2,200,000 for County Fire Protection Tax, and \$6,200,000 for County EMS Tax. Shared Revenues from Local Governments represent approximately 6% of total General Fund Revenues.

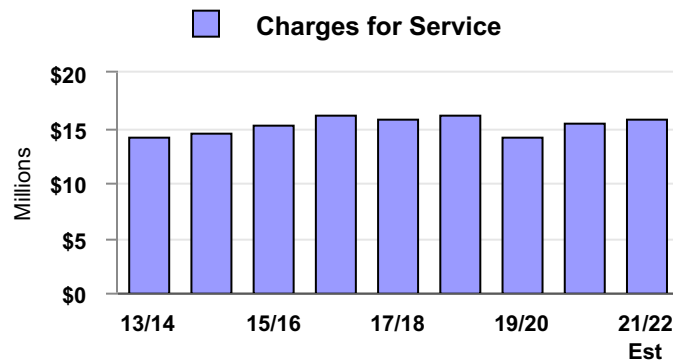




# Major Revenue Sources

## Charges for Service Revenue

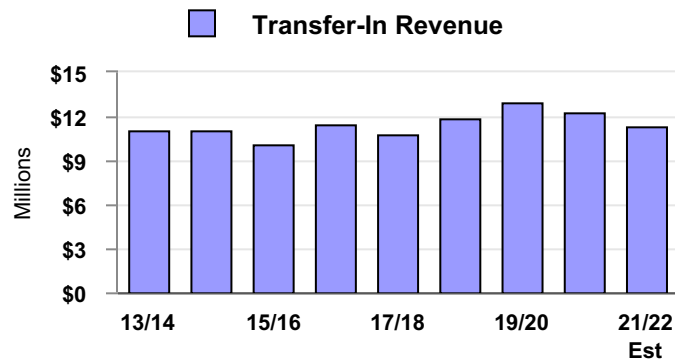
Charges for service revenue represents all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as play passes, sporting league registration fees, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, concessions and souvenirs. For fiscal year 2021/22, charges for service fees are estimated at \$5,644,240. Also included in charges for service revenue are various reimbursements to the General Fund from the City's Enterprise Funds. This includes an administrative charge representing an annual allocation distributing the estimated costs for General Fund administrative support departments such as the City Manager's Office, City Attorney, Human Resources, and Finance departments among all departments in the city based proportionately upon the operating department's annual budget. This administrative charge is estimated at \$7,316,830 for fiscal year 2021/22. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Engineering, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at \$2,838,740 for fiscal year 2021/22. Total Charges for service revenues are budgeted at \$15,799,810 for fiscal year 2021/22 which represents approximately 9.5% of General Fund revenues.



# Major Revenue Sources

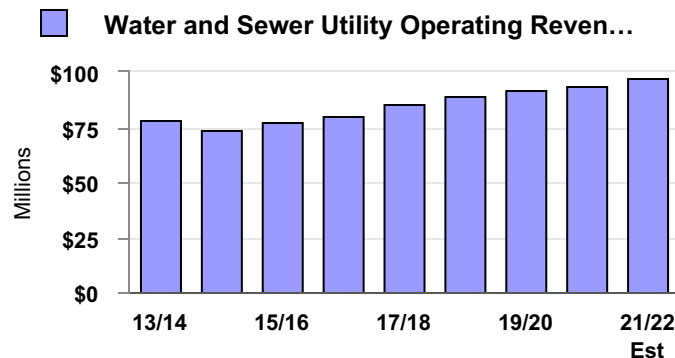
## Transfer-In Revenues

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. Total revenues for PILOT/Gas dividend are estimated at \$10,221,300 for fiscal year 2021/22. 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 2021/22 this is estimated at \$1,054,994. Total transfer-in revenues are budgeted at \$11,276,294 for fiscal year 2021/22 which is approximately 7% of General Fund revenues.



## Water and Sewer Operating Revenue

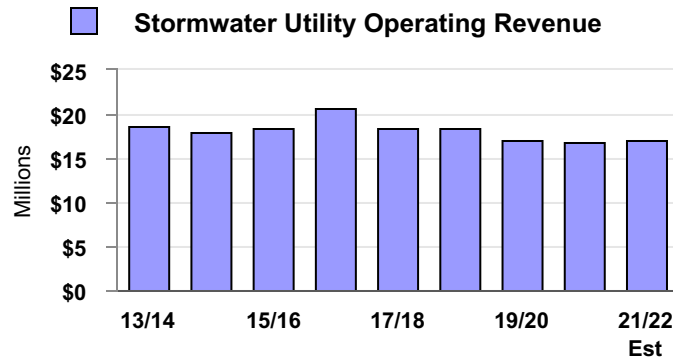
The Water and Sewer Utility fund is the City’s largest utility operation. By City Council policy, the City obtains an independent rate study on a regular basis. A revenue sufficiency analysis was completed in September 2019 which confirmed the approved rate structure of 4.0% increases annually through fiscal year 2022. The analysis continues to support these planned increases to provide adequate revenue to meet the utility’s operating costs, debt service coverage, and reserve requirements through fiscal year 2022. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at \$97,290,030 for fiscal year 2021/22, which represent approximately 99% 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

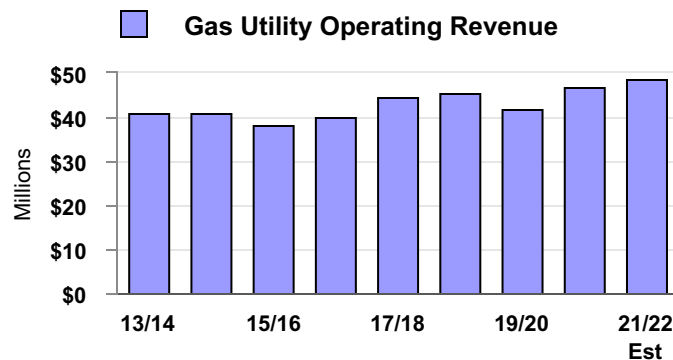
## Stormwater Utility Revenue

The City's Stormwater Program completed a revenue sufficiency analysis in August 2019. The results of this were approved by Council in August 2019 updating the last three years of the current rate structure of annual 0.5% increases through fiscal year 2022. These increases will provide adequate revenue to meet the utility's operating costs, debt service coverage, and reserve requirements through fiscal year 2022. Stormwater Charges for Service Revenues estimated based upon the most current rate study, are budgeted at \$17,019,900 for fiscal year 2021/22, which represents 98% of total Stormwater fund revenues.



## Gas Utility Operating Revenue

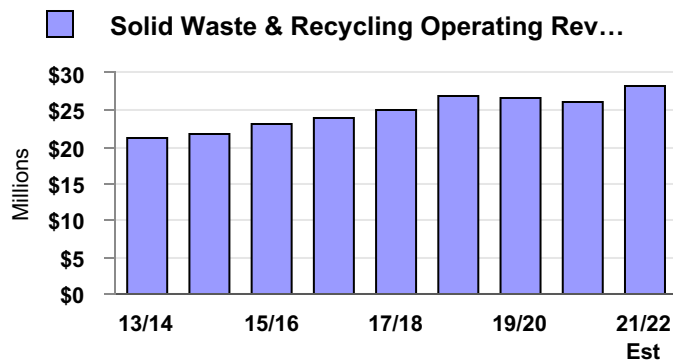
The City's Gas System operates over 1,000 miles of underground gas main and handles the supply and distribution of both natural and propane (LP) gas throughout portions of Pinellas and Pasco Counties. Gas rates change periodically due to fluctuation in wholesale costs. Long-term gas supply contracts are also negotiated to help normalize future gas prices. Gas System revenues are estimated based on current contracts, market trends, and historical trends. A rate sufficiency analysis was completed and results were presented to Council on February 4, 2021 outlining new rates effective March 1, 2021 through September 30, 2025. For fiscal year 2021/22, Gas System Charges for Service Revenues are budgeted at \$48,761,009, which represents 99% of total Gas fund revenues.



# Major Revenue Sources

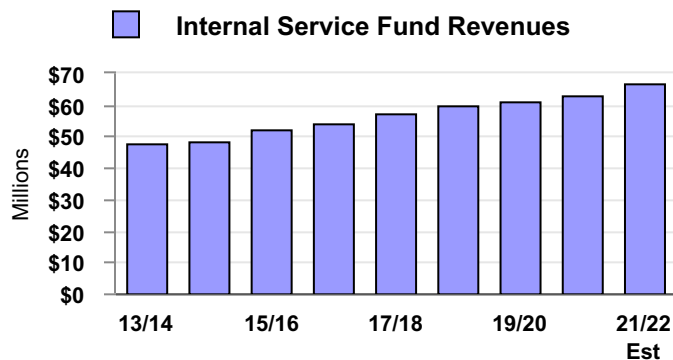
## Solid Waste & Recycling Operating Revenue

The Operating revenue of the Solid Waste and Recycling Fund is derived from services provided for the commercial and residential collection of garbage and yard waste; roll-off collection services; and a residential, multi-family and commercial recycling operation. The most recent rate study was completed in August 2019. This update confirmed the planned annual rate increases of 3.75% for residential and commercial collection in addition to roll-off and recycling through fiscal year 2024. This five-year rate structure was approved by Council in August 2019. Solid Waste and Recycling Charges for Service Revenues, estimated based upon the most current rate study, are budgeted at \$28,525,000 for fiscal year 2021/22, which represents approximately 97% of total Solid Waste and Recycling fund revenues.



## Internal Service Fund Revenue

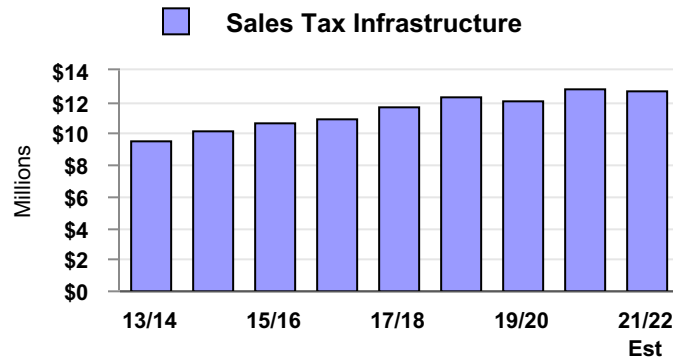
The City operates four internal service funds which include: the Administrative Services Fund which is responsible for information technology, telephone, customer service, and courier services; the General Services Fund responsible for building maintenance; the Garage Fund responsible for all motor vehicles and radios; and the Central Insurance Fund which accounts for all insurances, the Employee Health Clinic, as well as administering all employee benefits programs. Internal Service funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division. Total Charges for Service revenues for the City's four Internal Service funds for fiscal year 2021/22 are budgeted at \$66,642,936, which is 98% of total revenues. This represents \$14,179,530 for the Administrative Services fund; \$16,698,060 for the Garage Fund; \$6,046,260 for the General Services fund, and \$29,719,086 for the Central Insurance Fund.



# Major Revenue Sources

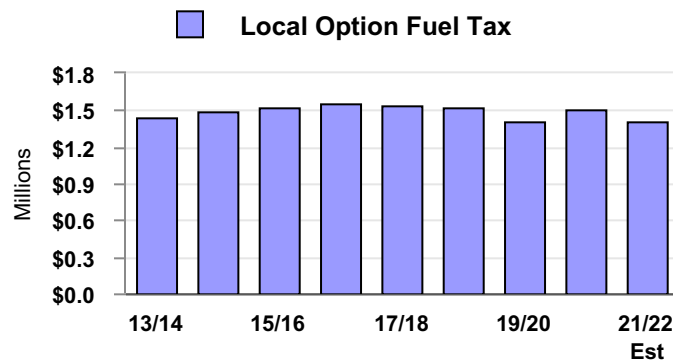
## Penny for Pinellas (Sales Tax Infrastructure)

Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County which was approved by voters for a fourth ten-year period beginning in January 2020. Proceeds can be used for capital expenditures for the construction, reconstruction or improvements of public facilities; fire, emergency medical service and police vehicles, and the equipment necessary to outfit such vehicles; all of which have a life expectancy of five years or more. Revenue estimates are based on expected growth, historical trends as well as calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2021/22, Sales Tax Infrastructure revenues are budgeted at \$12,699,480, which represents 70% of total Special Development Fund revenues.



## Local Option Fuel Tax

Pinellas County collects an additional six cents per gallon fuel tax which is remitted to the State and then forwarded back to the County for distribution to local governments. Funds are utilized only for transportation expenditures authorized by Florida Statutes. This includes: public transportation operations and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance of equipment; street lighting, traffic signs, engineering signalization, and pavement markings; and bridge maintenance and operations. During the period from September 2017 through August 2027 the County will distribute 40% of collections to local governments. Revenues are estimated based on expected growth, historical trends as well as calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2021/22, Local Option Fuel Tax revenues are budgeted at \$1,350,000, which represents 7% of total Special Development Fund revenues.



# Debt Obligations

## 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, 2020, 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 2020, the City's net outstanding debt of approximately \$170.5 million represents about 1.2% of the assessed \$14.4 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 lease purchase contracts, net of available reserves set aside for payment.

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

The City has revenue refunding bonds outstanding in the Stormwater, Water and Sewer, and Gas Funds which are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of their respective utility. The pledge of the system's net revenues does not constitute a lien upon any property of the City.

The budget for these types of debt service obligations is shown in the table below as "Bonded" debt service.

<b>Operating Fund</b>	<b>FY 2021/22 Lease Purchase Debt Service</b>	<b>FY 2021/22 Bonded Debt Service</b>
General Fund	\$776,151	\$0
Stormwater Fund	42,950	9,428,100
Water & Sewer Fund	219,260	8,845,155
Gas Fund	111,620	300,000
Solid Waste and Recycling Fund	118,010	0
Parking Fund	3,230	0
Administrative Services Fund	745,930	0
General Services Fund	14,830	0
Garage Fund	4,403,870	0
<b>Total Debt Service</b>	<b>\$6,435,851</b>	<b>\$18,573,255</b>

## Debt Obligations

### Current Debt Obligations

#### Leases:

The future minimum lease payments under capital lease purchase financing agreements (direct borrowings) are as follows as of September 30, 2021:

Year Ending Sept. 30	Governmental Activities	Business-type Activities
2022	\$ 5,572,210	\$ 370,529
2023	3,948,757	219,324
2024	2,099,255	176,966
2025	1,458,968	146,279
<b>Total</b>	<b>\$ 13,079,190</b>	<b>\$ 913,098</b>

#### Revenue Bonds:

\$14,810,000 in Spring Training Facility Revenue Bonds, Series 2002; issued to provide a portion of the costs 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 \$295,000 on March 1, 2022; interest at 4.70%; 5.375% term bonds in the amount of \$1,730,000 due March 1, 2027; and 5.375% term bonds in the amount of \$1,750,000 due March 1, 2031. \$3,775,000

Total revenue bonds for governmental activities 3,775,000

\$9,175,000 Water and Sewer Revenue Refunding Bonds, Series 2011; issued to refund and redeem on December 1, 2011 the City's callable Water and Sewer Revenue Bonds, Series 2002, maturing after December 1, 2011; serial bonds due in annual installments of \$2,020,000 on December 1, 2021, interest at 5.00%. 2,020,000

\$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 \$700,000 on December 1, 2021, to \$9,265,000 on December 1, 2039; interest at 3.50% to 5.00%. 68,600,000

\$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 \$165,000 on December 1, 2021, to \$2,895,000 on December 1, 2032; interest at 2.40%. 28,540,000

\$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 \$1,235,000 on December 1, 2021, to \$2,060,000 on December 1, 2032; interest at 5.00%. 19,450,000

## Debt Obligations

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### Revenue Bonds (continued):

\$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 \$425,000 on September 1, 2022, to \$1,520,000 on September 1, 2026; interest at 2.41%.	4,305,000
\$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 \$285,000 on September 1, 2022, to \$2,040,000 on September 1, 2027; interest at 2.67%.	3,570,000
\$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 \$850,000 on November 1, 2021, to \$1,350,000 on November 1, 2032, interest at 3.00% to 5.00%.	13,095,000
\$11,025,000 Stormwater System Revenue Refunding Bond, Series 2013; a direct placement bank loan issued to advance refund the City's callable Stormwater System Revenue Bonds, Series 2004, maturing after November 1, 2014; term bonds due in annual installments of \$560,000 on November 1, 2021, to \$780,000 on November 1, 2032; interest at 2.98%.	7,885,000
Total revenue bonds and direct placement bank loans for business-type activities	<u>147,465,000</u>
Total revenue bonds and direct placement bank loans	<u>\$151,240,000</u>

### Restrictive covenants and collateral requirements:

The Spring Training Facility Revenue Bonds 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 on deposit in the Revenue Fund with non-ad valorem City revenues, if necessary, to pay debt service.

The Water and Sewer Revenue Refunding Bonds, Series 2011, 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



## Debt Obligations

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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. A Reserve Fund has been funded for the 2011 bonds.

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 and Series 2013, 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%) 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.

## Debt Obligations

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	
	Principle	Interest	Principle	Interest
2022	\$ 295,000	\$ 193,983	\$ 4,805,000	\$ 4,408,650
2023	310,000	178,719	2,915,000	4,222,044
2024	325,000	161,653	3,065,000	4,074,688
2025	345,000	143,647	3,215,000	3,927,538
2026	365,000	124,566	3,360,000	3,778,113
2027-2031	2,135,000	298,447	19,260,000	16,400,481
2032-2036	—	—	31,595,000	11,002,525
2037-2040	—	—	34,950,000	2,865,400
<b>Totals</b>	<b>\$ 3,775,000</b>	<b>\$ 1,101,015</b>	<b>\$ 103,165,000</b>	<b>\$ 50,679,439</b>

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	
	Principle	Interest
2022	\$ 1,435,000	\$ 1,108,679
2023	3,595,000	1,044,515
2024	3,670,000	953,238
2025	4,800,000	859,939
2026	4,925,000	739,213
2027-2031	18,605,000	2,038,250
2032-2036	7,270,000	184,445
2037-2040	—	—
<b>Totals</b>	<b>\$ 44,300,000</b>	<b>\$ 6,928,279</b>

### **Bond Ratings:**

Water & Sewer			Stormwater			Gas	Long-term Issuer (implicit GO)	Spring Training Bonds
Moody's	Standard & Poors	Fitch	Moody's	Standard & Poors	Fitch	Moody's	Moody's	Standard & Poors
Aa2	AA+	AA	Aa2	AA	AAA	Aa3	Aa2	AA+

**FULL TIME EQUIVALENT SUMMARY OF POSITIONS**

<b>Department</b>	<b>FY 19/20 Amended FTEs</b>	<b>FY 20/21 Approved FTEs</b>	<b>FY 20/21 Amended FTEs</b>	<b>FY 21/22 Approved FTEs</b>	<b>Inc/(Dec) Over FY 20/21 Amended</b>
<b><u>GENERAL FUND</u></b>					
<b>City Council</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	
<b>City Manager's Office</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	
<b>City Attorney's Office</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	
<b>City Audit</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	
<b>CRA Administration</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	
<b>City Clerk</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	
Economic Development & Housing					
Economic Development	5.5	5.5	5.5	5.5	
Housing Services	5.5	5.5	5.5	6.5	1.0
<b>Economic Development &amp; Housing</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>
Engineering:					
Engineering	36.0	36.0	36.0	36.0	
Traffic Operations	21.0	21.0	21.0	21.0	
<b>Engineering</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>	
Finance:					
Finance	26.5	26.5	26.5	26.5	
Office of Management & Budget	3.0	3.0	3.0	3.0	
<b>Finance Department</b>	<b>29.5</b>	<b>29.5</b>	<b>29.5</b>	<b>29.5</b>	
Fire					
Administration	7.3	7.3	7.3	7.3	
Support Services	2.7	2.7	2.7	2.7	
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	105.0	105.0	105.0	99.0	(6.0)
Emergency Medical Services	80.0	80.0	80.0	86.0	6.0
<b>Fire Department</b>	<b>204.0</b>	<b>204.0</b>	<b>204.0</b>	<b>204.0</b>	
Human Resources					
Administration	3.0	3.0	3.0	3.0	
Recruitment, Selection and Training	5.7	5.7	5.7	5.7	
Employee Labor Relations	2.0	2.0	2.0	2.0	
Diversity and Equity Services	2.0	2.0	2.0	2.0	
<b>Human Resources</b>	<b>12.7</b>	<b>12.7</b>	<b>12.7</b>	<b>12.7</b>	
Library					
Centralized Library Services	14.0	14.0	14.0	14.0	
Main Library	33.9	33.9	33.2	33.2	
Countryside Branch Library	15.0	15.0	14.9	14.9	
East Branch Library	15.9	15.9	15.9	15.9	
North Greenwood Branch Library	3.1	3.1	3.5	3.5	
Beach Branch Library	2.1	2.1	2.1	2.1	
<b>Library</b>	<b>84.0</b>	<b>84.0</b>	<b>83.6</b>	<b>83.6</b>	

**FULL TIME EQUIVALENT SUMMARY OF POSITIONS**

<b>Department</b>	<b>FY 19/20 Amended FTEs</b>	<b>FY 20/21 Approved FTEs</b>	<b>FY 20/21 Amended FTEs</b>	<b>FY 21/22 Approved FTEs</b>	<b>Inc/(Dec) Over FY 20/21 Amended</b>
<b>Parks &amp; Recreation</b>					
Administration	28.5	28.5	28.5	28.5	
Recreation Programming	84.8	84.3	84.3	84.3	
Parks & Beautification	100.4	100.4	103.4	105.4	2.0
Streets & Sidewalks	11.0	11.0	11.0	11.0	
Pier 60 Operations	8.2	8.2	8.2	8.2	
<b>Parks &amp; Recreation</b>	<b>232.9</b>	<b>232.4</b>	<b>235.4</b>	<b>237.4</b>	<b>2.0</b>
<b>Planning and Development</b>					
Planning	15.6	15.6	15.6	15.8	0.2
Construction Services	27.4	27.4	27.4	28.1	0.7
Code Compliance	15.0	15.0	15.0	18.1	3.1
<b>Planning &amp; Development</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>	<b>62.0</b>	<b>4.0</b>
<b>Police</b>					
Office of the Chief	8.0	7.0	7.0	7.0	
Criminal Investigations	63.3	57.0	57.0	55.0	(2.0)
Patrol	205.9	207.9	207.9	209.9	2.0
Support Services	48.2	53.5	53.5	54.5	1.0
Communications	41.6	42.6	42.6	41.6	(1.0)
<b>Police</b>	<b>367.0</b>	<b>368.0</b>	<b>368.0</b>	<b>368.0</b>	<b>—</b>
<b>Public Communications</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	
<b>TOTAL, GENERAL FUND</b>	<b>1,101.6</b>	<b>1,102.1</b>	<b>1,104.7</b>	<b>1,111.7</b>	<b>7.0</b>
<b><u>UTILITY FUNDS</u></b>					
<b>Gas System</b>					
Administration & Supply	11.8	11.8	11.8	13.8	2.0
Pinellas Gas Operations	54.9	54.9	54.9	55.9	1.0
Pasco Gas Operations	32.0	32.0	32.0	29.0	(3.0)
Gas Marketing & Pinellas Sales	11.3	11.3	11.3	11.3	
<b>Total Gas Fund</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	
<b>Public Utilities</b>					
Public Utilities Administration	11.0	11.0	11.0	17.0	6.0
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	33.0	33.0	33.0	
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	9.0	9.0	9.0	3.0	(6.0)
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	38.0	38.0	38.0	
Water Supply	19.0	19.0	19.0	19.0	
Reclaimed Water	17.0	17.0	17.0	17.0	
<b>Total Water &amp; Sewer Fund</b>	<b>196.0</b>	<b>196.0</b>	<b>196.0</b>	<b>196.0</b>	

**FULL TIME EQUIVALENT SUMMARY OF POSITIONS**

<b>Department</b>	<b>FY 19/20 Amended FTEs</b>	<b>FY 20/21 Approved FTEs</b>	<b>FY 20/21 Amended FTEs</b>	<b>FY 21/22 Approved FTEs</b>	<b>Inc/(Dec) Over FY 20/21 Amended</b>
Stormwater					
Engineering					
Stormwater Maintenance	42.0	42.0	42.0	42.0	
Stormwater Management	10.0	10.0	10.0	10.0	
<b>Total Stormwater Fund</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	6.7	
Solid Waste Collection	84.8	84.8	84.8	85.8	
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	9.0	9.0	9.0	9.0	
Recycling					
Residential	10.0	10.0	10.0	9.0	
Multi-Family	3.0	3.0	3.0	3.0	
Commercial	9.0	9.0	9.0	9.0	
<b>Total Solid Waste and Recycling Fund</b>	<b>133.5</b>	<b>133.5</b>	<b>133.5</b>	<b>133.5</b>	
<b>TOTAL, UTILITY FUNDS</b>	<b>491.5</b>	<b>491.5</b>	<b>491.5</b>	<b>491.5</b>	
<b><u>OTHER ENTERPRISE FUNDS</u></b>					
Parking					
Engineering					
Parking System	18.9	18.9	15.7	15.7	
Parking Enforcement	9.0	9.0	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	0.8	
<b>Total Parking Fund</b>	<b>45.6</b>	<b>45.6</b>	<b>45.4</b>	<b>45.4</b>	
<b>Marine Fund</b>	<b>18.9</b>	<b>15.6</b>	<b>15.6</b>	<b>15.6</b>	
<b>Airpark Fund</b>	<b>1.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	
<b>Clearwater Harbor Marina Fund</b>	<b>6.5</b>	<b>8.8</b>	<b>8.8</b>	<b>8.8</b>	
<b>TOTAL, OTHER ENTERPRISE</b>	<b>72.6</b>	<b>72.6</b>	<b>72.4</b>	<b>72.4</b>	
<b><u>INTERNAL SERVICES FUNDS</u></b>					
Central Insurance Fund					
Finance					
Risk Management	3.0	3.0	3.0	3.0	
Human Resources					
Employee Benefits	3.5	4.0	4.0	4.0	
<b>Total Central Insurance Fund</b>	<b>6.5</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	

**FULL TIME EQUIVALENT SUMMARY OF POSITIONS**

<b>Department</b>	<b>FY 19/20 Amended FTEs</b>	<b>FY 20/21 Approved FTEs</b>	<b>FY 20/21 Amended FTEs</b>	<b>FY 21/22 Approved FTEs</b>	<b>Inc/(Dec) Over FY 20/21 Amended</b>
General Services					
Administration	6.3	6.3	6.3	6.3	
Building & Maintenance	28.0	28.0	28.0	28.0	
<b>Total General Services Fund</b>	<b>34.3</b>	<b>34.3</b>	<b>34.3</b>	<b>34.3</b>	
Garage (Fleet Operations)					
Fleet Maintenance	35.0	35.0	35.0	35.0	
Radio Communications	2.0	2.0	2.0	2.0	
<b>Total Garage Fund</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	
<b>Administrative Services Fund</b>					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Services	14.0	14.0	14.0	14.0	
Software Application	16.0	16.0	16.0	16.0	
Telecommunications	1.0	1.0	1.0	1.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	43.0	43.0	43.0	43.0	
<b>Total Administrative Services Fund</b>	<b>77.8</b>	<b>77.8</b>	<b>77.8</b>	<b>77.8</b>	
<b>TOTAL, INTERNAL SERVICES</b>	<b>155.6</b>	<b>156.1</b>	<b>156.1</b>	<b>156.1</b>	
<b><u>SPECIAL PROGRAM FUND</u></b>					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
School Resource Officers	5.8	5.8	5.8	5.8	
JWB Youth Programs	7.0	7.0	7.0	7.0	
Special Events	1.0	1.0	1.0	1.0	
<b>TOTAL, SPECIAL PROGRAM</b>	<b>15.3</b>	<b>15.3</b>	<b>15.3</b>	<b>15.3</b>	
<b>TOTAL, ALL FUNDS</b>	<b>1,836.6</b>	<b>1,837.6</b>	<b>1,840.0</b>	<b>1,847.0</b>	<b>7.0</b>

# General Fund - Five Year Forecast

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## 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 2021/22 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 in order to understand the level of funding available for services and capital acquisitions. Projections for future budget periods help determine the likelihood that services can be sustained and highlight future financial issues to be addressed. Preparing revenue projections also enhances a government's understanding of revenue sensitivity to changes in assumptions and to controllable factors such as changes to tax rates or fees.

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

## Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund representing 44% of the total anticipated General Fund revenues in the 2021/22 adopted budget. The City of Clearwater is basically built-out, with the exception of a few new multi-family developments, the City will not see much increase in taxable values from major new residential development. The City's 2021 taxable values increased by 5.2% which is reflected in the 2021/22 adopted budget. Although there has been strong property value growth in each of the past seven years, for the purposes of this forecast analysis and due to the effects of the nationwide pandemic, we project a modest value increase of 3% for FY22. Although residential values are increasing; the property values of our hospitality, retail and office space properties may be at risk for value reductions. Increases are estimated at 3% for each of the next five years in the forecast.

# General Fund - Five Year Forecast

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## Utility Taxes & Franchise Fees

Franchise fees in the City of Clearwater are levied on companies in exchange for the right to operate franchises for the purpose of maintaining and operating an electrical or gas distribution system in the City. Utility taxes, or public service taxes, are fees levied on the purchase of electric, gas, water, oil, or propane within the City. These combined revenue sources account for 16% of total General Fund revenue in fiscal year 2021/22.

Overall, receipts from utility and franchise fees from Duke Energy represent the majority of this revenue category. Although these revenues have shown a slight decline in prior years (most likely due to energy conservation and weather patterns), they have stabilized and are now showing modest increases. Fiscal year 2022/23 revenues are forecasted to increase by 2% in utility tax revenues followed by 1% for the remainder of the forecast period. Franchise Fees revenues are projected to increase by almost 1% each year of the forecast period. This represents a 1% increase in electricity franchise net with reductions of 5% in 2022/23 and 2% for the following years in Gas franchise fees which have been declining.

## Local Option, Fuel and Other Taxes

The revenues in this category include communications taxes and local business taxes which account for 4% of total General Fund revenue. The revenue from the communication services tax is estimated to provide \$4.1 million in fiscal year 2021/22. This revenue source has been declining for several years but has seemed to stabilize, no increase is projected for the remainder of the forecast period. Local business tax revenue is estimated to remain constant at just under \$2.0 million for each of the next five years.

## Intergovernmental Revenues

Intergovernmental revenues are budgeted at \$24.3 million for fiscal year 2021/22 which accounts for approximately 15% 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. Although both sales tax and state revenue sharing revenues were impacted by the pandemic in fiscal year 2020, they seem to have recovered and are showing growth above pre-pandemic levels. Revenues in this category are projected to increase by 7% for fiscal year 2022-23 to adjust for this rebound, followed by 2% increases for the remainder of the forecast period.

## Other Revenue Sources

***The four revenue sources detailed above account for approximately 79% 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. Construction is underway on our major downtown waterfront redevelopment (Imagine Clearwater), with completion anticipated in fiscal year 2022/23. To capture the financial impacts of this new development, Parks and Recreation department expenditures include six months of anticipated net park operating costs (\$832,700) in fiscal year 2022/23, escalated by an increase of 3% in each of the following years. The Non-Departmental budget includes anticipated debt service payments of \$1,500,000 in each year of the forecast period.

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



# General Fund - Five Year Forecast

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## Salary and Benefits

Salary and benefit costs approximate 63% of all General Fund expenditures in fiscal year 2021/22, at \$104.1 million. Salary projections are forecasted for approved full-time equivalent positions only, not accounting for additional positions in future years. All projected wage increases reflect contractual obligations under the current union contracts.

Medical insurance costs for General Fund employees are approximately \$12.2 million of the City's total adopted 2021/22 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 4% per year through the forecast period.

Pension costs for General Fund employees are approximately \$9.9 million of the City's total General Fund expenditures. For fiscal year 2021/22, pension costs are budgeted at 6.46% of covered payroll for non-hazardous employees, and 20.55% of covered payroll for hazardous employees. Forecast estimates include an increase of 3.5% to incorporate the growth in wages.

## Operating Expenditures

Operating expenditures include numerous costs including basic operating supplies, travel, training, etc. Significant expenditures in the operating category include utility costs for public facilities such as libraries, recreational facilities, and street lighting; and property and liability insurance for General Fund operations. These costs as a whole represent approximately 15.5% of the total General Fund expenditures. Operating expenditures are forecasted to increase by 2.0% annually in each of the next five years.

## Internal Service Costs

This category of expenditures reflects the reimbursement to our Internal Service Funds for services. 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 at the rate of 3.0% annually in each of the next five years.

## Operating Capital

The operating capital category recognizes those capital purchases that are less than \$25,000 and not accounted for in the Capital Improvement Fund. These costs represent an insignificant portion of the General Fund total expenditures at approximately \$780,405 in fiscal year 2021/22, primarily related to the purchase of books and publications for our libraries. These costs are forecast to increase at approximately 2% annually in each of the next five years.

## Debt Service Costs

Debt service costs are projected taking into account all lease purchase contracts anticipated to be outstanding during fiscal year 2021/22 and the debt on planned purchases in the capital improvement plan during the forecast period. Debt service costs include a new bond commitment beginning in fiscal year 2022/23 for the Imagine Clearwater downtown waterfront redevelopment project, this is included in Non-Departmental costs. With the purchase of Fire Engines being funded with Penny for Pinellas revenues through fiscal year 2029/30, a reduction to future year debt expense is reflected in the Fire Department.

## Transfers to the Capital Improvement Fund

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

## Forecast Summary Analysis

This forecast does not factor in the impacts of any extraordinary issues during the forecast period. Funding for increased expenditures related to Imagine Clearwater are included beginning fiscal year 2022/23. For fiscal year 2021/22, the City Council approved maintaining the current millage rate of 5.9550 as proposed in the 10-year general fund rate study analysis presented to the Council in May 2021.

In summary, the projection of revenues and current service level expenditures presents a revenue deficit of approximately \$2.8 million in fiscal year 2022/23, and deficits in each future year of the forecast period. Each year as the budget preparations come together, we are presented with new challenges, as well as opportunities. While we are in a state of recovery from residual impacts of the pandemic, conservatism is built in to several revenue projections. Conversely, expenditures are budgeted to increase year over year when we often reap the benefits of savings from new more efficient operating processes. 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, planned additions (Imagine Clearwater), or future increases that might arise as the Council is in the process of creating new strategic priorities.

**City of Clearwater  
Five Year Forecast**

**General Fund Summary Schedule**

	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22	Δ	2022-23	Δ	2023-24	Δ	2024-25	Δ	2025-26	Δ	2026-27	Δ
Ad Valorem Taxes	69,606,903	72,648,340	4.4%	74,827,790	3.0%	77,072,620	3.0%	79,384,800	3.0%	81,766,340	3.0%	84,219,330	3.0%
Utility Taxes	17,380,000	17,270,000	(0.6)%	17,600,000	1.9%	17,815,600	1.2%	18,034,180	1.2%	18,255,770	1.2%	18,480,420	1.2%
Local Option, Fuel, & Other Taxes	6,080,000	6,080,000	1.1%	6,080,000	0.0%	6,080,000	0.0%	6,080,000	0.0%	6,080,000	0.0%	6,080,000	0.0%
Franchise Fees	10,264,770	10,527,550	2.6%	10,596,230	0.7%	10,684,810	0.8%	10,774,620	0.8%	10,865,670	0.8%	10,957,960	0.8%
Other Permits & Fees	3,734,000	2,808,500	(24.8)%	2,943,500	4.8%	2,886,800	(1.9)%	2,831,230	(1.9)%	2,776,780	(1.9)%	2,723,410	(1.9)%
Intergovernmental	25,162,103	24,259,680	(3.6)%	25,936,760	6.9%	26,481,030	2.1%	27,038,810	2.1%	27,610,440	2.1%	28,196,280	2.1%
Charges for Service	15,410,380	15,799,810	2.5%	16,225,600	2.7%	16,650,480	2.6%	17,080,510	2.6%	17,524,590	2.6%	17,983,130	2.6%
Judgments, Fines & Forfeits	1,624,000	1,429,000	(12.0)%	1,442,700	1.0%	1,455,270	0.9%	1,466,530	0.8%	1,478,010	0.8%	1,489,720	0.8%
Miscellaneous Revenue	2,793,956	2,719,226	(2.7)%	2,777,450	2.1%	2,858,880	2.9%	2,929,680	2.5%	3,007,380	2.7%	3,087,300	2.7%
Interfund Charges/Transfers	12,265,809	11,276,294	(8.1)%	11,651,910	3.3%	12,040,850	3.3%	12,443,640	3.3%	12,860,780	3.4%	13,292,820	3.4%
<b>Subtotal</b>	<b>164,321,921</b>	<b>164,818,400</b>	<b>0.3%</b>	<b>170,081,940</b>	<b>3.2%</b>	<b>174,026,340</b>	<b>2.3%</b>	<b>178,064,000</b>	<b>2.3%</b>	<b>182,225,760</b>	<b>2.3%</b>	<b>186,510,370</b>	<b>2.4%</b>
Transfer (to) from Reserves	(9,906,090)	—											
<b>Total Revenues</b>	<b>154,415,831</b>	<b>164,818,400</b>	<b>6.7%</b>	<b>170,081,940</b>	<b>3.2%</b>	<b>174,026,340</b>	<b>2.3%</b>	<b>178,064,000</b>	<b>2.3%</b>	<b>182,225,760</b>	<b>2.3%</b>	<b>186,510,370</b>	<b>2.4%</b>
City Council	395,821	419,450	6.0%	431,910	3.0%	444,760	3.0%	458,040	3.0%	471,760	3.0%	485,950	3.0%
City Manager's Office	1,275,944	1,485,330	16.4%	1,474,760	(0.7)%	1,520,670	3.1%	1,568,120	3.1%	1,617,160	3.1%	1,667,860	3.1%
Economic Development	1,829,014	1,992,482	8.9%	1,973,040	(1.0)%	2,030,290	2.9%	2,089,310	2.9%	2,150,200	2.9%	2,212,990	2.9%
Public Communications	1,196,256	1,274,489	6.5%	1,315,380	3.2%	1,362,600	3.6%	1,406,260	3.2%	1,451,370	3.2%	1,498,010	3.2%
CRA Administration	468,510	504,274	7.6%	522,070	3.5%	540,460	3.5%	559,500	3.5%	579,240	3.5%	599,680	3.5%
City Attorney	1,809,657	1,826,656	0.9%	1,886,350	3.3%	1,948,010	3.3%	2,011,770	3.3%	2,077,670	3.3%	2,145,820	3.3%
City Clerk	1,215,729	1,307,108	7.5%	1,445,370	10.6%	1,486,730	2.9%	1,529,390	2.9%	1,573,360	2.9%	1,618,670	2.9%
Finance	2,637,861	2,800,130	6.2%	2,891,960	3.3%	2,986,730	3.3%	3,084,710	3.3%	3,186,030	3.3%	3,290,790	3.3%
City Audit	226,444	233,752	3.2%	241,810	3.4%	250,130	3.4%	258,750	3.4%	267,680	3.5%	276,910	3.4%
Human Resources	1,562,180	1,662,773	6.4%	1,715,130	3.1%	1,769,150	3.1%	1,824,940	3.2%	1,882,590	3.2%	1,942,140	3.2%
Police	47,290,564	50,099,334	5.9%	51,657,460	3.1%	53,369,720	3.3%	55,217,960	3.5%	56,227,620	1.8%	58,220,000	3.5%
Fire	30,480,437	30,788,310	1.0%	32,426,080	5.3%	33,384,630	3.0%	35,119,470	5.2%	35,595,370	1.4%	38,379,890	7.8%
Planning & Development	6,458,802	7,057,846	9.3%	7,258,780	2.8%	7,483,780	3.1%	7,719,830	3.2%	7,963,850	3.2%	8,216,120	3.2%
Engineering	8,257,737	8,492,000	2.8%	8,722,350	2.7%	8,773,190	0.6%	10,074,800	14.8%	10,333,100	2.6%	10,604,660	2.6%
Parks & Recreation	31,311,192	37,205,403	18.8%	39,355,700	5.8%	41,155,930	4.6%	38,298,010	(6.9)%	39,253,500	2.5%	40,497,560	3.2%
Library	8,000,965	8,416,337	5.2%	8,678,640	3.1%	8,948,910	3.1%	9,228,050	3.1%	9,516,350	3.1%	9,814,150	3.1%
Non-Departmental	9,600,248	8,854,656	(7.8)%	10,469,040	18.2%	10,117,530	(3.4)%	10,270,260	1.5%	10,347,350	0.8%	10,588,930	2.3%
Public Utilities	398,470	398,070	(0.1)%	408,860	2.7%	419,950	2.7%	431,350	2.7%	443,060	2.7%	455,100	2.7%
<b>Subtotal</b>	<b>154,415,831</b>	<b>164,818,400</b>	<b>6.7%</b>	<b>172,874,690</b>	<b>4.9%</b>	<b>177,993,170</b>	<b>3.0%</b>	<b>181,150,520</b>	<b>1.8%</b>	<b>184,937,260</b>	<b>2.1%</b>	<b>192,515,230</b>	<b>4.1%</b>
Use of Reserves													
<b>Total Expenditures</b>	<b>154,415,831</b>	<b>164,818,400</b>	<b>6.7%</b>	<b>172,874,690</b>	<b>4.9%</b>	<b>177,993,170</b>	<b>3.0%</b>	<b>181,150,520</b>	<b>1.8%</b>	<b>184,937,260</b>	<b>2.1%</b>	<b>192,515,230</b>	<b>4.1%</b>
<b>Annual Budget (Deficit)/Surplus</b>				<b>(2,792,750)</b>		<b>(3,966,830)</b>		<b>(3,086,520)</b>		<b>(2,711,500)</b>		<b>(6,004,860)</b>	

**City of Clearwater  
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22	Δ	2022-23	Δ	2023-24	Δ	2024-25	Δ	2025-26	Δ	2026-27	Δ
Current Property Taxes	69,606,903	72,648,340	4.4%	74,827,790	3.0%	77,072,620	3.0%	79,384,800	3.0%	81,766,340	3.0%	84,219,330	3.0%
<b>Ad Valorem Taxes</b>	<b>69,606,903</b>	<b>72,648,340</b>	<b>4.4%</b>	<b>74,827,790</b>	<b>2.9%</b>	<b>77,072,620</b>	<b>2.9%</b>	<b>79,384,800</b>	<b>2.9%</b>	<b>81,766,340</b>	<b>3.0%</b>	<b>84,219,330</b>	<b>3.0%</b>
Electricity	12,480,000	12,500,000	0.2%	12,750,000	2.0%	12,877,500	1.0%	13,006,280	1.0%	13,136,340	1.0%	13,267,700	1.0%
Water	4,125,000	4,000,000	(3.0)%	4,080,000	2.0%	4,161,600	2.0%	4,244,830	2.0%	4,329,730	2.0%	4,416,320	2.0%
Gas	650,000	650,000	0.0%	650,000	0.0%	656,500	1.0%	663,070	1.0%	669,700	1.0%	676,400	1.0%
Propane	125,000	120,000	(4.0)%	120,000	0.0%	120,000	0.0%	120,000	0.0%	120,000	0.0%	120,000	0.0%
<b>Utility Taxes</b>	<b>17,380,000</b>	<b>17,270,000</b>	<b>(0.6)%</b>	<b>17,600,000</b>	<b>1.9%</b>	<b>17,815,600</b>	<b>1.2%</b>	<b>18,034,180</b>	<b>1.2%</b>	<b>18,255,770</b>	<b>1.2%</b>	<b>18,480,420</b>	<b>1.2%</b>
Communications Taxes	4,085,000	4,130,000	1.1%	4,130,000	0.0%	4,130,000	0.0%	4,130,000	0.0%	4,130,000	0.0%	4,130,000	0.0%
Local Business Tax	1,995,000	1,950,000	(2.3)%	1,950,000	0.0%	1,950,000	0.0%	1,950,000	0.0%	1,950,000	0.0%	1,950,000	0.0%
<b>Local Option, Fuel, &amp; Other Taxes</b>	<b>6,080,000</b>	<b>6,080,000</b>	<b>0.0%</b>	<b>6,080,000</b>	<b>0.0%</b>	<b>6,080,000</b>	<b>0.0%</b>	<b>6,080,000</b>	<b>0.0%</b>	<b>6,080,000</b>	<b>0.0%</b>	<b>6,080,000</b>	<b>0.0%</b>
Electricity	9,694,770	9,917,550	2.3%	10,016,730	1.0%	10,116,900	1.0%	10,218,070	1.0%	10,320,250	1.0%	10,423,450	1.0%
Gas Franchise	570,000	610,000	7.0%	579,500	(5.0)%	567,910	(2.0)%	556,550	(2.0)%	545,420	(2.0)%	534,510	(2.0)%
<b>Franchise Fees</b>	<b>10,264,770</b>	<b>10,527,550</b>	<b>2.6%</b>	<b>10,596,230</b>	<b>0.7%</b>	<b>10,684,810</b>	<b>0.8%</b>	<b>10,774,620</b>	<b>0.8%</b>	<b>10,865,670</b>	<b>0.8%</b>	<b>10,957,960</b>	<b>0.8%</b>
Buildings/Sign Permits	3,700,000	2,700,000	(27.0)%	2,835,000	5.0%	2,778,300	(2.0)%	2,722,730	(2.0)%	2,668,280	(2.0)%	2,614,910	(2.0)%
Forfeited Refunds	25,000	100,000	300.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Police Licenses	9,000	8,500	(5.6)%	8,500	0.0%	8,500	0.0%	8,500	0.0%	8,500	0.0%	8,500	0.0%
<b>Other Permits &amp; Fees</b>	<b>3,734,000</b>	<b>2,808,500</b>	<b>(24.8)%</b>	<b>2,943,500</b>	<b>4.8%</b>	<b>2,886,800</b>	<b>(1.9)%</b>	<b>2,831,230</b>	<b>(1.9)%</b>	<b>2,776,780</b>	<b>(1.9)%</b>	<b>2,723,410</b>	<b>(1.9)%</b>
FDOT Reimbursements	393,980	433,740	10.1%	438,080	1.0%	442,460	1.0%	446,880	1.0%	451,350	1.0%	455,860	1.0%
Revenue Sharing	3,689,350	3,973,000	7.7%	4,171,650	5.0%	4,255,080	2.0%	4,340,180	2.0%	4,426,980	2.0%	4,515,520	2.0%
Mobile Home	105,000	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%
Beverage License	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	7,936,780	7,790,000	(1.8)%	8,413,200	8.0%	8,581,460	2.0%	8,753,090	2.0%	8,928,150	2.0%	9,106,710	2.0%
Public Safety Supp Pension	2,278,493	2,130,000	(6.5)%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%	2,130,000	0.0%
Fire Incentive	80,000	80,000	0.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Motor Refund	110,000	120,000	9.1%	121,200	1.0%	122,410	1.0%	123,630	1.0%	124,870	1.0%	126,120	1.0%
Pinellas Library Cooperative	889,000	889,140	0.0%	898,030	1.0%	907,010	1.0%	916,080	1.0%	925,240	1.0%	934,490	1.0%
City Traffic Signal Reimb	203,800	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%
Fire Tax	2,345,000	2,200,000	(6.2)%	2,420,000	10.0%	2,492,600	3.0%	2,567,380	3.0%	2,644,400	3.0%	2,723,730	3.0%
EMS Tax	6,900,000	6,200,000	(10.1)%	6,820,000	10.0%	7,024,600	3.0%	7,235,340	3.0%	7,452,400	3.0%	7,675,970	3.0%
Misc Grant/Reimbursements	95,700	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
<b>Intergovernmental</b>	<b>25,162,103</b>	<b>24,259,680</b>	<b>(3.6)%</b>	<b>25,936,760</b>	<b>6.9%</b>	<b>26,481,030</b>	<b>2.1%</b>	<b>27,038,810</b>	<b>2.1%</b>	<b>27,610,440</b>	<b>2.1%</b>	<b>28,196,280</b>	<b>2.1%</b>

**City of Clearwater  
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Special Activities	432,000	582,000	34.7%	587,820	1.0%	593,700	1.0%	599,640	1.0%	605,640	1.0%	611,700	1.0%
Rental - Public Facilities	451,000	726,000	61.0%	733,260	1.0%	740,590	1.0%	748,000	1.0%	755,480	1.0%	763,030	1.0%
Admissions	190,200	200,000	5.2%	202,000	1.0%	204,020	1.0%	206,060	1.0%	208,120	1.0%	210,200	1.0%
P&R Resident Cards	216,000	216,000	0.0%	218,160	1.0%	220,340	1.0%	222,540	1.0%	224,770	1.0%	227,020	1.0%
P&R Non-Resident	69,000	90,000	30.4%	90,900	1.0%	91,810	1.0%	92,730	1.0%	93,660	1.0%	94,600	1.0%
P & R-Sales Revenue	35,000	—	n/a	—	1.0%	—	1.0%	—	1.0%	—	1.0%	—	1.0%
P & R Service Fees	316,000	425,000	34.5%	429,250	1.0%	433,540	1.0%	437,880	1.0%	442,260	1.0%	446,680	1.0%
P&R Contractual Service	230,000	320,000	39.1%	320,000	0.0%	320,000	0.0%	320,000	0.0%	320,000	0.0%	320,000	0.0%
Golf Course Revenue	70,000	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%
Sponsorship (sports tourism)	75,000	300,000	300.0%	303,000	1.0%	306,030	1.0%	309,090	1.0%	312,180	1.0%	315,300	1.0%
Race Fee	4,500	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%
Rental - Phillies	416,000	466,000	12.0%	466,000	0.0%	466,000	0.0%	466,000	0.0%	466,000	0.0%	466,000	0.0%
<b>Parks &amp; Recreation</b>	<b>2,504,700</b>	<b>3,399,500</b>	<b>35.7%</b>	<b>3,424,890</b>	<b>0.7%</b>	<b>3,450,530</b>	<b>0.7%</b>	<b>3,476,440</b>	<b>0.8%</b>	<b>3,502,610</b>	<b>0.8%</b>	<b>3,529,030</b>	<b>0.8%</b>
Building Rental - Visitors Ctr	18,040	18,040	0.2%	18,040	0.0%	18,040	0.0%	18,040	0.0%	18,040	0.0%	18,040	0.0%
Land Rentals	102,000	102,000	30.8%	102,000	0.0%	102,000	0.0%	102,000	0.0%	102,000	0.0%	102,000	0.0%
Telescopes - Pier 60	3,100	3,100	(22.5)%	3,160	2.0%	3,220	2.0%	3,280	2.0%	3,350	2.0%	3,420	2.0%
Fishing Admissions	138,000	130,000	31.1%	133,900	3.0%	137,920	3.0%	142,060	3.0%	146,320	3.0%	150,710	3.0%
Rod Rental	77,000	70,000	26.7%	73,500	5.0%	74,970	2.0%	76,470	2.0%	78,000	2.0%	79,560	2.0%
General Admission	193,000	180,000	38.4%	198,000	10.0%	201,960	2.0%	206,000	2.0%	210,120	2.0%	214,320	2.0%
Concession Sales	122,800	135,000	44.5%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%
Bait Sales	46,000	45,000	20.0%	45,450	1.0%	45,900	1.0%	46,360	1.0%	46,820	1.0%	47,290	1.0%
Tackle Sales	66,000	55,000	2.2%	63,250	15.0%	65,150	3.0%	67,100	3.0%	69,110	3.0%	71,180	3.0%
Fishing Passes	4,000	4,000	33.3%	4,040	1.0%	4,080	1.0%	4,120	1.0%	4,160	1.0%	4,200	1.0%
Concession Souvenirs	834,000	850,000	63.5%	850,000	0.0%	867,000	1.0%	875,670	1.0%	884,430	1.0%	893,270	1.0%
<b>Pier 60</b>	<b>1,603,940</b>	<b>1,592,140</b>	<b>(0.7)%</b>	<b>1,626,340</b>	<b>2.1%</b>	<b>1,655,240</b>	<b>1.8%</b>	<b>1,676,100</b>	<b>1.3%</b>	<b>1,697,350</b>	<b>1.3%</b>	<b>1,718,990</b>	<b>1.3%</b>
Library Non-Resident	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Other Library	24,000	12,000	(50.0)%	12,060	0.5%	12,120	0.5%	12,180	0.5%	12,240	0.5%	12,300	0.5%
<b>Library</b>	<b>29,000</b>	<b>17,000</b>	<b>(41.4)%</b>	<b>17,060</b>	<b>0.4%</b>	<b>17,120</b>	<b>0.4%</b>	<b>17,180</b>	<b>0.4%</b>	<b>17,240</b>	<b>0.3%</b>	<b>17,300</b>	<b>0.3%</b>
Police Service	24,000	27,000	12.5%	27,000	0.0%	27,000	0.0%	27,000	0.0%	27,000	0.0%	27,000	0.0%
Police - Tow Fees	17,000	18,000	5.9%	18,000	0.0%	18,000	0.0%	18,000	0.0%	18,000	0.0%	18,000	0.0%
Fire Inspection Fees	500,000	430,000	(14.0)%	451,500	5.0%	465,050	3.0%	479,000	3.0%	493,370	3.0%	508,170	3.0%
<b>Public Safety</b>	<b>541,000</b>	<b>475,000</b>	<b>(12.2)%</b>	<b>496,500</b>	<b>4.5%</b>	<b>510,050</b>	<b>2.7%</b>	<b>524,000</b>	<b>2.7%</b>	<b>538,370</b>	<b>2.7%</b>	<b>553,170</b>	<b>2.7%</b>

**City of Clearwater  
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Appeal Fees	500	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%
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	13,500	15,000	(2.2)%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
Assessment Search	20,000	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
Xerox Copies	7,000	10,000	0.0%	9,500	(5.0)%	9,030	(5.0)%	8,580	(5.0)%	8,150	(5.0)%	7,740	(5.0)%
Misc. Fees/Building Svcs	2,000	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%
Misc. Fees/Clerk	200	600	(71.4)%	600	0.0%	600	0.0%	600	0.0%	600	0.0%	600	0.0%
Housing Authority	19,000	19,000	0.0%	19,190	1.0%	19,380	1.0%	19,570	1.0%	19,770	1.0%	19,970	1.0%
Tree Removal Permit	15,000	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%
Clearing/Grubbing	5,000	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%	6,000	0.0%
Lot Mowing/Clearing	30,000	15,000	(14.3)%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
<b>Other Service Charges</b>	<b>172,200</b>	<b>160,600</b>	<b>(6.7)%</b>	<b>160,290</b>	<b>(0.2)%</b>	<b>160,010</b>	<b>(0.2)%</b>	<b>159,750</b>	<b>(0.2)%</b>	<b>159,520</b>	<b>(0.1)%</b>	<b>159,310</b>	<b>(0.1)%</b>
Capitalized Labor	100,000	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Airpark Fund	9,750	11,010	12.9%	11,400	3.5%	11,800	3.5%	12,210	3.5%	12,640	3.5%	13,080	3.5%
Stormwater Fund	813,480	533,550	(34.4)%	552,220	3.5%	571,550	3.5%	591,550	3.5%	612,250	3.5%	633,680	3.5%
Water & Sewer Fund	3,556,860	3,402,130	(4.4)%	3,521,200	3.5%	3,644,440	3.5%	3,772,000	3.5%	3,904,020	3.5%	4,040,660	3.5%
Gas Fund	1,907,900	1,931,640	1.2%	1,999,250	3.5%	2,069,220	3.5%	2,141,640	3.5%	2,216,600	3.5%	2,294,180	3.5%
Solid Waste Fund	792,260	733,200	(7.5)%	758,860	3.5%	785,420	3.5%	812,910	3.5%	841,360	3.5%	870,810	3.5%
Recycling Fund	139,030	118,960	(14.4)%	123,120	3.5%	127,430	3.5%	131,890	3.5%	136,510	3.5%	141,290	3.5%
Marine Fund	179,360	170,030	(5.2)%	175,980	3.5%	182,140	3.5%	188,510	3.5%	195,110	3.5%	201,940	3.5%
Clearwater Harbor Marina	29,160	28,380	(2.7)%	29,370	3.5%	30,400	3.5%	31,460	3.5%	32,560	3.5%	33,700	3.5%
Parking Fund	132,770	142,930	7.7%	147,930	3.5%	153,110	3.5%	158,470	3.5%	164,020	3.5%	169,760	3.5%
<b>Adm Ovhd Charges</b>	<b>7,660,570</b>	<b>7,171,830</b>	<b>(6.4)%</b>	<b>7,419,330</b>	<b>3.5%</b>	<b>7,675,510</b>	<b>3.5%</b>	<b>7,940,640</b>	<b>3.5%</b>	<b>8,215,070</b>	<b>3.5%</b>	<b>8,499,100</b>	<b>3.5%</b>
Concrete, Materials, & Svc	200,000	200,000	(11.1)%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%	200,000	0.0%
Airpark Fund	13,370	10,580	441.3%	10,950	3.5%	11,330	3.5%	11,730	3.5%	12,140	3.5%	12,560	3.5%
Stormwater Fund	340,780	389,030	27.5%	402,650	3.5%	416,740	3.5%	431,330	3.5%	446,430	3.5%	462,060	3.5%
Water & Sewer Fund	1,257,470	1,170,550	(9.1)%	1,211,520	3.5%	1,253,920	3.5%	1,297,810	3.5%	1,343,230	3.5%	1,390,240	3.5%
Gas Fund	19,050	21,100	332.0%	21,840	3.5%	22,600	3.5%	23,390	3.5%	24,210	3.5%	25,060	3.5%
Solid Waste Fund	76,020	76,820	6.9%	79,510	3.5%	82,290	3.5%	85,170	3.5%	88,150	3.5%	91,240	3.5%
Marine Fund	17,270	16,540	(21.1)%	17,120	3.5%	17,720	3.5%	18,340	3.5%	18,980	3.5%	19,640	3.5%
Harbor Marina Fund	5,350	770	n/a	800	3.5%	830	3.5%	860	3.5%	890	3.5%	920	3.5%
Parking Fund	829,660	953,350	(6.1)%	986,720	3.5%	1,021,260	3.5%	1,057,000	3.5%	1,094,000	3.5%	1,132,290	3.5%
Pension Fund	140,000	145,000	3.7%	150,080	3.5%	155,330	3.5%	160,770	3.5%	166,400	3.5%	172,220	3.5%

**City of Clearwater  
Five Year Forecast**

Revenue Schedule	Revised		%	Forecast									
	Budget	Budget		Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
<b>Other Service Charges</b>	2,898,970	2,983,740	2.9%	3,081,190	3.3%	3,182,020	3.3%	3,286,400	3.3%	3,394,430	3.3%	3,506,230	3.3%
<b>Charges for Service</b>	<b>15,410,380</b>	<b>15,799,810</b>	<b>2.5%</b>	<b>16,225,600</b>	<b>2.7%</b>	<b>16,650,480</b>	<b>2.6%</b>	<b>17,080,510</b>	<b>2.6%</b>	<b>17,524,590</b>	<b>2.6%</b>	<b>17,983,130</b>	<b>2.6%</b>
Court Fines	550,000	500,000	(9.1)%	505,000	1.0%	510,050	1.0%	515,150	1.0%	520,300	1.0%	525,500	1.0%
Crossing Guards	110,000	115,000	4.5%	115,000	0.0%	115,000	0.0%	115,000	0.0%	115,000	0.0%	115,000	0.0%
Found/Abandoned Property	4,000	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%
Charges & Fines	50,000	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
Code Enforcement Fines	190,000	150,000	(21.1)%	157,500	5.0%	163,800	4.0%	168,710	3.0%	173,770	3.0%	178,980	3.0%
Alarm Svc Charges/Fines	70,000	60,000	(14.3)%	61,200	2.0%	62,420	2.0%	63,670	2.0%	64,940	2.0%	66,240	2.0%
Red Light Camera	650,000	600,000	(7.7)%	600,000	0.0%	600,000	0.0%	600,000	0.0%	600,000	0.0%	600,000	0.0%
<b>Judgments, Fines &amp; Forfeits</b>	<b>1,624,000</b>	<b>1,429,000</b>	<b>(12.0)%</b>	<b>1,442,700</b>	<b>1.0%</b>	<b>1,455,270</b>	<b>0.9%</b>	<b>1,466,530</b>	<b>0.8%</b>	<b>1,478,010</b>	<b>0.8%</b>	<b>1,489,720</b>	<b>0.8%</b>
Interest Earnings - Cash Pool	450,000	500,000	11.1%	480,000	(4.0)%	480,000	0.0%	484,800	1.0%	494,500	2.0%	504,390	2.0%
<b>Interest Income</b>	<b>450,000</b>	<b>500,000</b>	<b>11.1%</b>	<b>480,000</b>	<b>(4.0)%</b>	<b>480,000</b>	<b>0.0%</b>	<b>484,800</b>	<b>1.0%</b>	<b>494,500</b>	<b>2.0%</b>	<b>504,390</b>	<b>2.0%</b>
Pier 60 Rent	170,000	150,000	(11.8)%	154,500	3.0%	159,140	3.0%	163,910	3.0%	168,830	3.0%	173,890	3.0%
Pier 60 Umbrellas	550,000	620,000	12.7%	638,600	3.0%	657,760	3.0%	677,490	3.0%	697,810	3.0%	718,740	3.0%
S. Beach Pavilion Rental	100,000	100,000	0.0%	103,000	3.0%	106,090	3.0%	109,270	3.0%	112,550	3.0%	115,930	3.0%
S. Beach Umbrellas	950,000	850,000	(10.5)%	892,500	5.0%	937,130	5.0%	965,240	3.0%	994,200	3.0%	1,024,030	3.0%
Lost or Damaged Book	6,500	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%
Sales (sport events)	75,000	60,000	(20.0)%	61,800	3.0%	63,650	3.0%	65,560	3.0%	67,530	3.0%	69,560	3.0%
Other General Revenue	343,956	260,726	(24.2)%	268,550	3.0%	276,610	3.0%	284,910	3.0%	293,460	3.0%	302,260	3.0%
Vending Machines	18,500	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%
Workers Compensation Reimb.	45,000	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	25,000	38,500	54.0%	38,500	0.0%	38,500	0.0%	38,500	0.0%	38,500	0.0%	38,500	0.0%
Take Home Vehicle Reimb	45,000	55,000	22.2%	55,000	0.0%	55,000	0.0%	55,000	0.0%	55,000	0.0%	55,000	0.0%
Adm Transportation Impact Fee	15,000	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
<b>Miscellaneous Revenue</b>	<b>2,343,956</b>	<b>2,219,226</b>	<b>(5.3)%</b>	<b>2,297,450</b>	<b>3.5%</b>	<b>2,378,880</b>	<b>3.5%</b>	<b>2,444,880</b>	<b>2.8%</b>	<b>2,512,880</b>	<b>2.8%</b>	<b>2,582,910</b>	<b>2.8%</b>
<b>Miscellaneous Revenue</b>	<b>2,793,956</b>	<b>2,719,226</b>	<b>(2.7)%</b>	<b>2,777,450</b>	<b>2.1%</b>	<b>2,858,880</b>	<b>2.9%</b>	<b>2,929,680</b>	<b>2.5%</b>	<b>3,007,380</b>	<b>2.7%</b>	<b>3,087,300</b>	<b>2.7%</b>
Airpark Fund	17,740	18,310	3.2%	18,860	3.0%	19,430	3.0%	20,010	3.0%	20,610	3.0%	21,230	3.0%
Stormwater Fund	1,017,660	942,880	(7.3)%	971,170	3.0%	1,000,310	3.0%	1,030,320	3.0%	1,061,230	3.0%	1,093,070	3.0%
Water & Sewer Fund	4,798,340	5,008,810	4.4%	5,159,070	3.0%	5,313,840	3.0%	5,473,260	3.0%	5,637,460	3.0%	5,806,580	3.0%
Solid Waste Fund	1,347,700	1,355,360	0.6%	1,396,020	3.0%	1,437,900	3.0%	1,481,040	3.0%	1,525,470	3.0%	1,571,230	3.0%

**City of Clearwater  
Five Year Forecast**

Revenue Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22	△	2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Recycling	134,410	158,410	17.9%	163,160	3.0%	168,050	3.0%	173,090	3.0%	178,280	3.0%	183,630	3.0%
Marine	290,640	268,680	(7.6)%	276,740	3.0%	285,040	3.0%	293,590	3.0%	302,400	3.0%	311,470	3.0%
Clearwater Harbor Marina	46,770	47,940	2.5%	49,380	3.0%	50,860	3.0%	52,390	3.0%	53,960	3.0%	55,580	3.0%
Parking Fund	446,826	445,910	(0.2)%	459,290	3.0%	473,070	3.0%	487,260	3.0%	501,880	3.0%	516,940	3.0%
Gas System Dividend	3,184,867	2,000,000	(37.2)%	2,100,000	5.0%	2,205,000	5.0%	2,315,250	5.0%	2,431,010	5.0%	2,552,560	5.0%
CDBG Grants Admin	164,470	190,025	15.5%	191,930	1.0%	193,850	1.0%	195,790	1.0%	197,750	1.0%	199,730	1.0%
Home/SHIP Grant Admin	107,860	123,145	14.2%	124,380	1.0%	125,620	1.0%	126,880	1.0%	128,150	1.0%	129,430	1.0%
CRA Admin	680,268	716,824	5.4%	741,910	3.5%	767,880	3.5%	794,760	3.5%	822,580	3.5%	851,370	3.5%
Misc. Transfers	28,258	—	(100.0)%	—	0.0%	—	0.0%	—	0.0%	—	0.0%	—	0.0%
<b>Interfund Charges/Transfers</b>	<b>12,265,809</b>	<b>11,276,294</b>	<b>(8.1)%</b>	<b>11,651,910</b>	<b>3.3%</b>	<b>12,040,850</b>	<b>3.3%</b>	<b>12,443,640</b>	<b>3.3%</b>	<b>12,860,780</b>	<b>3.4%</b>	<b>13,292,820</b>	<b>3.4%</b>
<b>Transfer (to) from Reserves</b>	<b>(9,906,090)</b>			—		—		—		—		—	
<b>Total Revenues</b>	<b>154,415,831</b>	<b>164,818,400</b>	<b>6.7%</b>	<b>170,081,940</b>	<b>3.2%</b>	<b>174,026,340</b>	<b>2.3%</b>	<b>178,064,000</b>	<b>2.3%</b>	<b>182,225,760</b>	<b>2.3%</b>	<b>186,510,370</b>	<b>2.4%</b>



**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Full Time Salaries	55,861	47,908	(14.2)%	49,580	3.5%	51,320	3.5%	53,120	3.5%	54,980	3.5%	56,900	3.5%
Part Time Salaries	124,192	129,191	4.0%	133,710	3.5%	138,390	3.5%	143,230	3.5%	148,240	3.5%	153,430	3.5%
Life Insurance	296	249	(15.9)%	250	1.0%	260	2.0%	270	2.0%	280	2.0%	290	2.0%
Major Medical Insurance	68,649	78,082	13.7%	81,210	4.0%	84,460	4.0%	87,840	4.0%	91,350	4.0%	95,000	4.0%
Social Security	9,614	9,335	(2.9)%	9,660	3.5%	10,000	3.5%	10,350	3.5%	10,710	3.5%	11,080	3.5%
Pension	3,709	3,095	(16.6)%	3,200	3.5%	3,310	3.5%	3,430	3.5%	3,550	3.5%	3,670	3.5%
Worker's Compensation	1,390	1,770	27.3%	1,860	5.0%	1,900	2.0%	1,940	2.0%	1,980	2.0%	2,020	2.0%
Operating Expenses	61,540	75,560	22.8%	77,070	2.0%	78,610	2.0%	80,180	2.0%	81,780	2.0%	83,420	2.0%
Internal Service Expenses	33,190	36,880	11.1%	37,990	3.0%	39,130	3.0%	40,300	3.0%	41,510	3.0%	42,760	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)%
<b>City Council</b>	<b>395,821</b>	<b>419,450</b>	<b>6.0%</b>	<b>431,910</b>	<b>3.0%</b>	<b>444,760</b>	<b>3.0%</b>	<b>458,040</b>	<b>3.0%</b>	<b>471,760</b>	<b>3.0%</b>	<b>485,950</b>	<b>3.0%</b>
Full Time Salaries	858,215	938,638	9.4%	971,490	3.5%	1,005,490	3.5%	1,040,680	3.5%	1,077,100	3.5%	1,114,800	3.5%
Life Insurance	5,578	5,466	(2.0)%	5,520	1.0%	5,630	2.0%	5,740	2.0%	5,850	2.0%	5,970	2.0%
Major Medical Insurance	70,449	76,393	8.4%	79,450	4.0%	82,630	4.0%	85,940	4.0%	89,380	4.0%	92,960	4.0%
Social Security	37,345	38,631	3.4%	39,980	3.5%	41,380	3.5%	42,830	3.5%	44,330	3.5%	45,880	3.5%
Pension	17,153	16,962	(1.1)%	17,560	3.5%	18,170	3.5%	18,810	3.5%	19,470	3.5%	20,150	3.5%
Worker's Compensation	1,740	2,220	27.6%	2,330	5.0%	2,380	2.0%	2,430	2.0%	2,480	2.0%	2,530	2.0%
Operating Expenses	233,704	230,760	(1.3)%	235,380	2.0%	240,090	2.0%	244,890	2.0%	249,790	2.0%	254,790	2.0%
Internal Service Expenses	50,260	59,760	18.9%	61,550	3.0%	63,400	3.0%	65,300	3.0%	67,260	3.0%	69,280	3.0%
Interfund Transfers	1,500	116,500	7,666.7%	61,500	(200.0)%	61,500	(200.0)%	61,500	(200.0)%	61,500	(200.0)%	61,500	(200.0)%
<b>City Manager's Office</b>	<b>1,275,944</b>	<b>1,485,330</b>	<b>16.4%</b>	<b>1,474,760</b>	<b>-0.7%</b>	<b>1,520,670</b>	<b>3.1%</b>	<b>1,568,120</b>	<b>3.1%</b>	<b>1,617,160</b>	<b>3.1%</b>	<b>1,667,860</b>	<b>3.1%</b>
Full Time Salaries	358,468	378,837	5.7%	392,100	3.5%	405,820	3.5%	420,020	3.5%	434,720	3.5%	449,940	3.5%
Life Insurance	2,295	2,640	15.0%	2,670	1.0%	2,720	2.0%	2,770	2.0%	2,830	2.0%	2,890	2.0%
Major Medical Insurance	57,401	66,360	15.6%	69,010	4.0%	71,770	4.0%	74,640	4.0%	77,630	4.0%	80,740	4.0%
Social Security	19,502	20,516	5.2%	21,230	3.5%	21,970	3.5%	22,740	3.5%	23,540	3.5%	24,360	3.5%
Pension	5,274	5,421	2.8%	5,610	3.5%	5,810	3.5%	6,010	3.5%	6,220	3.5%	6,440	3.5%
Worker's Compensation	1,230	1,550	26.0%	1,630	5.0%	1,660	2.0%	1,690	2.0%	1,720	2.0%	1,750	2.0%
Operating Expenses	30	—	(100.0)%	—	2.0%	—	2.0%	—	2.0%	—	2.0%	—	2.0%
Internal Service Expenses	24,310	28,950	19.1%	29,820	3.0%	30,710	3.0%	31,630	3.0%	32,580	3.0%	33,560	3.0%
<b>CRA Administration</b>	<b>468,510</b>	<b>504,274</b>	<b>7.6%</b>	<b>522,070</b>	<b>3.5%</b>	<b>540,460</b>	<b>3.5%</b>	<b>559,500</b>	<b>3.5%</b>	<b>579,240</b>	<b>3.5%</b>	<b>599,680</b>	<b>3.5%</b>

**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Full Time Salaries	748,364	867,890	16.0%	898,270	3.5%	929,710	3.5%	962,250	3.5%	995,930	3.5%	1,030,790	3.5%
Life Insurance	3,972	4,000	0.7%	4,040	1.0%	4,120	2.0%	4,200	2.0%	4,280	2.0%	4,370	2.0%
Major Medical Insurance	136,981	139,973	2.2%	145,570	4.0%	151,390	4.0%	157,450	4.0%	163,750	4.0%	170,300	4.0%
Social Security	16,881	18,256	8.1%	18,890	3.5%	19,550	3.5%	20,230	3.5%	20,940	3.5%	21,670	3.5%
Pension	41,606	42,533	2.2%	44,020	3.5%	45,560	3.5%	47,150	3.5%	48,800	3.5%	50,510	3.5%
Worker's Compensation	2,570	3,280	27.6%	3,440	5.0%	3,510	2.0%	3,580	2.0%	3,650	2.0%	3,720	2.0%
Operating Expenses	557,130	508,200	(8.8)%	518,360	2.0%	528,730	2.0%	539,300	2.0%	550,090	2.0%	561,090	2.0%
Homeless Initiatives	250,000	250,000	—%	255,000	2.0%	260,100	2.0%	265,300	2.0%	270,610	2.0%	276,020	2.0%
Internal Service Expenses	58,280	70,120	20.3%	72,220	3.0%	74,390	3.0%	76,620	3.0%	78,920	3.0%	81,290	3.0%
Interfund Transfers	13,230	88,230	566.9%	13,230	(2)	13,230	(2)	13,230	(2)	13,230	(2)	13,230	(2)
<b>Economic Development</b>	<b>1,829,014</b>	<b>1,992,482</b>	<b>8.9%</b>	<b>1,973,040</b>	<b>-1.0%</b>	<b>2,030,290</b>	<b>2.9%</b>	<b>2,089,310</b>	<b>2.9%</b>	<b>2,150,200</b>	<b>2.9%</b>	<b>2,212,990</b>	<b>2.9%</b>
Full Time Salaries	713,331	763,770	7.1%	790,500	3.5%	818,170	3.5%	846,810	3.5%	876,450	3.5%	907,130	3.5%
Life Insurance	4,605	4,349	(5.6)%	4,390	1.0%	4,480	2.0%	4,570	2.0%	4,660	2.0%	4,750	2.0%
Major Medical Insurance	109,271	124,312	13.8%	129,280	4.0%	134,450	4.0%	139,830	4.0%	145,420	4.0%	151,240	4.0%
Social Security	25,703	27,385	6.5%	28,340	3.5%	29,330	3.5%	30,360	3.5%	31,420	3.5%	32,520	3.5%
Pension	28,470	29,233	2.7%	30,260	3.5%	31,320	3.5%	32,420	3.5%	33,550	3.5%	34,720	3.5%
Worker's Compensation	3,250	3,660	12.6%	3,840	5.0%	3,920	2.0%	4,000	2.0%	4,080	2.0%	4,160	2.0%
Operating Expenses	218,586	191,520	(12.4)%	195,350	2.0%	199,260	2.0%	203,250	2.0%	207,320	2.0%	211,470	2.0%
Internal Service Expenses	93,040	105,260		108,420	3.0%	111,670	3.0%	115,020	3.0%	118,470	3.0%	122,020	3.0%
Interfund Transfers	—	25,000	n/a	25,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)
<b>Public Communications</b>	<b>1,196,256</b>	<b>1,274,489</b>	<b>6.5%</b>	<b>1,315,380</b>	<b>3.2%</b>	<b>1,362,600</b>	<b>3.6%</b>	<b>1,406,260</b>	<b>3.2%</b>	<b>1,451,370</b>	<b>3.2%</b>	<b>1,498,010</b>	<b>3.2%</b>
Full Time Salaries	1,183,398	1,158,756	(2.1)%	1,199,310	3.5%	1,241,290	3.5%	1,284,740	3.5%	1,329,710	3.5%	1,376,250	3.5%
Part Time Salaries	19,685	20,473	4.0%	21,190	3.5%	21,930	3.5%	22,700	3.5%	23,490	3.5%	24,310	3.5%
Life Insurance	8,140	7,036	(13.6)%	7,110	1.0%	7,250	2.0%	7,400	2.0%	7,550	2.0%	7,700	2.0%
Major Medical Insurance	152,266	171,833	12.9%	178,710	4.0%	185,860	4.0%	193,290	4.0%	201,020	4.0%	209,060	4.0%
Social Security	62,644	60,471	(3.5)%	62,590	3.5%	64,780	3.5%	67,050	3.5%	69,400	3.5%	71,830	3.5%
Pension	18,362	18,877	2.8%	19,540	3.5%	20,220	3.5%	20,930	3.5%	21,660	3.5%	22,420	3.5%
Worker's Compensation	2,670	3,400	27.3%	3,570	5.0%	3,640	2.0%	3,710	2.0%	3,780	2.0%	3,860	2.0%
Operating Expenses	290,722	301,450	3.7%	307,480	2.0%	313,630	2.0%	319,900	2.0%	326,300	2.0%	332,830	2.0%
Internal Service Expenses	69,270	80,360	16.0%	82,770	3.0%	85,250	3.0%	87,810	3.0%	90,440	3.0%	93,150	3.0%
Operating Capital	2,500	4,000	60.0%	4,080	2.0%	4,160	2.0%	4,240	2.0%	4,320	2.0%	4,410	2.0%
<b>City Attorney</b>	<b>1,809,657</b>	<b>1,826,656</b>	<b>0.9%</b>	<b>1,886,350</b>	<b>3.3%</b>	<b>1,948,010</b>	<b>3.3%</b>	<b>2,011,770</b>	<b>3.3%</b>	<b>2,077,670</b>	<b>3.3%</b>	<b>2,145,820</b>	<b>3.3%</b>

**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Full Time Salaries	474,990	504,967	6.3%	522,640	3.5%	540,930	3.5%	559,860	3.5%	579,460	3.5%	599,740	3.5%
Life Insurance	2,431	2,422	(0.4)%	2,450	1.0%	2,470	1.0%	2,520	2.0%	2,570	2.0%	2,620	2.0%
Major Medical Insurance	97,808	101,929	4.2%	106,010	4.0%	110,250	4.0%	114,660	4.0%	119,250	4.0%	124,020	4.0%
Social Security	6,603	6,828	3.4%	7,070	3.5%	7,320	3.5%	7,580	3.5%	7,850	3.5%	8,120	3.5%
Pension	31,459	32,252	2.5%	33,380	3.5%	34,550	3.5%	35,760	3.5%	37,010	3.5%	38,310	3.5%
Worker's Compensation	1,860	2,370	27.4%	2,490	5.0%	2,540	2.0%	2,590	2.0%	2,640	2.0%	2,690	2.0%
Operating Expenses	424,888	470,440	10.7%	579,850	2.0%	591,450	2.0%	603,280	2.0%	615,350	2.0%	627,660	2.0%
Internal Service Expenses	175,690	185,900	5.8%	191,480	3.0%	197,220	3.0%	203,140	3.0%	209,230	3.0%	215,510	3.0%
<b>City Clerk</b>	<b>1,215,729</b>	<b>1,307,108</b>	<b>7.5%</b>	<b>1,445,370</b>	<b>10.6%</b>	<b>1,486,730</b>	<b>2.9%</b>	<b>1,529,390</b>	<b>2.9%</b>	<b>1,573,360</b>	<b>2.9%</b>	<b>1,618,670</b>	<b>2.9%</b>
Full Time Salaries	1,748,490	1,847,044	5.6%	1,911,690	3.5%	1,978,600	3.5%	2,047,850	3.5%	2,119,520	3.5%	2,193,700	3.5%
Part Time Salaries	19,331	20,104	4.0%	20,810	3.5%	21,540	3.5%	22,290	3.5%	23,070	3.5%	23,880	3.5%
Overtime	5,200	5,200	—%	5,380	3.5%	5,570	3.5%	5,760	3.5%	5,960	3.5%	6,170	3.5%
Life Insurance	8,981	9,315	3.7%	9,410	1.0%	9,600	2.0%	9,790	2.0%	9,990	2.0%	10,190	2.0%
Major Medical Insurance	238,004	272,471	14.5%	283,370	4.0%	294,700	4.0%	306,490	4.0%	318,750	4.0%	331,500	4.0%
Social Security	46,054	52,812	14.7%	54,660	3.5%	56,570	3.5%	58,550	3.5%	60,600	3.5%	62,720	3.5%
Pension	92,701	88,844	(4.2)%	91,950	3.5%	95,170	3.5%	98,500	3.5%	101,950	3.5%	105,520	3.5%
Worker's Compensation	10,430	8,780	(15.8)%	9,220	5.0%	9,400	2.0%	9,590	2.0%	9,780	2.0%	9,980	2.0%
Operating Expenses	263,400	257,510	(2.2)%	262,660	2.0%	267,910	2.0%	273,270	2.0%	278,740	2.0%	284,310	2.0%
Internal Service Expenses	205,270	238,050	16.0%	242,810	2.0%	247,670	2.0%	252,620	2.0%	257,670	2.0%	262,820	2.0%
<b>Finance</b>	<b>2,637,861</b>	<b>2,800,130</b>	<b>6.2%</b>	<b>2,891,960</b>	<b>3.3%</b>	<b>2,986,730</b>	<b>3.3%</b>	<b>3,084,710</b>	<b>3.3%</b>	<b>3,186,030</b>	<b>3.3%</b>	<b>3,290,790</b>	<b>3.3%</b>
Full Time Salaries	154,955	159,657	3.0%	165,240	3.5%	171,020	3.5%	177,010	3.5%	183,210	3.5%	189,620	3.5%
Life Insurance	1,038	631	(39.2)%	640	1.0%	650	2.0%	660	2.0%	670	2.0%	680	2.0%
Major Medical Insurance	29,159	30,388	4.2%	31,600	4.0%	32,860	4.0%	34,170	4.0%	35,540	4.0%	36,960	4.0%
Social Security	7,207	2,157	(70.1)%	2,230	3.5%	2,310	3.5%	2,390	3.5%	2,470	3.5%	2,560	3.5%
Pension	4,438	10,314	132.4%	10,670	3.5%	11,040	3.5%	11,430	3.5%	11,830	3.5%	12,240	3.5%
Worker's Compensation	460	590	28.3%	620	5.0%	630	2.0%	640	2.0%	650	2.0%	660	2.0%
Operating Expenses	11,167	11,155	(0.1)%	11,380	2.0%	11,610	2.0%	11,840	2.0%	12,080	2.0%	12,320	2.0%
Internal Service Expenses	18,020	18,860	4.7%	19,430	3.0%	20,010	3.0%	20,610	3.0%	21,230	3.0%	21,870	3.0%
<b>City Audit</b>	<b>226,444</b>	<b>233,752</b>	<b>3.2%</b>	<b>241,810</b>	<b>3.4%</b>	<b>250,130</b>	<b>3.4%</b>	<b>258,750</b>	<b>3.4%</b>	<b>267,680</b>	<b>3.5%</b>	<b>276,910</b>	<b>3.4%</b>

**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Full Time Salaries	778,339	847,225	8.9%	876,880	3.5%	907,570	3.5%	939,330	3.5%	972,210	3.5%	1,006,240	3.5%
Part Time Salaries	45,742	33,117	(27.6)%	34,280	3.5%	35,480	3.5%	36,720	3.5%	38,010	3.5%	39,340	3.5%
Overtime	600	600	—%	620	3.5%	640	3.5%	660	3.5%	680	3.5%	700	3.5%
Life Insurance	4,425	4,506	1.8%	4,550	1.0%	4,640	2.0%	4,730	2.0%	4,820	2.0%	4,920	2.0%
Major Medical Insurance	168,373	178,445	6.0%	185,580	4.0%	193,000	4.0%	200,720	4.0%	208,750	4.0%	217,100	4.0%
Social Security	29,897	30,100	0.7%	31,150	3.5%	32,240	3.5%	33,370	3.5%	34,540	3.5%	35,750	3.5%
Pension	33,812	36,070	6.7%	37,330	3.5%	38,640	3.5%	39,990	3.5%	41,390	3.5%	42,840	3.5%
Worker's Compensation	2,940	3,760	27.9%	3,950	5.0%	4,030	2.0%	4,110	2.0%	4,190	2.0%	4,270	2.0%
Operating Expenses	389,382	402,710	3.4%	410,760	2.0%	418,980	2.0%	427,360	2.0%	435,910	2.0%	444,630	2.0%
Internal Service Expenses	108,670	126,240	16.2%	130,030	3.0%	133,930	3.0%	137,950	3.0%	142,090	3.0%	146,350	3.0%
<b>Human Resources</b>	<b>1,562,180</b>	<b>1,662,773</b>	<b>6.4%</b>	<b>1,715,130</b>	<b>3.1%</b>	<b>1,769,150</b>	<b>3.1%</b>	<b>1,824,940</b>	<b>3.2%</b>	<b>1,882,590</b>	<b>3.2%</b>	<b>1,942,140</b>	<b>3.2%</b>
Full Time Salaries	24,667,032	25,941,925	5.2%	26,979,600	4.0%	28,058,780	4.0%	29,181,130	4.0%	30,348,380	4.0%	31,562,320	4.0%
Part Time Salaries	911,142	875,476	(3.9)%	906,120	3.5%	937,830	3.5%	970,650	3.5%	1,004,620	3.5%	1,039,780	3.5%
Overtime	769,600	811,325	5.4%	839,720	3.5%	869,110	3.5%	899,530	3.5%	931,010	3.5%	963,600	3.5%
Police Incentive Pay	192,782	185,400	(3.8)%	191,890	3.5%	198,610	3.5%	205,560	3.5%	212,750	3.5%	220,200	3.5%
Life Insurance	61,285	39,380	(35.7)%	39,770	1.0%	40,570	2.0%	41,380	2.0%	42,210	2.0%	43,050	2.0%
Major Medical Insurance	3,808,141	3,992,321	4.8%	4,152,010	4.0%	4,318,090	4.0%	4,490,810	4.0%	4,670,440	4.0%	4,857,260	4.0%
Social Security	427,103	427,236	—%	444,330	4.0%	462,100	4.0%	480,580	4.0%	499,800	4.0%	519,790	4.0%
Pension	4,932,925	4,817,901	(2.3)%	4,986,530	3.5%	5,161,060	3.5%	5,341,700	3.5%	5,528,660	3.5%	5,722,160	3.5%
Worker's Compensation	351,700	519,770	47.8%	545,760	5.0%	556,680	2.0%	567,810	2.0%	579,170	2.0%	590,750	2.0%
Supplemental Pension	1,188,031	1,130,000	(4.9)%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%	1,130,000	0.0%
Medical Examinations	160,000	135,000	(15.6)%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%	135,000	0.0%
Operating Expenses	3,129,609	3,606,200	15.2%	3,678,320	2.0%	3,751,890	2.0%	3,826,930	2.0%	3,903,470	2.0%	3,981,540	2.0%
Internal Service Expenses	6,122,100	6,291,720	2.8%	6,480,470	3.0%	6,674,880	3.0%	6,875,130	3.0%	7,081,380	3.0%	7,293,820	3.0%
Debt Service	193,320	165,180	(14.6)%	63,940	(1)	3,370	(1)	—	(1)	0.0%	(1)	0.0%	(1)
Interfund Transfers	375,794	1,160,500	208.8%	1,084,000	(2)	1,071,750	(2)	1,071,750	(2)	160,730	(2)	160,730	(2)
<b>Police</b>	<b>47,290,564</b>	<b>50,099,334</b>	<b>5.9%</b>	<b>51,657,460</b>	<b>3.1%</b>	<b>53,369,720</b>	<b>3.3%</b>	<b>55,217,960</b>	<b>3.5%</b>	<b>56,227,620</b>	<b>1.8%</b>	<b>58,220,000</b>	<b>3.5%</b>
Full Time Salaries	14,723,821	15,172,772	3.0%	16,411,360	4.0%	17,067,810	4.0%	17,750,520	4.0%	18,460,540	4.0%	19,198,960	4.0%
Overtime	1,879,400	1,798,000	(4.3)%	1,860,930	3.5%	1,926,060	3.5%	1,993,470	3.5%	2,063,240	3.5%	2,135,450	3.5%
Fire Incentive/Acting Pay	315,370	375,305	19.0%	390,320	4.0%	405,930	4.0%	422,170	4.0%	439,060	4.0%	456,620	4.0%
Fire Special Holiday	448,323	527,370	17.6%	548,460	4.0%	570,400	4.0%	593,220	4.0%	616,950	4.0%	641,630	4.0%
Life Insurance	44,365	39,025	(12.0)%	39,420	1.0%	40,210	2.0%	41,010	2.0%	41,830	2.0%	42,670	2.0%

**City of Clearwater  
Five Year Forecast**

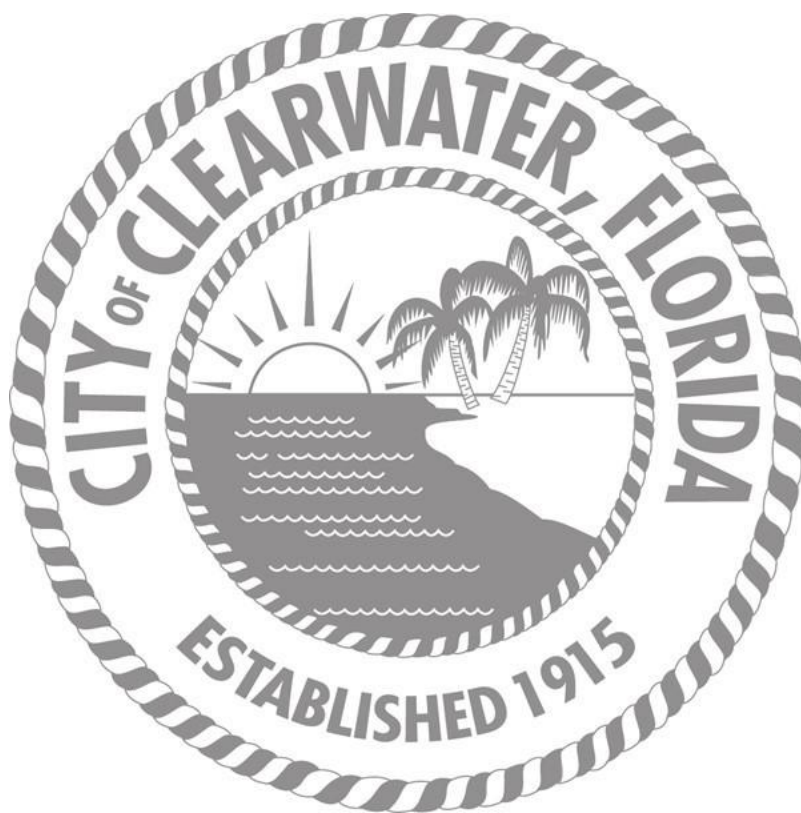
Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Major Medical Insurance	2,489,526	2,604,416	4.6%	2,708,590	4.0%	2,816,930	4.0%	2,929,610	4.0%	3,046,790	4.0%	3,168,660	4.0%
Social Security	244,052	247,388	1.4%	257,280	4.0%	267,570	4.0%	278,270	4.0%	289,400	4.0%	300,980	4.0%
Pension	3,590,569	3,586,225	(0.1)%	3,711,740	3.5%	3,841,650	3.5%	3,976,110	3.5%	4,115,270	3.5%	4,259,300	3.5%
Worker's Compensation	261,440	330,650	26.5%	347,180	5.0%	354,120	2.0%	361,200	2.0%	368,420	2.0%	375,790	2.0%
Supplemental Pension	1,090,462	1,000,000	(8.3)%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%	1,000,000	0.0%
Medical Examinations	105,810	125,440	18.6%	125,440	0.0%	125,440	0.0%	125,440	0.0%	125,440	0.0%	125,440	0.0%
Operating Expenses	1,809,279	1,799,104	(0.6)%	1,835,090	2.0%	1,871,790	2.0%	1,909,230	2.0%	1,947,410	2.0%	1,986,360	2.0%
Internal Service Expenses	2,357,790	2,369,160	0.5%	2,440,230	3.0%	2,513,440	3.0%	2,588,840	3.0%	2,666,510	3.0%	2,746,510	3.0%
Operating Capital	44,080	32,225	n/a	32,870	2.0%	33,530	2.0%	34,200	2.0%	34,880	2.0%	35,580	2.0%
Debt Service	494,730	471,230	(1)	393,220	(1)	203,610	(1)	41,050	(1)	—	(1)	—	(1)
Interfund Transfers	581,420	310,000	(2)	323,950	(2)	346,140	(2)	1,075,130	(2)	379,630	(2)	1,905,940	(2)
<b>Fire</b>	<b>30,480,437</b>	<b>30,788,310</b>	<b>1.0%</b>	<b>32,426,080</b>	<b>5.3%</b>	<b>33,384,630</b>	<b>3.0%</b>	<b>35,119,470</b>	<b>5.2%</b>	<b>35,595,370</b>	<b>1.4%</b>	<b>38,379,890</b>	<b>7.8%</b>
Full Time Salaries	3,357,177	3,695,586	10.1%	3,824,930	3.5%	3,958,800	3.5%	4,097,360	3.5%	4,240,770	3.5%	4,389,200	3.5%
Part Time Salaries	23,450	24,530	4.6%	25,390	3.5%	26,280	3.5%	27,200	3.5%	28,150	3.5%	29,140	3.5%
Overtime	78,050	78,050	—%	80,780	3.5%	83,610	3.5%	86,540	3.5%	89,570	3.5%	92,700	3.5%
Life Insurance	15,563	16,467	5.8%	16,630	1.0%	16,960	2.0%	17,300	2.0%	17,650	2.0%	18,000	2.0%
Major Medical Insurance	635,601	706,561	11.2%	734,820	4.0%	764,210	4.0%	794,780	4.0%	826,570	4.0%	859,630	4.0%
Social Security	59,899	60,916	1.7%	63,050	3.5%	65,260	3.5%	67,540	3.5%	69,900	3.5%	72,350	3.5%
Pension	212,872	235,219	10.5%	243,450	3.5%	251,970	3.5%	260,790	3.5%	269,920	3.5%	279,370	3.5%
Worker's Compensation	17,220	21,340	23.9%	22,410	5.0%	22,860	2.0%	23,320	2.0%	23,790	2.0%	24,270	2.0%
Operating Expenses	729,380	815,887	11.9%	832,200	2.0%	848,840	2.0%	865,820	2.0%	883,140	2.0%	900,800	2.0%
Internal Service Expenses	1,020,910	1,064,060	4.2%	1,095,980	3.0%	1,128,860	3.0%	1,162,730	3.0%	1,197,610	3.0%	1,233,540	3.0%
Operating Capital	—	15,500	n/a	15,810	2.0%	16,130	2.0%	16,450	2.0%	16,780	2.0%	17,120	2.0%
Debt Service	8,680	4,440	(48.8)%	3,330	(1)	—	(1)	—	(1)	—	(1)	—	(1)
Interfund Transfers	300,000	319,290	6.4%	300,000	(2)	300,000	(2)	300,000	(2)	300,000	(2)	300,000	(2)
<b>Planning &amp; Development</b>	<b>6,458,802</b>	<b>7,057,846</b>	<b>9.3%</b>	<b>7,258,780</b>	<b>2.8%</b>	<b>7,483,780</b>	<b>3.1%</b>	<b>7,719,830</b>	<b>3.2%</b>	<b>7,963,850</b>	<b>3.2%</b>	<b>8,216,120</b>	<b>3.2%</b>
Full Time Salaries	3,345,962	3,495,529	4.5%	3,617,870	3.5%	3,744,500	3.5%	3,875,560	3.5%	4,011,200	3.5%	4,151,590	3.5%
Overtime	38,600	41,420	7.3%	42,870	3.5%	44,370	3.5%	45,920	3.5%	47,530	3.5%	49,190	3.5%
Life Insurance	15,305	14,925	(2.5)%	15,070	1.0%	15,370	2.0%	15,680	2.0%	15,990	2.0%	16,310	2.0%
Major Medical Insurance	652,647	690,584	5.8%	718,210	4.0%	746,940	4.0%	776,820	4.0%	807,890	4.0%	840,210	4.0%
Social Security	56,392	57,308	1.6%	59,310	3.5%	61,390	3.5%	63,540	3.5%	65,760	3.5%	68,060	3.5%
Pension	211,281	212,663	0.7%	220,110	3.5%	227,810	3.5%	235,780	3.5%	244,030	3.5%	252,570	3.5%
Worker's Compensation	28,420	25,840	(9.1)%	27,130	5.0%	27,670	2.0%	28,220	2.0%	28,780	2.0%	29,360	2.0%

**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Operating Expenses	2,798,590	2,776,710	(0.8)%	2,832,240	2.0%	2,888,880	2.0%	2,946,660	2.0%	3,005,590	2.0%	3,065,700	2.0%
Internal Service Expenses	699,040	750,620	7.4%	773,140	3.0%	796,330	3.0%	820,220	3.0%	844,830	3.0%	870,170	3.0%
Debt Service	—	4,901	n/a	4,900	(1)	4,900	(1)	4,900	(1)	—	(1)	—	(1)
Transfers	411,500	421,500	(2)	411,500	(2)	215,030	(2)	1,261,500	(2)	1,261,500	(2)	1,261,500	(2)
<b>Engineering</b>	<b>8,257,737</b>	<b>8,492,000</b>	<b>2.8%</b>	<b>8,722,350</b>	<b>2.7%</b>	<b>8,773,190</b>	<b>0.6%</b>	<b>10,074,800</b>	<b>14.8%</b>	<b>10,333,100</b>	<b>2.6%</b>	<b>10,604,660</b>	<b>2.6%</b>
Full Time Salaries	8,275,508	9,853,094	19.1%	10,197,950	3.5%	10,554,880	3.5%	10,924,300	3.5%	11,306,650	3.5%	11,702,380	3.5%
Part Time Salaries	1,361,639	1,319,406	(3.1)%	1,365,590	3.5%	1,413,390	3.5%	1,462,860	3.5%	1,514,060	3.5%	1,567,050	3.5%
Overtime	197,620	200,000	1.2%	207,000	3.5%	214,250	3.5%	221,750	3.5%	229,510	3.5%	237,540	3.5%
Life Insurance	42,546	43,869	3.1%	44,310	1.0%	45,200	2.0%	46,100	2.0%	47,020	2.0%	47,960	2.0%
Major Medical Insurance	2,069,050	2,191,649	5.9%	2,279,310	4.0%	2,370,480	4.0%	2,465,300	4.0%	2,563,910	4.0%	2,666,470	4.0%
Social Security	257,067	261,067	1.6%	270,200	3.5%	279,660	3.5%	289,450	3.5%	299,580	3.5%	310,070	3.5%
Pension	529,710	556,952	5.1%	576,450	3.5%	596,630	3.5%	617,510	3.5%	639,120	3.5%	661,490	3.5%
Worker's Compensation	192,060	228,370	18.9%	239,790	5.0%	244,590	2.0%	249,480	2.0%	254,470	2.0%	259,560	2.0%
Operating Expenses	9,812,170	10,313,036	5.1%	10,519,300	2.0%	10,729,690	2.0%	10,944,280	2.0%	11,163,170	2.0%	11,386,430	2.0%
Imagine Clw Operations	—	—	—%	832,700	3.0%	1,723,700	3.0%	1,775,410	3.0%	1,828,700	3.0%	1,883,600	3.0%
Internal Service Expenses	5,453,810	5,213,750	(4.4)%	5,370,160	3.0%	5,531,260	3.0%	5,697,200	3.0%	5,868,120	3.0%	6,044,160	3.0%
Capital	49,600	35,000	(29.4)%	35,700	2.0%	36,410	2.0%	37,140	2.0%	37,880	2.0%	38,640	2.0%
Debt Service	165,180	206,180	(1)	154,210	(1)	142,760	(1)	112,230	(1)	61,310	(1)	12,210	(1)
Transfers	2,905,232	6,783,030	(2)	7,263,030	(2)	7,273,030	(2)	3,455,000	(2)	3,440,000	(2)	3,680,000	(2)
<b>Parks &amp; Recreation</b>	<b>31,311,192</b>	<b>37,205,403</b>	<b>18.8%</b>	<b>39,355,700</b>	<b>5.8%</b>	<b>41,155,930</b>	<b>4.6%</b>	<b>38,298,010</b>	<b>-6.9%</b>	<b>39,253,500</b>	<b>2.5%</b>	<b>40,497,560</b>	<b>3.2%</b>
Full Time Salaries	3,161,535	3,507,387	10.9%	3,630,150	3.5%	3,757,210	3.5%	3,888,710	3.5%	4,024,810	3.5%	4,165,680	3.5%
Part Time Salaries	655,070	630,217	(3.8)%	652,270	3.5%	675,100	3.5%	698,730	3.5%	723,190	3.5%	748,500	3.5%
Life Insurance	15,427	15,291	(0.9)%	15,440	1.0%	15,750	2.0%	16,070	2.0%	16,390	2.0%	16,720	2.0%
Major Medical Insurance	745,560	748,559	0.4%	778,500	4.0%	809,640	4.0%	842,030	4.0%	875,710	4.0%	910,740	4.0%
Social Security	98,613	98,732	0.1%	102,190	3.5%	105,770	3.5%	109,470	3.5%	113,300	3.5%	117,270	3.5%
Pension	204,145	207,876	1.8%	215,150	3.5%	222,680	3.5%	230,470	3.5%	238,540	3.5%	246,890	3.5%
Worker's Compensation	22,280	26,660	19.7%	27,990	5.0%	28,550	2.0%	29,120	2.0%	29,700	2.0%	30,290	2.0%
Operating Expenses	972,405	987,425	1.5%	1,007,170	2.0%	1,027,310	2.0%	1,047,860	2.0%	1,068,820	2.0%	1,090,200	2.0%
Internal Service Expenses	1,297,250	1,390,510	7.2%	1,432,230	3.0%	1,475,200	3.0%	1,519,460	3.0%	1,565,040	3.0%	1,611,990	3.0%
Operating Capital	693,680	693,680	—%	707,550	2.0%	721,700	2.0%	736,130	2.0%	750,850	2.0%	765,870	2.0%
Transfers	135,000	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)	110,000	(2)
<b>Library</b>	<b>8,000,965</b>	<b>8,416,337</b>	<b>5.2%</b>	<b>8,678,640</b>	<b>3.1%</b>	<b>8,948,910</b>	<b>3.1%</b>	<b>9,228,050</b>	<b>3.1%</b>	<b>9,516,350</b>	<b>3.1%</b>	<b>9,814,150</b>	<b>3.1%</b>

**City of Clearwater  
Five Year Forecast**

Expenditure Schedule	Revised			Forecast									
	Budget	Budget	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%	Fiscal Year	%
	2020-21	2021-22		2022-23	△	2023-24	△	2024-25	△	2025-26	△	2026-27	△
Other Operating	544,836	769,734	41.3%	785,130	2.0%	800,830	2.0%	816,850	2.0%	833,190	2.0%	849,850	2.0%
Property/Liability Insurance	778,070	1,530,090	96.7%	1,560,690	2.0%	1,591,900	2.0%	1,623,740	2.0%	1,656,210	2.0%	1,689,330	2.0%
Land Development	958,000	—	n/a	—	—%	—	—%	—	—%	—	—%	—	—%
Debt Srvc - Imagine Clw	—	—	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)	1,500,000	(1)
Interfund Transfer - CRA	2,309,490	2,480,667	(2)	2,555,090	(2)	2,631,740	(2)	2,710,690	(2)	2,792,010	(2)	2,875,770	(2)
Interfund Transfers - CIP	5,009,852	3,475,000	(2)	3,445,000	(2)	2,945,000	(2)	2,945,000	(2)	2,865,000	(2)	2,945,000	(2)
<b>Non-Departmental</b>	<b>9,600,248</b>	<b>8,854,656</b>	<b>(7.8)%</b>	<b>10,469,040</b>	<b>18.2%</b>	<b>10,117,530</b>	<b>(3.4)%</b>	<b>10,270,260</b>	<b>1.5%</b>	<b>10,347,350</b>	<b>0.8%</b>	<b>10,588,930</b>	<b>2.3%</b>
Other Operating	120,450	115,140	(4.4)%	117,440	2.0%	119,790	2.0%	122,190	2.0%	124,630	2.0%	127,120	2.0%
Internal Services	278,020	282,930	1.8%	291,420	3.0%	300,160	3.0%	309,160	3.0%	318,430	3.0%	327,980	3.0%
<b>Public Utilities</b>	<b>398,470</b>	<b>398,070</b>	<b>-0.1%</b>	<b>408,860</b>	<b>2.7%</b>	<b>419,950</b>	<b>2.7%</b>	<b>431,350</b>	<b>2.7%</b>	<b>443,060</b>	<b>2.7%</b>	<b>455,100</b>	<b>2.7%</b>
<b>Total Expenditures</b>	<b>154,415,831</b>	<b>164,818,400</b>	<b>6.7%</b>	<b>172,874,690</b>	<b>4.9%</b>	<b>177,993,170</b>	<b>3.0%</b>	<b>181,150,520</b>	<b>1.8%</b>	<b>184,937,260</b>	<b>2.1%</b>	<b>192,515,230</b>	<b>4.1%</b>





**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.

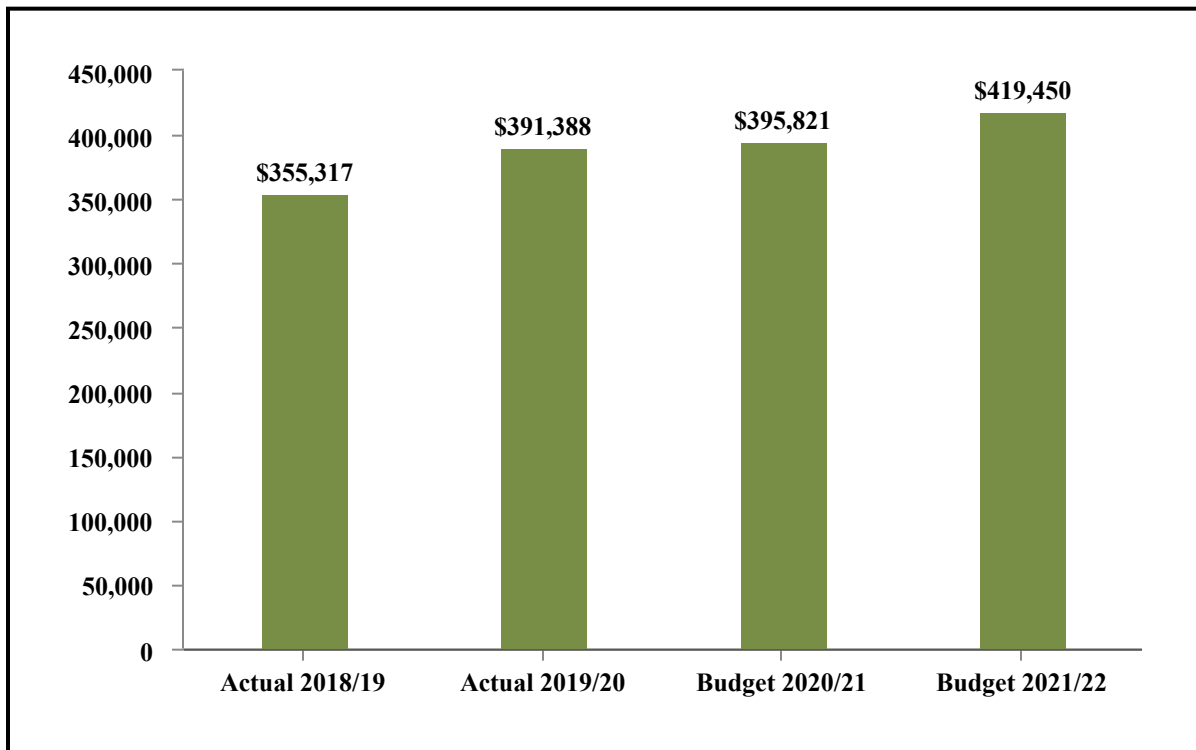
In addition, the Council members evaluate the job performance of the City Manager and the City Attorney, attend City Council meetings, special workshops/meetings, schedule and attend community meetings to address various topics and initiatives, serve as the City liaison for various area-wide boards,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

**Budget Summary**

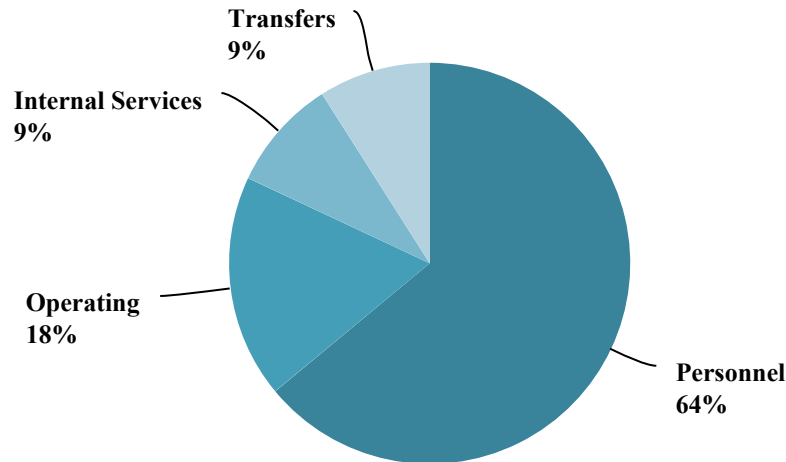
	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Personnel	238,160	263,724	263,711	269,630	2 %
Operating	44,668	48,580	61,540	75,560	23 %
Internal Services	35,109	41,704	33,190	36,880	11 %
Transfers	37,380	37,380	37,380	37,380	— %
<b>Total City Council Office</b>	<b>355,317</b>	<b>391,388</b>	<b>395,821</b>	<b>419,450</b>	<b>6 %</b>

<b>Total City Council Office FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
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**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**

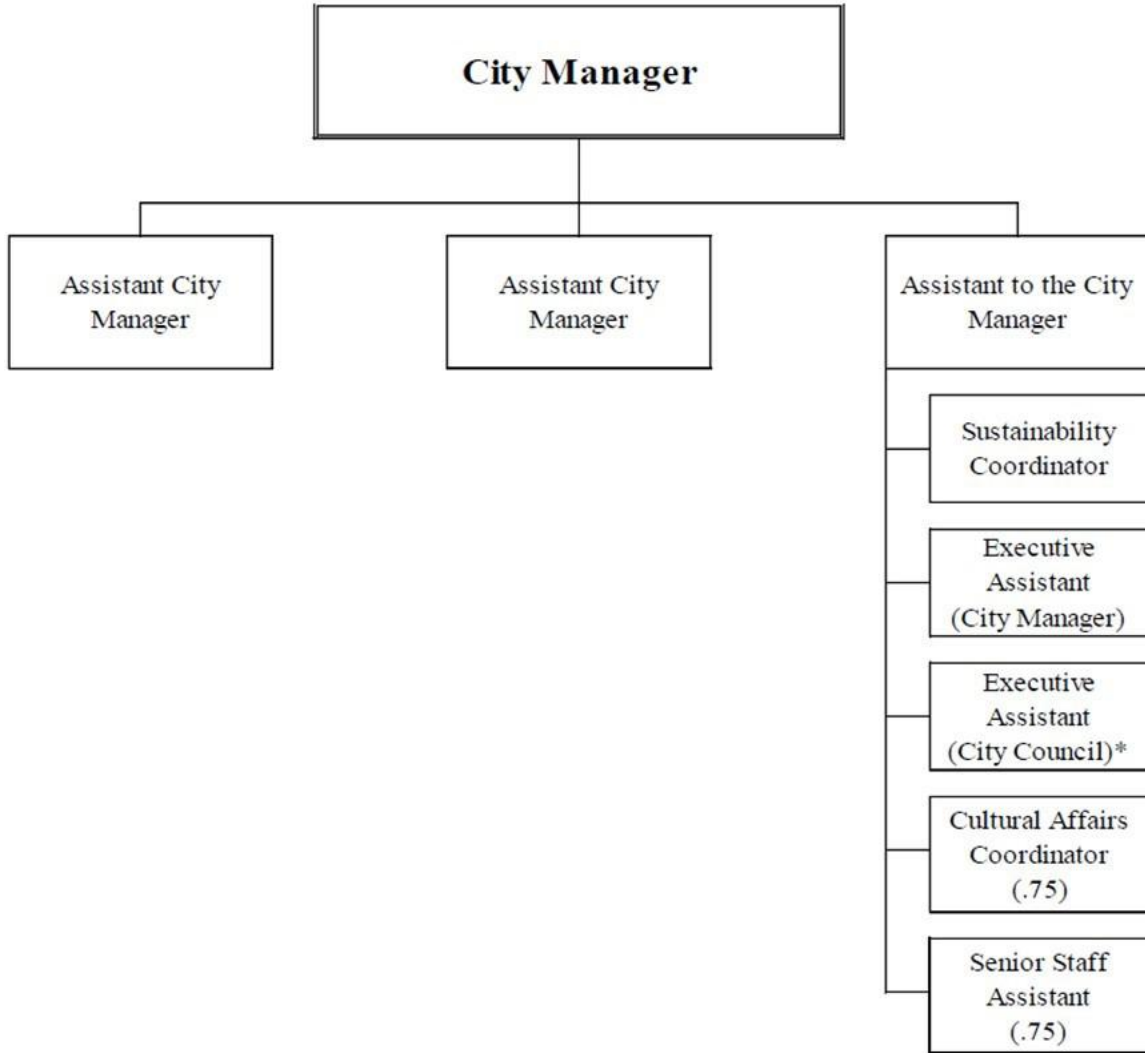


**Budget Highlights**

- ◆ The City Council program includes salaries for the five Council members and an Executive Assistant. The Council member’s salaries have been increased by 2.0% in this budget based upon City Ordinance to adjust salaries based upon the greater of Social Security cost-of-living (COLA) adjustment or 2%.
- ◆ Council member travel is budgeted at \$15,960, the same level of funding as the 2020/21 budget.
- ◆ Included in the operating category is the anticipated cost of memberships for fiscal year 2021/22 totaling \$30,570. Funding is included for memberships for the US Conference of Mayors, Florida League of Mayors, Amplify Clearwater, Florida League of Cities, Tampa Bay Regional Planning Council, as well as other ancillary memberships. This is increased by 64% from prior year to add the US Conference of Mayors membership.
- ◆ The budget for internal services includes charges for information technology, telecommunications, benefits, and risk management. This reflects an 11% increase from fiscal year 2020/21.
- ◆ Interfund transfers total \$37,380 in fiscal year 2021/22, the same level of funding as fiscal year 2020/21. 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 6% increase from the fiscal year 2020/21 budget.

# City Manager's Office

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City Manager's Office – 7.5 FTEs

\*City Council – 1.0

## Department Objective

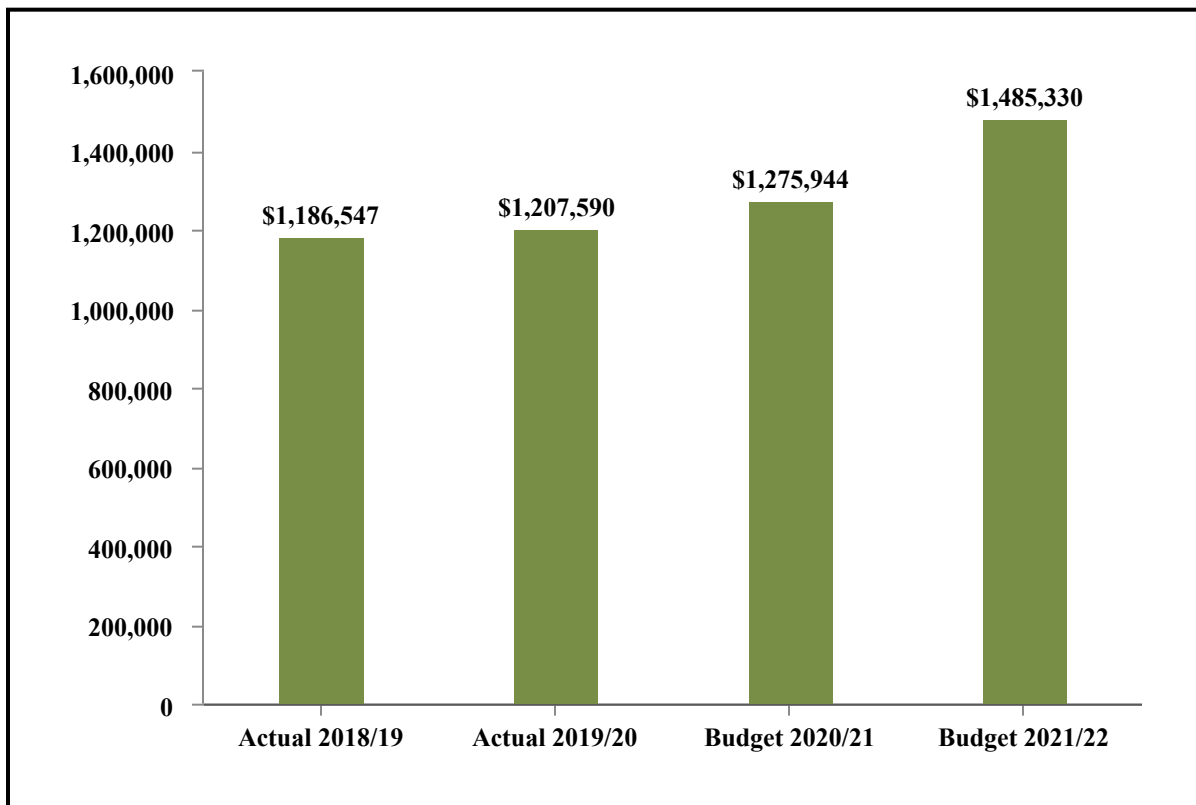
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic direction to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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

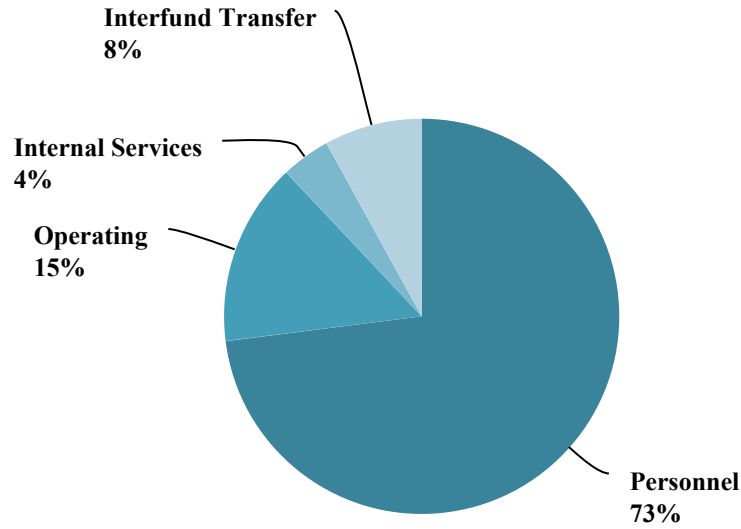
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Personnel	922,914	1,046,026	990,480	1,078,310	9 %
Operating	123,246	121,250	233,704	230,760	(1) %
Internal Services	138,888	38,815	50,260	59,760	19 %
Interfund Transfer	1,500	1,500	1,500	116,500	7,667 %
<b>Total City Manager's Office</b>	<b>1,186,547</b>	<b>1,207,590</b>	<b>1,275,944</b>	<b>1,485,330</b>	<b>16 %</b>
<b>Total City Manager's Office FTEs</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>0.0</b>

## Total Department Summary



**Fiscal Year 2021/22 Budget by Category**

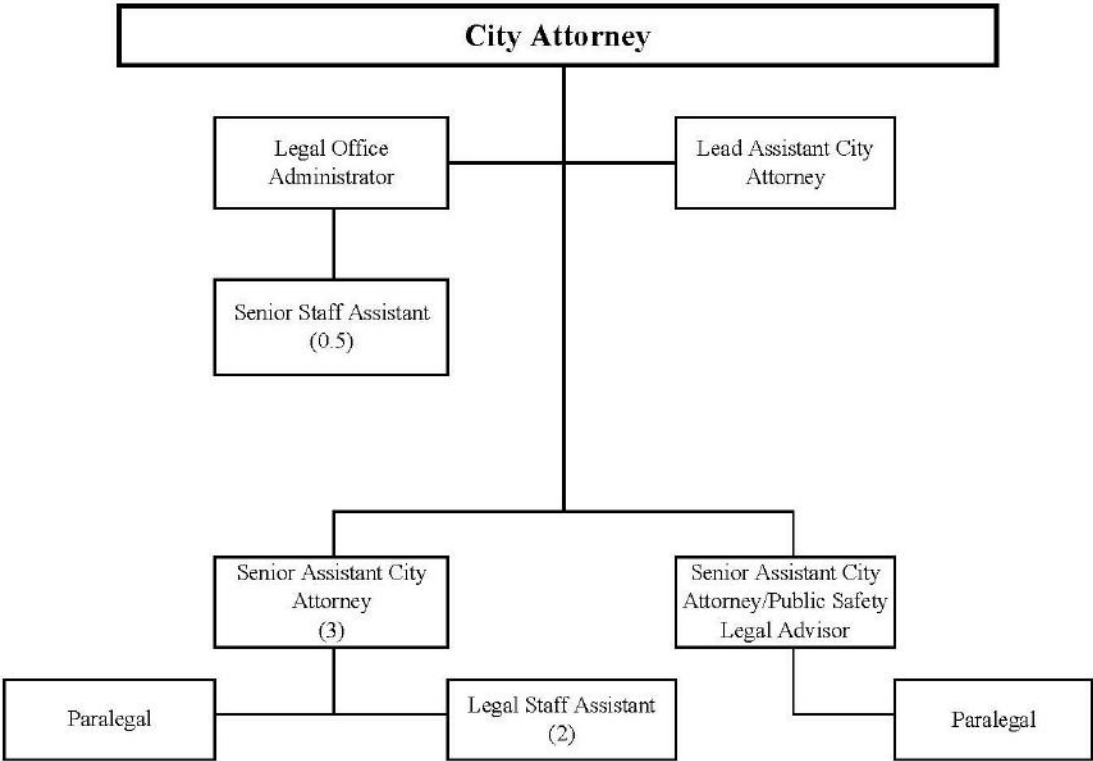


Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b><u>Strategic Plan – Nonrecurring Projects/Tasks</u></b>			
• % complete	62%	62%	*62%
• % active	38%	38%	*38%
The City's Strategic Plan consists of 38 defined priorities, 29 of which are nonrecurring. This represents the percentage of total completed and active priorities that are not recurring.			
*Due to the impacts of COVID-19, there have been no changes to priorities or work plans in FY20/21.			
<b><u>Strategic Plan – Recurring Projects/Tasks</u></b>			
• % complete	100	100%	100%
Of the 38 defined priorities within the City's Strategic Plan, 9 are recurring, such as the Budget and Comprehensive Annual Financial Report and others are updated annually or semiannually, such as the ED Strategic Plan and Rates Studies. This represents the percentage of total recurring priorities that were completed or otherwise updated by progress.			

<b>Key Performance Indicator (continued)</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
<b><u>Internal Services Survey</u></b>			
<ul style="list-style-type: none"> <li>• <b>% Of departments who meet or exceed expectations</b></li> </ul>	69%	n/a	n/a
<ul style="list-style-type: none"> <li>• <b>% Of departments who do not meet or exceed expectations</b></li> </ul>	31%	n/a	n/a
<p>The most recent internal services survey was completed in 2019 with the initial survey taken in 2017. The following internal service departments were measured: Accounting, Budget, Building and Maintenance, City Auditor, City Clerk, Fleet Maintenance, Human Resources, Information Technology, Legal Services, Payroll, Public Communications, Purchasing, Risk Management.</p> <p>There was no survey conducted in either FY2019/20 or FY2020/21.</p>			

**Budget Highlights**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ The City Manager’s Office is supported by 7.5 full time equivalent positions, the same level of staffing as fiscal year 2020/21.</li> <li>◆ 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 2020/21.</li> <li>◆ Internal service charges reflect a 19% increase from fiscal year 2020/21 due to increases in support for technology.</li> </ul> | <ul style="list-style-type: none"> <li>◆ Interfund transfers include \$1,500 to the special program fund to provide funding for United Way Campaign expenditures. Also included for the first time in fiscal year 2021/22 is funding of \$115,000 to establish projects in support of arts programs overseen by the Cultural Affairs Coordinator and to implement sustainability and resiliency programs/initiatives overseen by the Sustainability Coordinator.</li> <li>◆ There have been no other significant changes in the City Manager’s Office. The budget for this department reflects a 16% increase from the 2020/21 budget.</li> </ul> |
|--|---|



City Attorney's Office – 11.5 FTEs

## Department Objective

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

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

## **Summary of Service Provided**

### **City Attorney's Office**

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

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

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

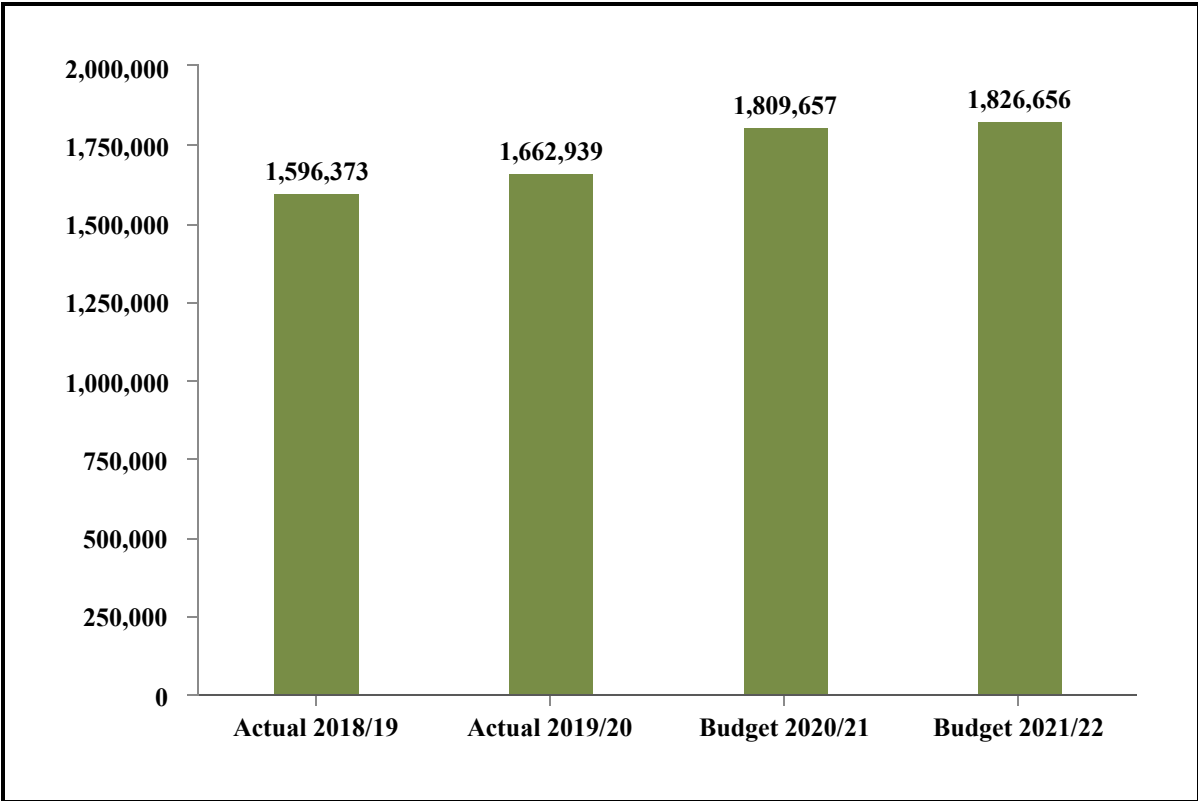
**Legal Advice** – Advises City staff on all legal issues including city code and state statute interpretation, employee matters, police advice and training, and general legal questions.

## **Budget Summary**

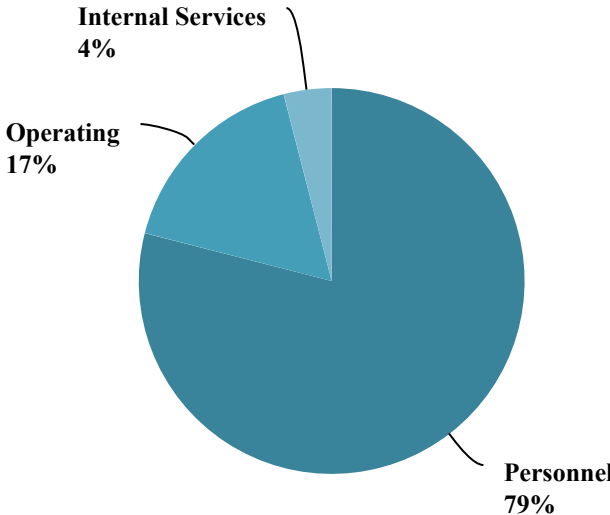
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>%</b>
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>Change</b>
Personnel	1,338,824	1,446,216	1,447,165	1,440,846	0 %
Operating	118,028	145,501	290,722	301,450	4 %
Internal Services	135,700	66,987	69,270	80,360	16 %
Capital	3,821	4,235	2,500	4,000	60 %
<b>Total City Attorney's Office</b>	<b>1,596,373</b>	<b>1,662,939</b>	<b>1,809,657</b>	<b>1,826,656</b>	<b>1 %</b>
<b>Total City Attorney's FTEs</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>0.0</b>



**Total Department Summary**

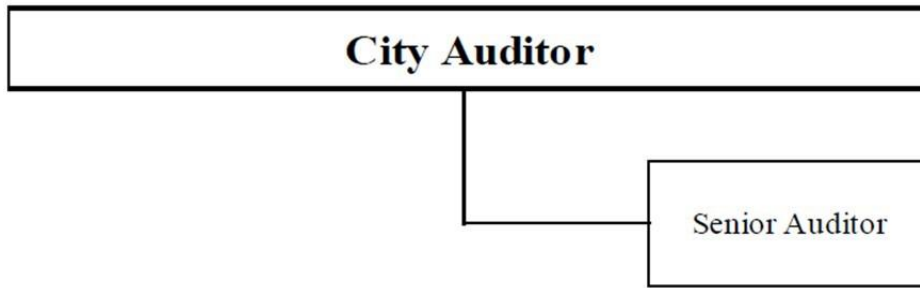


**Fiscal Year 2021/22 Budget by Category**



**Budget Highlights**

- ◆ The City Attorney's Office is supported by 11.5 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Capital expenditures represent funding for books and publications for \$4,000; this is a \$1,500 increase from the 2020/21 budget.
- ◆ Personnel costs represent 79% of this program's budget.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects a 1% increase from the 2020/21 budget.
- ◆ Other operating expenditures include \$218,000 for outside legal services, this is the same level of funding as the 2020/21 budget.



**City Audit – 2.0 FTEs**

**Department Objective**

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

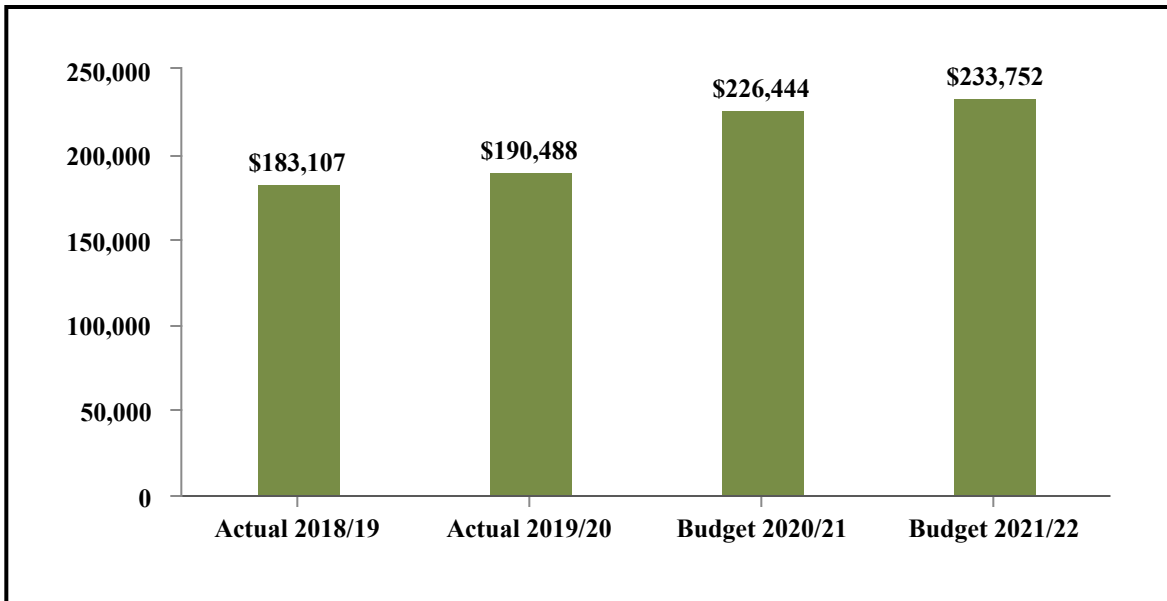
- Processes are properly designed, meet program objectives, and consider risks
- Effectiveness of internal controls for managing risks
- Management accountability over control activities and responses to risks

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

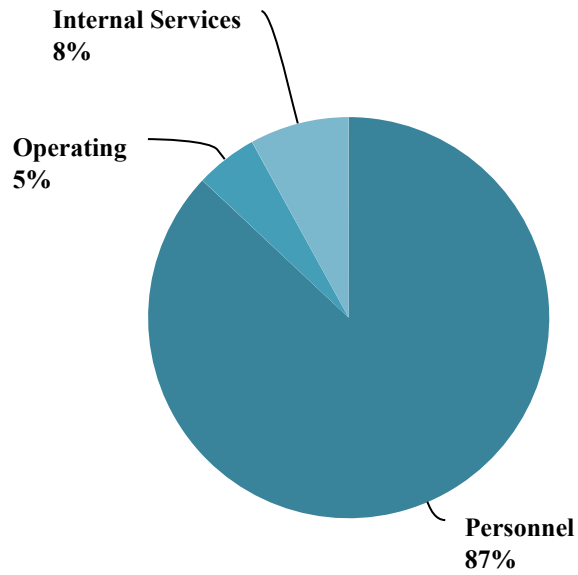
**Budget Summary**

	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Personnel	158,913	169,181	197,257	203,737	3 %
Operating	6,321	3,325	11,167	11,155	— %
Internal Services	17,873	17,982	18,020	18,860	5 %
<b>Total City Audit Office</b>	<b>183,107</b>	<b>190,488</b>	<b>226,444</b>	<b>233,752</b>	<b>3 %</b>
<b>Total City Audit Office FTEs</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

**Total Department Summary**

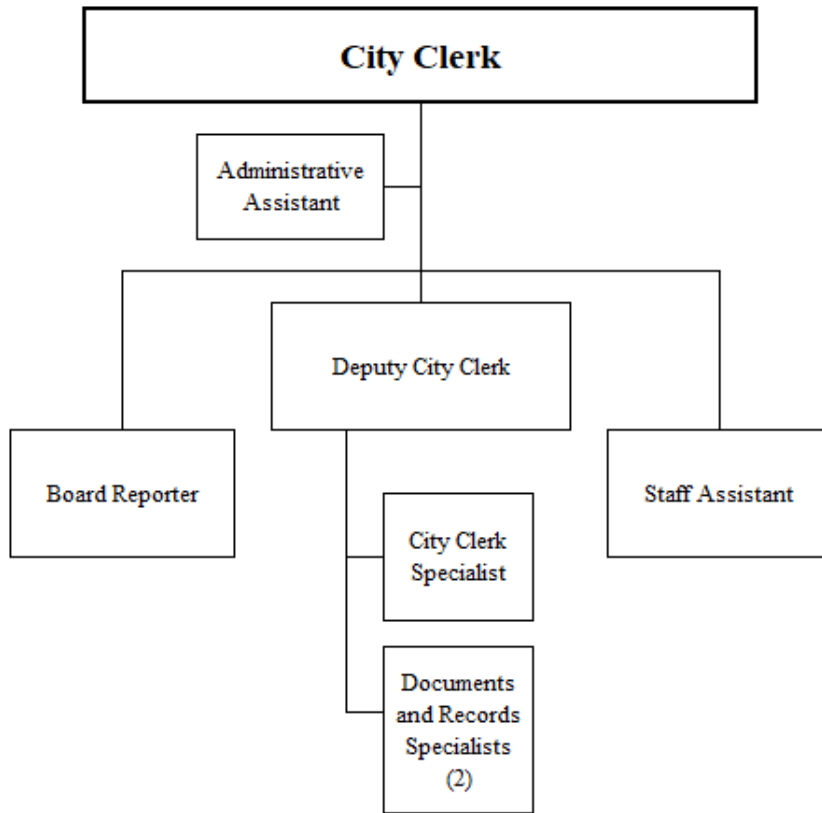


**Fiscal Year 2021/22 Budget by Category**



## **Budget Highlights**

- ◆ The City Auditor's Office is supported by two full time equivalent positions, the same staffing as the 2020/21 budget.
- ◆ Personnel costs represent approximately 87% of this program's budget.
- ◆ There have been no significant changes in the City Auditor's Office. The budget for this department reflects an increase of 3% in comparison to the 2020/21 budget.



City Clerk – 8.0 FTEs

**Department Objective**

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

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

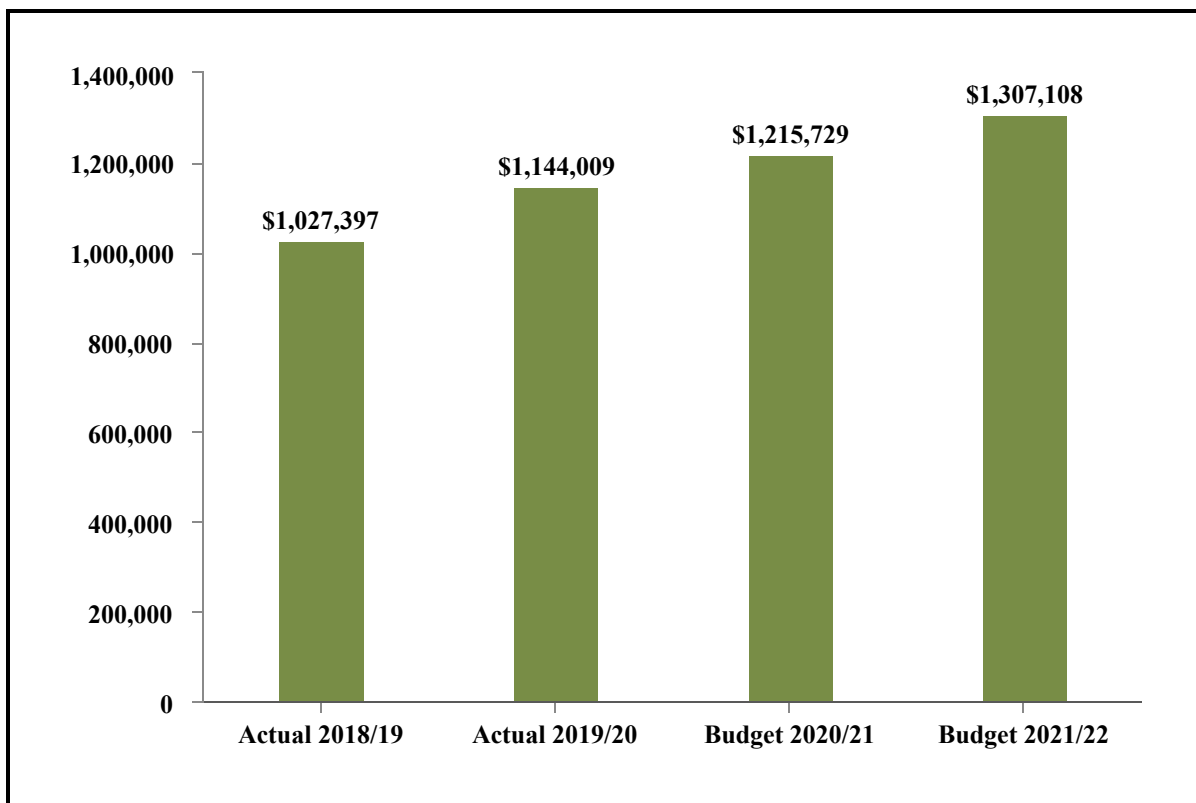
<b>Summary of Services Provided</b>	
<b>Official Proceedings Management</b>	Processes items presented to the City Council for official action and follow-up. Prepares a written summary of official proceedings and actions taken by the City Council and board members. Provides staff and resources to prepare required ads for publication and notification to property owners of possible changes concerning their property. Ordinances and resolutions are distributed under this function.
<b>Records Management</b>	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.
<b>Property Assessments, Code Enforcements and Liens</b>	Assesses property owners for improvements, tracks code enforcement fines, payments and files liens.
<b>Elections</b>	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.
<b>Legislative/Lobbyist</b>	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.
<b>Grant Writing</b>	This program is charged with researching funding opportunities and communicating possible funding sources to city staff.



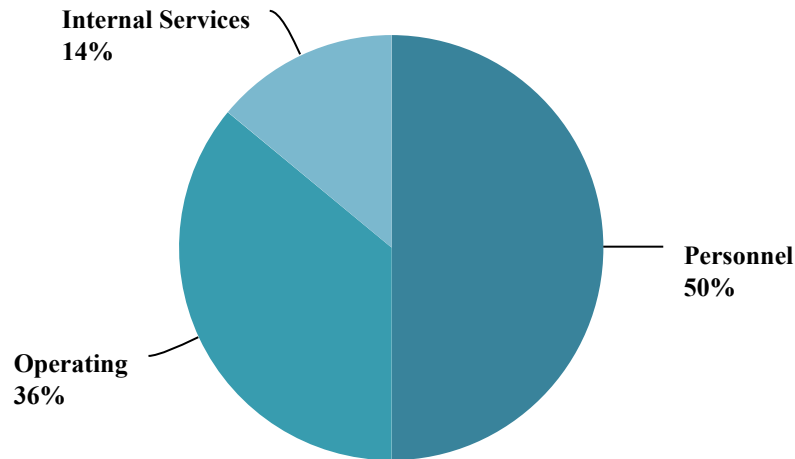
**Budget Summary**

	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Personnel	556,287	634,964	615,151	650,768	6 %
Operating	259,835	316,831	424,888	470,440	11 %
Internal Services	211,275	192,214	175,690	185,900	6 %
<b>Total City Clerk</b>	<b>1,027,397</b>	<b>1,144,009</b>	<b>1,215,729</b>	<b>1,307,108</b>	<b>8 %</b>
<b>Total City Clerk FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**

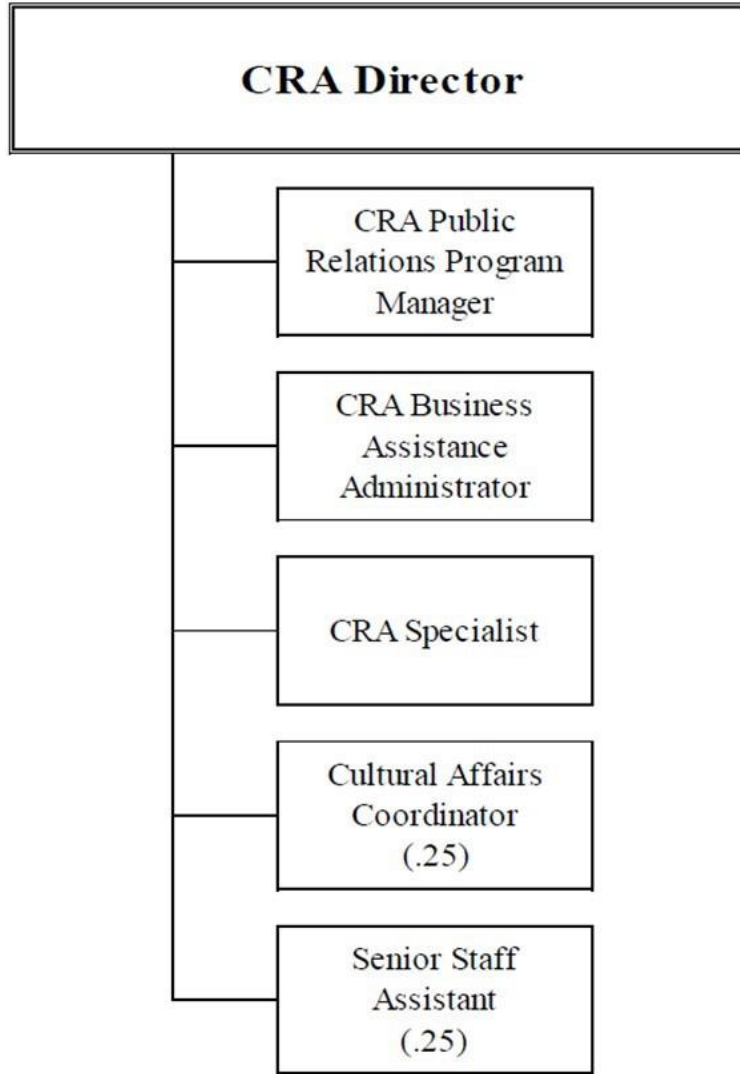


<b>Key Performance Indicator</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
<b><u>Public Records Requests</u></b> *Annual total number of Public Records Requests received.	646	973	965
<b><u>Public Meetings</u></b> *Annual total number of public meetings held which required a record of minutes.	193	113	167
<b><u>Grants</u></b> *Annual total of grants received. This does not include annual Housing grants managed by the Economic Development & Housing Department.	6 Grants \$1,368,655	6 Grants \$661,789	8 Grants \$278,533

## **Budget Highlights**

- ◆ The City Clerk department is supported by eight full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ There have been no other significant changes. The total budget for City Clerk reflects an 8% increase from fiscal year 2020/21.
- ◆ Other operating costs include state and federal lobby contracts and funding for the supervisor of elections (SOE) to administer the election process for scheduled referendums in fiscal year 2021/22. This reflects an increase of 11% due to increased costs for the election in March of 2022.





CRA Administration – 4.5 FTEs

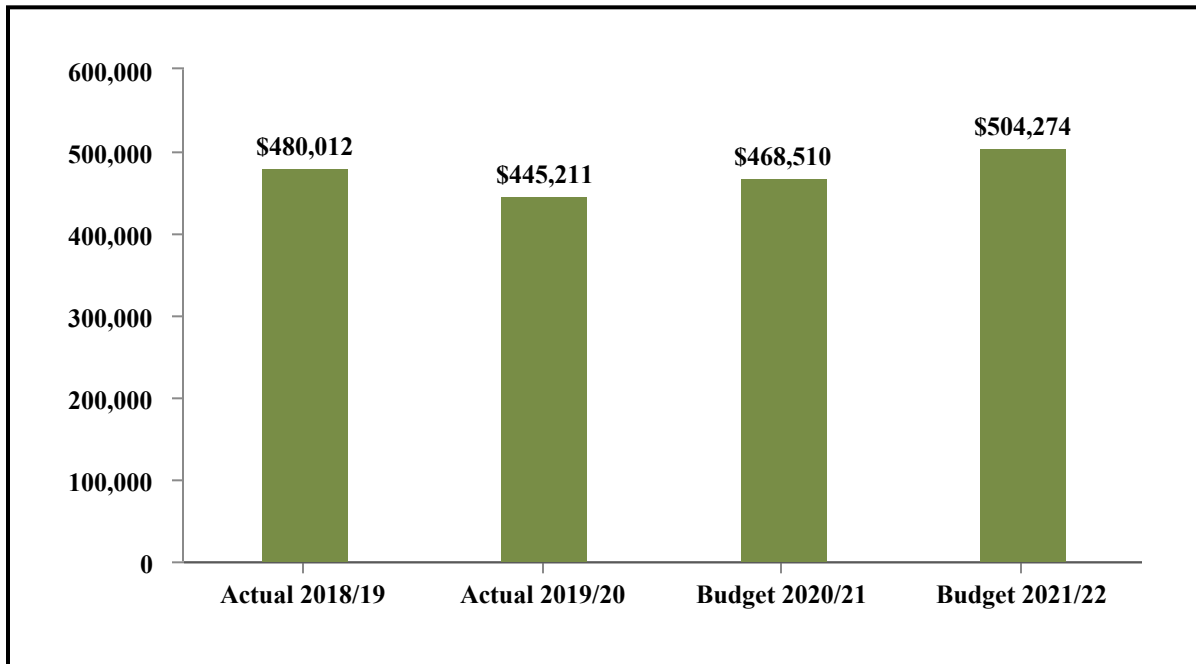
## Department Objective

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

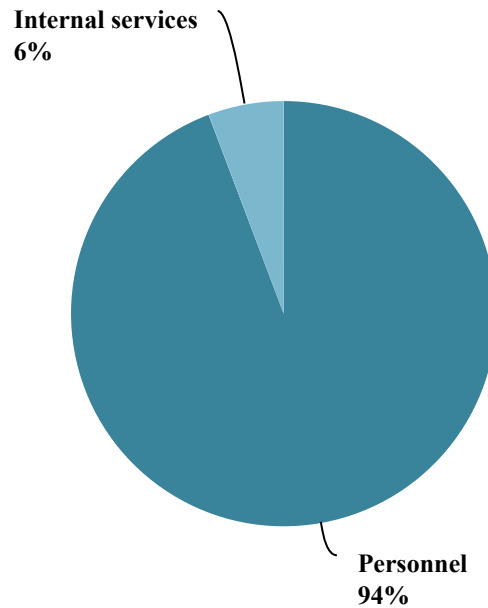
### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Personnel	477,802	443,120	444,170	475,324	7 %
Other Operating	—	31	30	—	(100)%
Internal Services	2,210	2,060	24,310	28,950	19 %
<b>Total CRA Administration</b>	<b>480,012</b>	<b>445,211</b>	<b>468,510</b>	<b>504,274</b>	<b>8 %</b>
<b>Total CRA FTEs</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>0.0</b>

### Total Department Summary



## Fiscal Year 2021/22 Budget by Category



### Budget Highlights

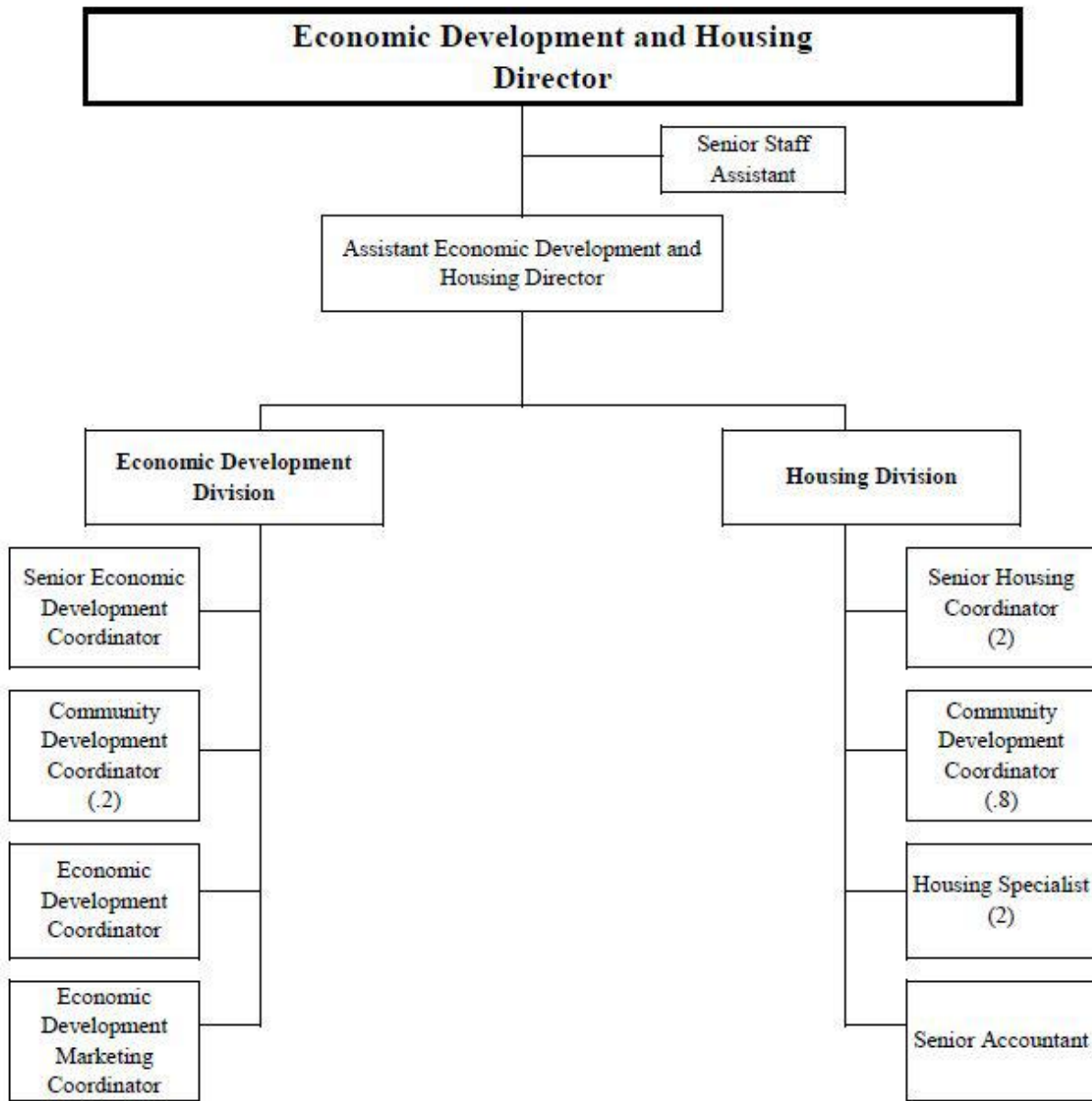
◆ In fiscal year 2015/16, City Management decided to create a Community Redevelopment Agency (CRA) Director position to fully administer the operations of the Community Redevelopment District. The CRA Administration program is supported by 4.5 full time equivalent positions, the same level of staffing as the 2020/21 budget.

◆ The CRA Administration budget reflects only the personnel costs and internal service charges for the associated staff. Internal services reflect an increase of 19% for fiscal year 2021/22 primarily due to increases in technology costs and the inclusion of courier delivery charges.





# Economic Development and Housing



**Economic Development – 5.5 FTEs**

**Housing – 6.5 FTEs**

**Total Economic Development and Housing – 12.0 FTEs**

# Economic Development and Housing

## Department Objective

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

### Summary of Services Provided

#### **Economic Development**

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

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

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

#### **Housing**

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

This year, CDBG entitlement funds total \$922,626 and are used to support a wide variety of eligible housing and social service programs. Approximately 85% of the CDBG funds are redistributed to organizations that directly provide services to the community. The department, during its annual funding cycle, advertises, solicits, reviews and recommends to the City Council for their final approval the selection and funding level of the grantee organizations. Contract management and grant supervision is provided by the department throughout the year to ensure effective and compliant use of the grant funds.

HOME entitlement for this year is \$452,259 and SHIP entitlement is estimated to be \$781,532. These funds are generally used to leverage private investment for affordable housing for very low- to moderate-income residents for down payment and closing costs assistance, rehabilitation loans for qualifying homeowners and construction of new infill housing units and rental communities.

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

Not reflected in the budget is the administrative portion of allocations received or anticipated for COVID-19 response which have been allocated, or are anticipated to be allocated, by federal and/or state agencies.

# Economic Development and Housing

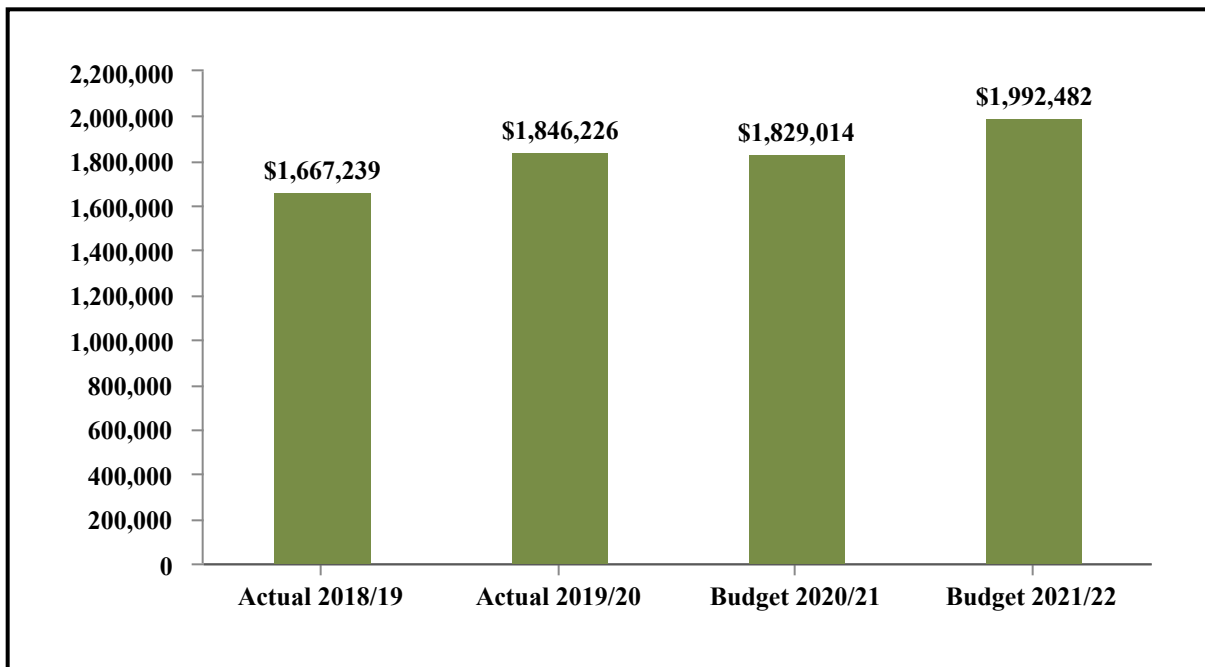
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Economic Development	1,167,541	1,262,989	1,241,631	1,363,721	10 %
Housing	499,699	583,237	587,383	628,761	7 %
<b>Total Economic Development and Housing</b>	<b>1,667,239</b>	<b>1,846,226</b>	<b>1,829,014</b>	<b>1,992,482</b>	<b>9 %</b>

## Full Time Equivalent Positions

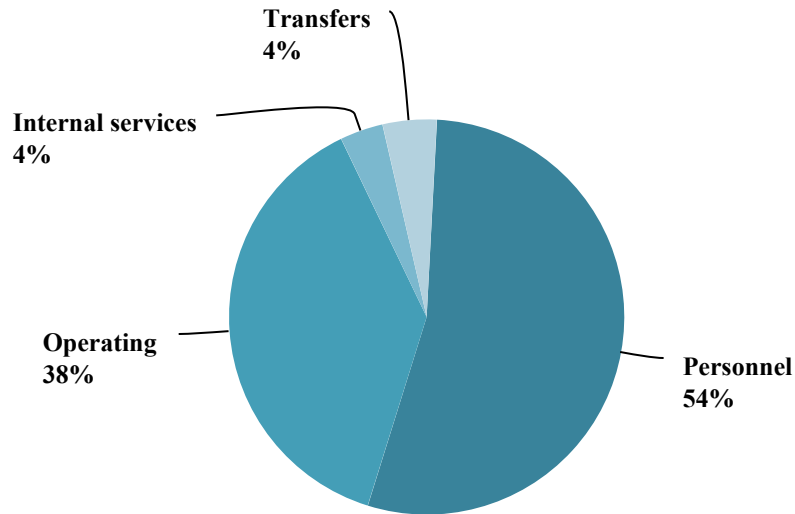
Economic Development	5.5	5.5	5.5	5.5	0.0
Housing	5.5	5.5	5.5	6.5	1.0
<b>Total Economic Development and Housing FTEs</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>

## Total Department Summary



# Economic Development and Housing

## Fiscal Year 2021/22 Budget by Category



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b><u>Tourism:</u></b>			
• Number of annual visitors	1,271,100	1,031,800	654,700
• Direct expenditures	\$906,064	\$879,139	\$655,211
• Total economic impact (in thousands)	\$2,405,146	\$1,751,018	\$1,304,919
Data supplied by Research Data Services, Inc.			
• FY 2018/19 reflects 9/1/18 - 8/31/19			
• FY 2019/20 reflects 9/1/19 - 8/31/20*			
• FY 2020/21 reflects 9/1/20 - 4/30/21**			
* impacted by red tide			
**impacted by the Coronavirus			
<b><u>Tax Base Diversification:</u></b>			
• Commercial and Industrial	\$3,117,735	\$3,334,914	\$3,479,441
• Government and Institutional	\$1,229,391	\$1,289,515	\$1,399,614
• Personal Property/Other	\$1,227,998	\$1,185,647	\$1,280,689
• Residential	\$10,929,070	\$11,645,166	\$12,416,788
Values in thousands of dollars based on data provided by Pinellas County Property Tax Appraiser			

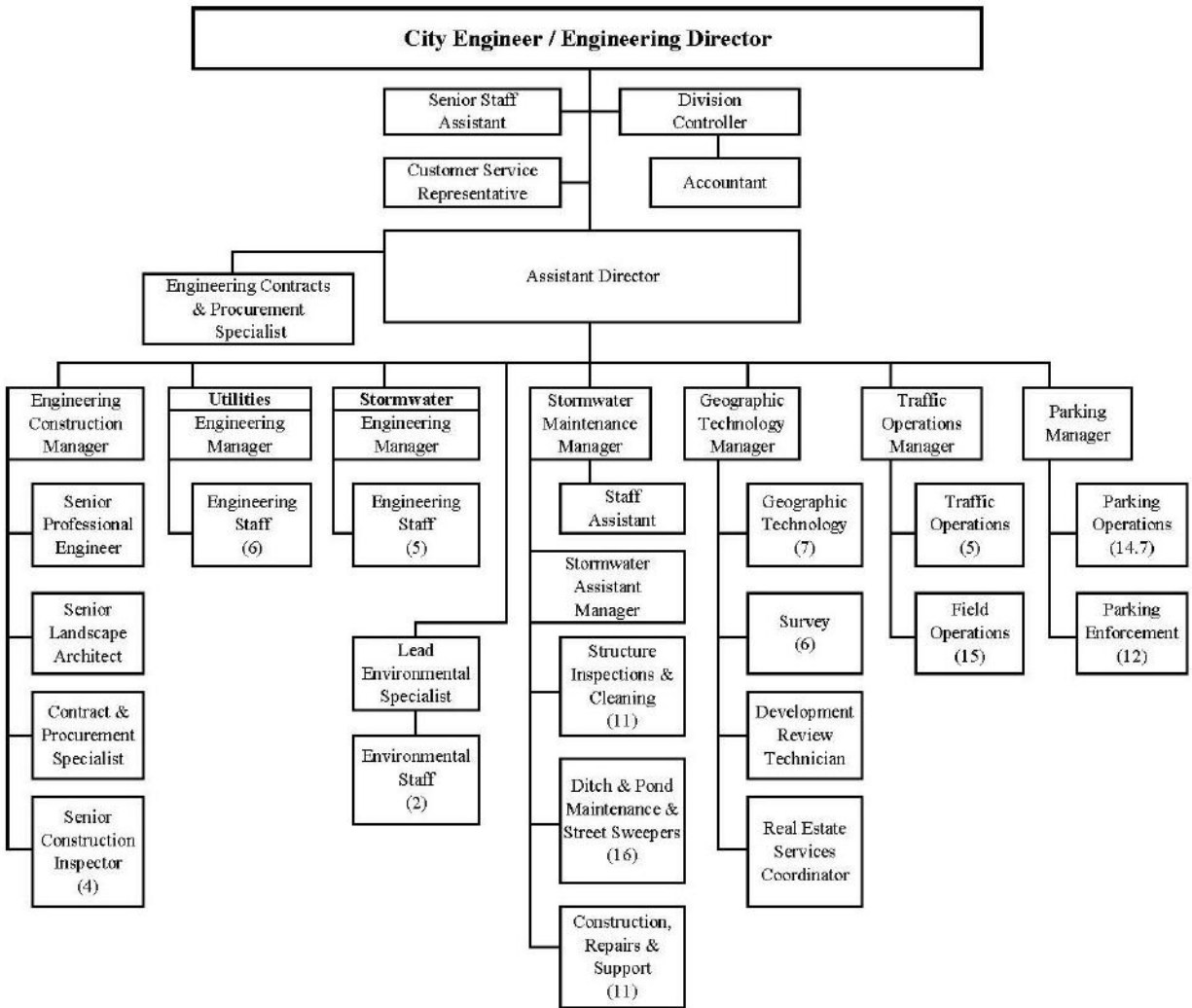
# Economic Development and Housing

Key Performance Indicator (continued)	FY 2018/19	FY 2019/20	FY 2020/21
<b>Affordable Housing - New Loans</b>			
<b>Down payment assistance</b>			
• Number of loans	11	2	4
• Total amount loaned	\$223,100	\$40,000	\$160,000
• Amount leveraged	\$1,305,055	\$27,159,171	\$660,395
<b>Rehabilitation</b>			
• Number of loans	6	12	2*
• Total amount loaned	\$228,868	\$700,824	\$41,343
*impacted by the Coronavirus			
<b>Community Development Block Grant Outcomes</b>			
• Public Facilities - amount to grantees	\$665,352	\$150,634	\$325,939
• Public Services - number of clients served	2,129	4,622	4,088

## Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 12 full time equivalent positions, an increase of one FTE from the 2020/21 budget for the addition of a Housing Specialist.
- ◆ Funding for Clearwater Business SPARK and other marketing activities promoting economic development opportunities throughout the City is budgeted at \$105,585.
- ◆ Outside professional services for auditing, appraisals, research, statistical analysis, market analysis, and assistance with the annual action plan are budgeted at \$50,080. This is a 57% decrease in funding from the 2020/21 budget.
- ◆ Interfund transfers are budgeted at \$88,230 to provide funding to complete a new strategic plan for the Economic Development Division.
- ◆ The tourism contracts in the amount of \$270,000 include a \$200,000 for tourism marketing services, and the contract for the Beach Visitor Information Center at \$70,000. All contracts are funded in the Economic Development program.
- ◆ 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 2020/21.
- ◆ A contribution of \$250,000 is budgeted to support Citywide homeless initiatives. The same amount as current year funding.





**Engineering (General Fund) – 57.0 FTEs**

**Engineering (Stormwater) – 52.0 FTEs**

**Engineering (Parking) – 27.7 FTEs**

**Total Engineering – 136.7 FTEs**

## **Department Objective**

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

#### **Engineering**

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

#### **Traffic Operations**

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

#### **Stormwater Management & Maintenance**

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

#### **Parking System & Enforcement**

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



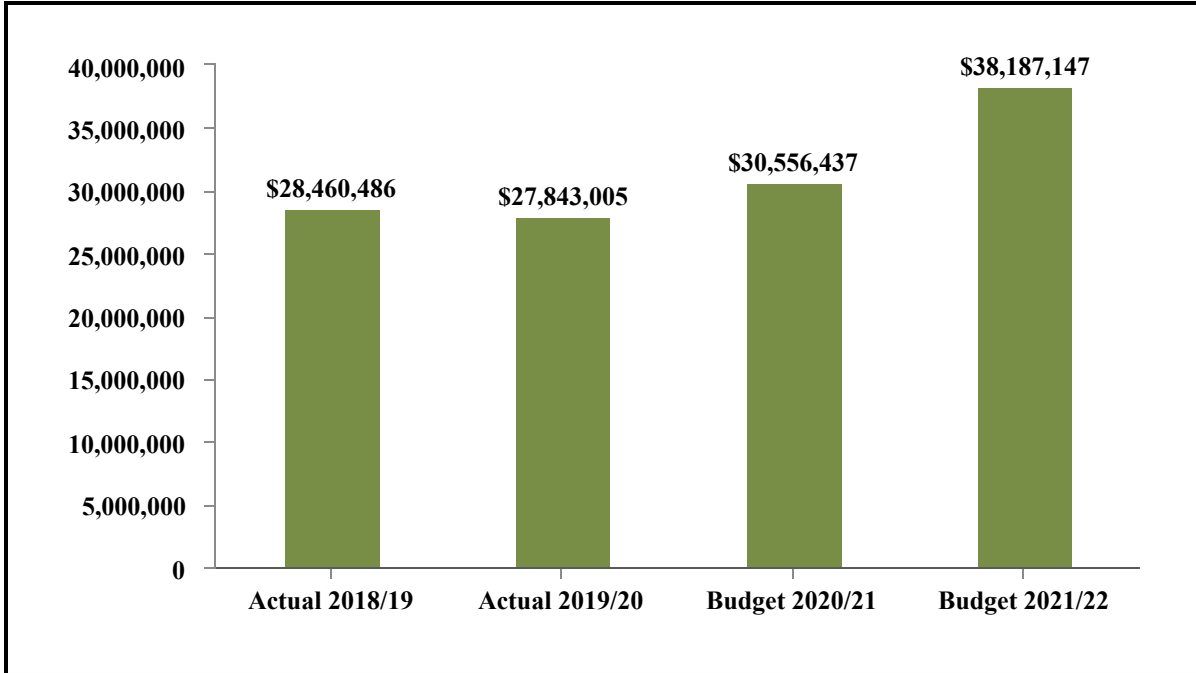
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Fund</b>					
Engineering	3,069,257	3,109,720	3,646,290	3,822,517	5 %
Traffic Operations	4,536,870	4,526,060	4,611,447	4,669,483	1 %
Subtotal - General Fund	7,606,127	7,635,780	8,257,737	8,492,000	3 %
<b>Stormwater Fund</b>					
Stormwater Management	10,451,910	9,400,036	10,647,663	18,331,501	72 %
Stormwater Maintenance	5,679,009	5,742,817	6,058,657	5,711,139	(6) %
Subtotal - Stormwater Fund	16,130,919	15,142,853	16,706,320	24,042,640	44 %
<b>Parking Fund</b>					
Parking System	3,854,804	4,313,838	4,792,380	4,671,650	(3) %
Parking Enforcement	868,636	750,534	800,000	980,857	23 %
Subtotal - Parking Fund	4,723,440	5,064,372	5,592,380	5,652,507	1 %
<b>Total Engineering</b>	<b>28,460,486</b>	<b>27,843,005</b>	<b>30,556,437</b>	<b>38,187,147</b>	<b>25 %</b>

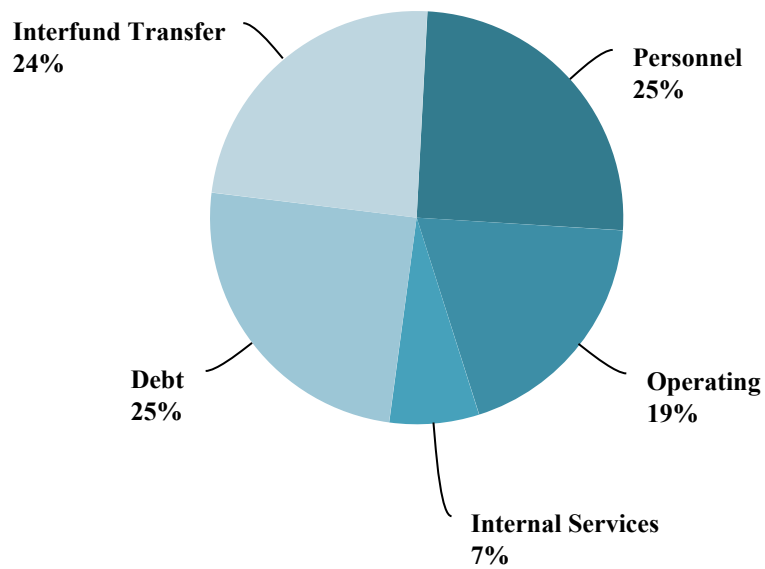
## Full Time Equivalent Positions

<b>General Fund</b>					
Engineering	35.0	36.0	36.0	36.0	0.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	56.0	57.0	57.0	57.0	0.0
<b>Stormwater Fund</b>					
Stormwater Maintenance	42.0	42.0	42.0	42.0	0.0
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Subtotal - Stormwater Fund	52.0	52.0	52.0	52.0	0.0
<b>Parking Fund</b>					
Parking System	18.9	18.9	15.7	15.7	0.0
Parking Enforcement	9.0	9.0	12.0	12.0	0.0
Subtotal - Parking Fund	27.9	27.9	27.7	27.7	0.0
<b>Total Engineering FTEs</b>	<b>135.9</b>	<b>136.9</b>	<b>136.7</b>	<b>136.7</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b>Miles of Main Street Arteries Swept</b> <u>Objective:</u> to maintain City streets by sweeping each street 10 times per year, tourist district streets daily and downtown district streets weekly.	38,352	34,280	35,194
<b>Storm Drain System Reliability</b> Measured by the number of storm drain structures inspected, cleaned and maintained annually.  <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit and to complete warranty inspections on all newly constructed systems within one year of completion.	5,723	4,248	4,801
<b>Storm Drain Reliability</b> Measured by miles of storm drains inspected, cleaned and maintained annually.  <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit – 10% of the stormwater pipes (155 miles as of FY19/20)	18.75	16.1	19.4

**General Fund**  
**Civil Engineering and Traffic Operations**  
**Budget Highlights**

- ◆ The Engineering General Fund operations are supported by 57 FTEs for fiscal year 2021/22. This is the same level of staffing as the current year.
- ◆ Transfers to the Capital Improvement Fund total \$421,500 to support Engineering projects for fiscal year 2021/22.
- ◆ A significant portion of the Traffic Operations program budget is electrical costs for the street lighting on City streets. Street lighting costs for fiscal year 2021/22 are budgeted at \$2.5 million, the same level of funding as the 2020/21 budget.
- ◆ There have been no other significant changes in the Engineering and Traffic Operation programs. The budget for these programs reflects a 3% increase from the 2020/21 budget.

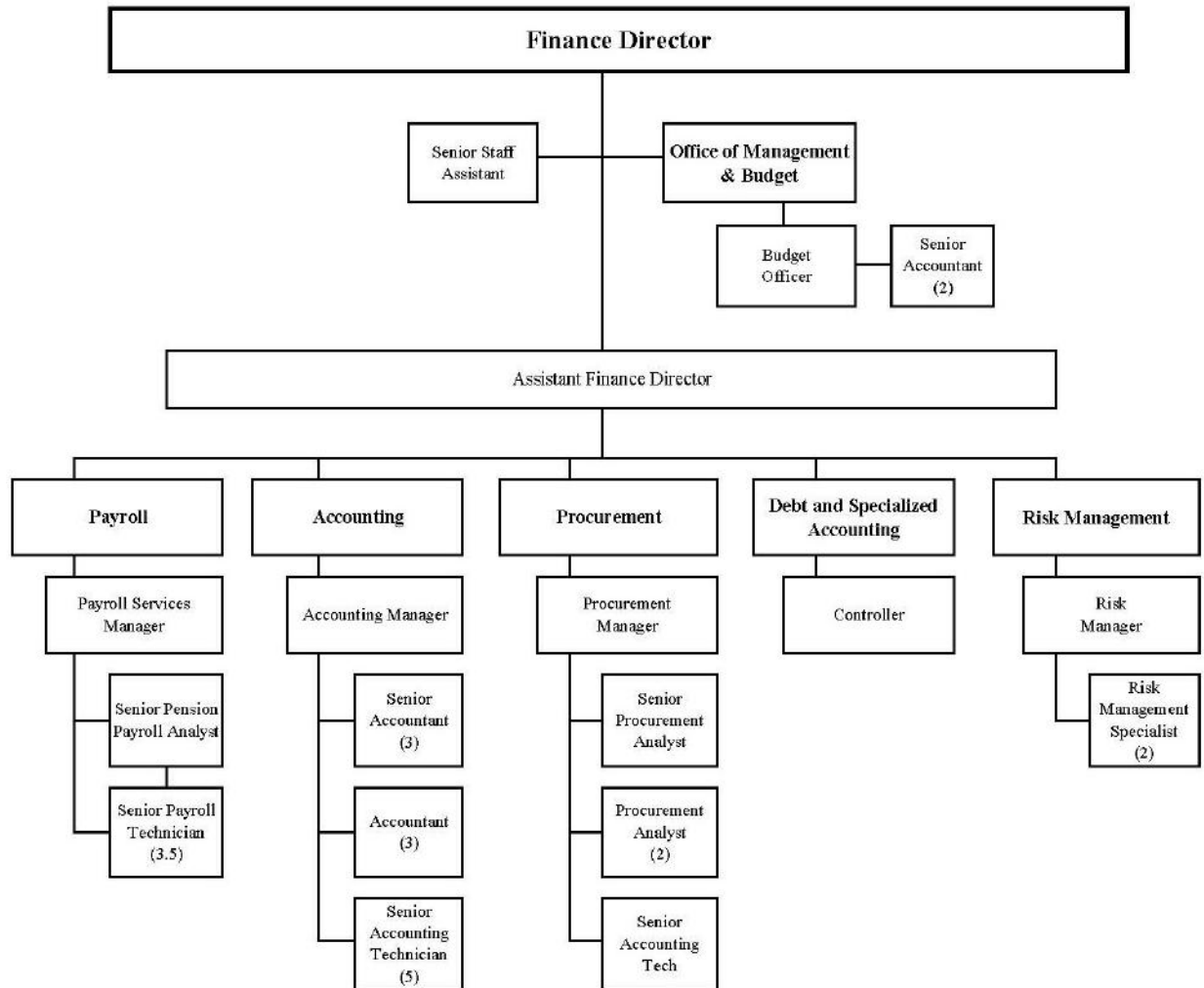
## Stormwater Fund Budget Highlights

- ◆ 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, the same level of staffing as the 2020/21 budget.
- ◆ Contractual and professional services are budgeted at \$377,820 a 1% decrease from the 2020/21 budget. Budgeted expenses include; funding for the scheduled rate-study, 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 for services provided by the Utility Customer Service for billing and administering stormwater customers. The Stormwater Fund anticipated portion of this cost is \$393,950, an 8% increase from the 2020/21 budget.
- ◆ The Stormwater Fund is charged an administrative charge by the General Fund, reimbursing the General Fund for the Stormwater Fund portion of City administrative functions such as the City Manager, City Attorney's Office, and City Clerk functions. The Stormwater Fund anticipated portion of this cost is \$533,550 in this fiscal year, a 34% decrease from the 2020/21 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 \$389,030 in this fiscal year, an increase of 14% from the 2020/21 budget.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$942,880 to support the General Fund. The computation is based on and reflects a rate of 5.5% of fiscal year 2019/20 gross revenues. The 2021/22 contribution is a 7% decrease from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the 2021 rate study are \$6,500,630 for the 2021/22 budget year.
- ◆ Budgeted debt costs are approximately \$9.5 million. This is a 337% increase from prior year funding due to the scheduled payoff of series 2013 bonds in fiscal year 2021/22.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects an increase of 44% from the 2020/21 budget.

## **Parking Fund** **Budget Highlights**

- ◆ The Parking Fund programs in the Engineering Department are supported by 27.7 full time equivalent positions, the same level of staffing as the amended 2020/21 budget. In fiscal year 2020/21, positions were reallocated between Parking operations including the upgrade of part-time to full-time which netted a reduction of 0.2 FTEs.
- ◆ 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. The Parking Fund charge for these services is \$939,160 for this fiscal year, a 15% increase from the 2020/21 budget.
- ◆ Sunsets at Pier 60 is funded from the Parking Fund at a budgeted cost of \$6,000 for 2021/22. This is a decrease of 50% due to the new funding agreement approved in 2019.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$403,000 for fiscal year 2021/22. This is a decrease in funding of 5% from the 2020/21 amended budget.
- ◆ Interfund transfers include \$25,000 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 \$420,910 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2019/20 gross revenues. The 2021/22 contribution represents a 7% increase from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund total \$724,000 to support Parking projects for the 2021/22 budget. This transfer reflects a 13% decrease from prior year. Transfers also include \$65,000 for the purchase of two new vehicles for parking enforcement.
- ◆ There have been no other significant changes to the Parking Fund programs in Engineering. The budgets for these programs reflect an increase of 1% from prior year.





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

## Department Objective

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

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

## Summary of Service Provided

### **Finance**

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

**Debt & Specialized Accounting** – The Debt & Specialized Accounting section is responsible to coordinate and monitor the debt issued by the City and also provides City management with accounting and financial analysis for special projects as needed.

**Accounting** – Accounting is responsible for the maintenance and operation of the computerized financial records system, the maintenance of the official accounting records, 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.



## Summary of Service Provided

### **Office of Management and Budget**

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

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

### **Risk Management**

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

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

## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Fund</b>					
Finance	2,104,190	2,013,626	2,332,863	2,481,787	6 %
Office of Management & Budget	278,521	330,249	304,998	318,343	4 %
Subtotal - General Fund	2,382,710	2,343,876	2,637,861	2,800,130	6 %
<b>Central Insurance Fund</b>					
Risk Management	398,910	388,429	426,898	417,216	(2) %
<b>Total Finance</b>	<b>2,781,621</b>	<b>2,732,305</b>	<b>3,064,759</b>	<b>3,217,346</b>	<b>5 %</b>

## Full Time Equivalent Positions

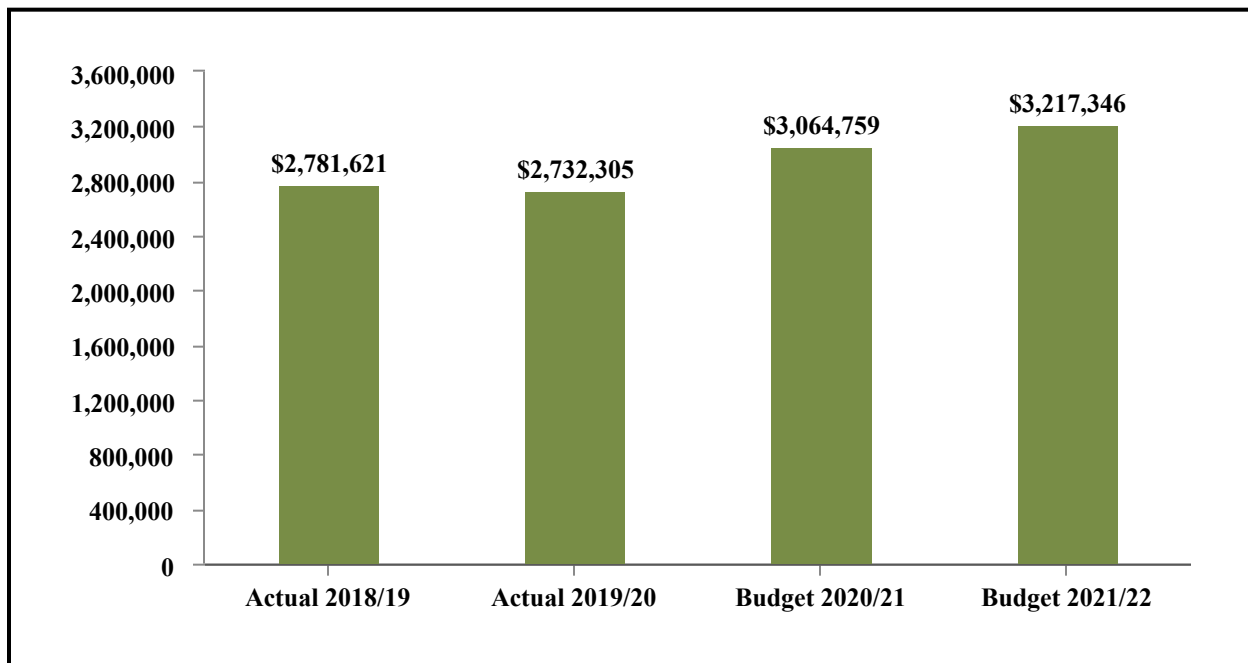
### **General Fund**

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

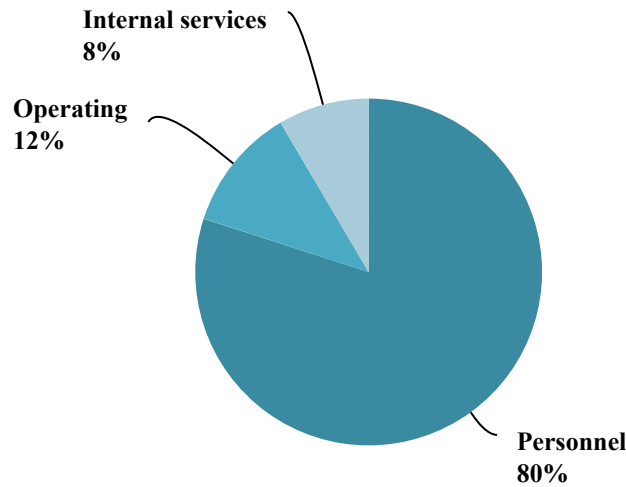
### **Central Insurance Fund**

Risk Management	3.0	3.0	3.0	3.0	0.0
<b>Total Finance FTEs</b>	<b>32.5</b>	<b>32.5</b>	<b>32.5</b>	<b>32.5</b>	<b>0.0</b>

## Total Department Summary



**Fiscal Year 2021/22 Budget by Category**



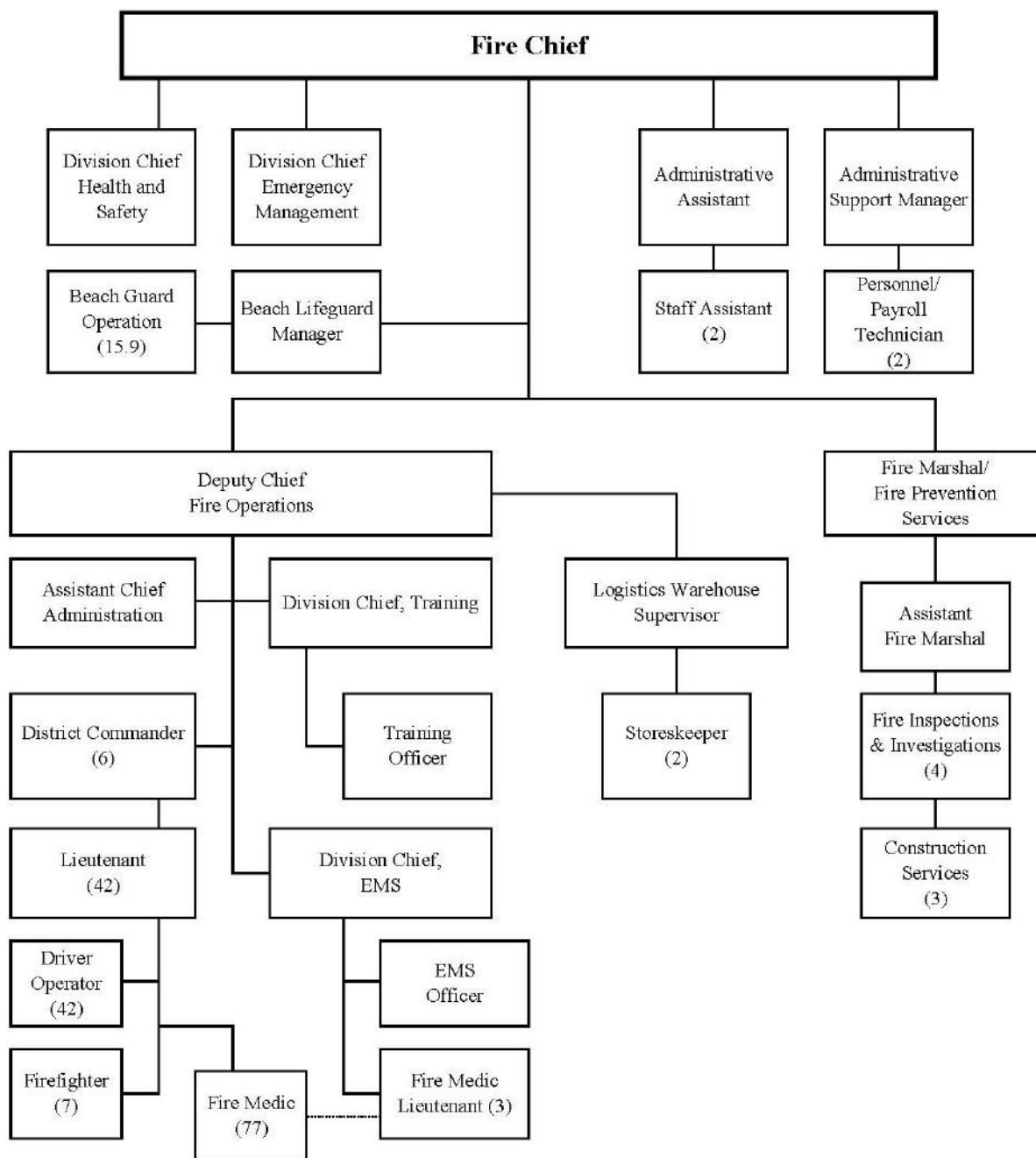
<b>Key Performance Indicator</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
<b><u>Risk Management - Claims Paid</u></b>			
<ul style="list-style-type: none"> <li>• <b>Workers Compensation</b></li> <li>• <b>Property</b></li> <li>• <b>City Autos</b></li> <li>• <b>Public Liability</b></li> <li>• <b>Auto Liability</b></li> </ul>	<p>\$774,534</p> <p>\$142,180</p> <p>\$227,520</p> <p>\$322,124</p> <p>\$92,107</p>	<p>\$1,411,650</p> <p>\$120,802</p> <p>\$223,886</p> <p>\$63,962</p> <p>\$100,225</p>	<p>\$772,900</p> <p>\$408,908</p> <p>\$233,531</p> <p>\$212,284</p> <p>\$339,641</p>
Total annual cost of claims paid City Wide.			
<b><u>Accounts Payable</u></b>			
<ul style="list-style-type: none"> <li>• <b>Total amount of invoices paid (in thousands)</b></li> <li>• <b>Total invoice count</b></li> </ul> <p>This represents the total number of invoices and total dollar value of invoices paid during each fiscal year, regardless of the payment’s method. For each payment type (checks, p-card, e-pay, wire), there are costs and benefits to both the vendor and the City. The Finance Department strives to achieve a satisfactory balance in the most practical and efficient manner.</p>	<p>\$270,136</p> <p>54,947</p>	<p>\$227,120</p> <p>45,255</p>	<p>\$277,379</p> <p>47,210</p>
<b><u>Procurement</u></b>			
<ul style="list-style-type: none"> <li>• <b>Invitation to Bid</b></li> <li>• <b>Request for Proposal (RFP)</b></li> <li>• <b>Request for Qualifications (RFQ)</b></li> <li>• <b>Request for Proposal (RFP)/Qualifications (RFQ)</b></li> <li>• <b>Intent to Sole Source (ISS)</b></li> </ul> <p>This represents the total number of solicitations issued by the Procurement division.</p>	<p>24</p> <p>16</p> <p>9</p> <p>3</p> <p>—</p>	<p>23</p> <p>15</p> <p>9</p> <p>1</p> <p>—</p>	<p>21</p> <p>17</p> <p>8</p> <p>3</p> <p>2</p>

**General Fund**  
**Finance and Office of Management and Budget**  
**Budget Highlights**

- ◆ The Finance Department is supported by 29.5 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Personnel costs represent 82% of this program's budget.
- ◆ Operating expenditures include \$128,000 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.
- ◆ There have been no significant changes in the Finance department budget. The budget for this department reflects an increase of 6% from the fiscal year 2020/21 budget.

**Central Insurance Fund**  
**Risk Management**  
**Budget Highlights**

- ◆ This program is an internal service function. All costs of the operation are passed back to other City Departments based upon employee count and other insurance cost-related factors.
- ◆ The Risk Management program is supported by three full time equivalent positions, the same level of staffing as fiscal year 2020/21.
- ◆ Other operating costs include \$95,620 in professional and contractual services to support risk management and safety functions, a 17% decrease from the 2020/21 budget.
- ◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 2% decrease from the 2020/21 budget.



**Fire Department (General Fund) – 204.0 FTEs**

**Fire Department (Parking Fund) – 16.9 FTEs**

**FTEs Total Fire Department – 220.9 FTEs**

**Department Objective**

The objective of Clearwater Fire & Rescue is to advocate 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 Direction of providing cost effective municipal services and infrastructure through financial responsibility, Clearwater Fire & Rescue provides timely emergency and non-emergency response services and prevention and inspection services in the Clearwater Fire District.

<b>Summary of Services Provided</b>
<b>Administration</b>
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 internationally accredited department maintains the Insurance Service Office’s (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department’s services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County.
<b>Emergency Management</b>
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).
<b>Fire Prevention Services</b>
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 reissue for use in determining the cause of a fire.
<b>Fire Operations</b>
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.

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**Summary of Services Provided**

**Fire Operations (Continued)**

Logistics supports the strategic directive of providing cost effective services 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 Division which evaluates various equipment for safety, effectiveness, and compatibility to ensure a well-equipped, responsive, and prepared Fire and Rescue workforce. The Division Chief of Health and Safety facilitates the wellness program and promotes health and safety preparedness through the Department.

**Beach Guards**

The objective of the City of Clearwater beach lifeguards is to provide supervision and safety for the Gulf waters and adjacent public beach for approximately 1.2 miles of coastline on Clearwater Beach. To further the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure, the Beach Guards provides safety by ensuring timely emergency preparation, response and recovery.

**Budget Summary**

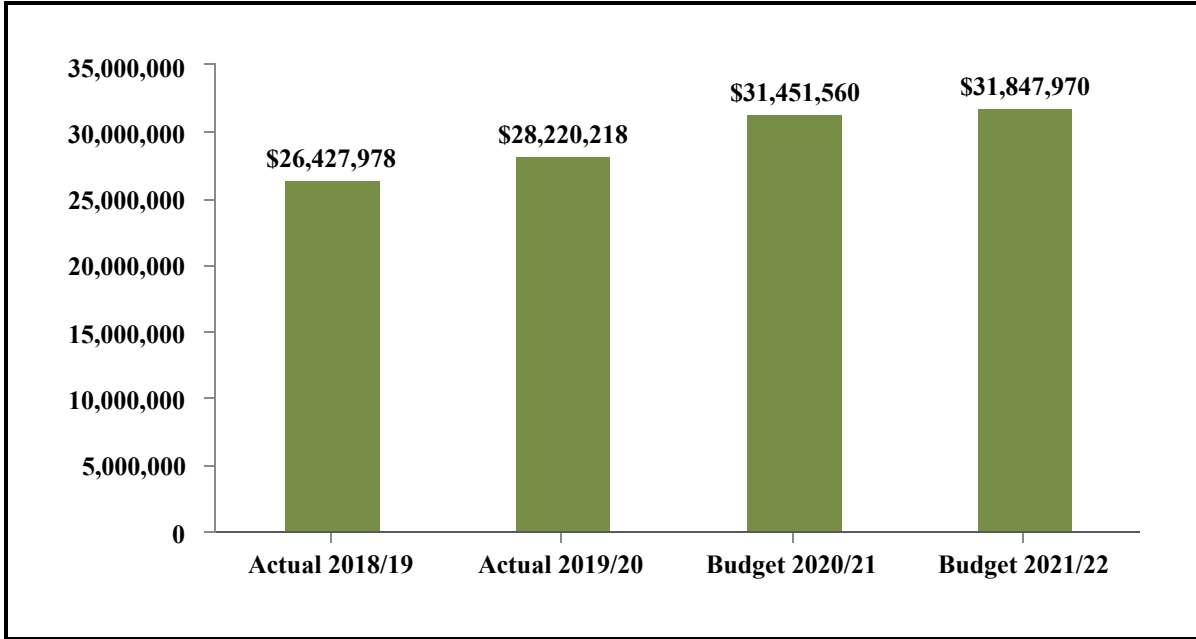
	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Administration	626,173	642,172	711,025	706,223	(1)%
Logistics Division	3,583,653	3,602,951	3,971,140	3,806,612	(4)%
Fire Prevention Services	987,133	1,088,227	1,223,344	1,290,305	5 %
Fire Operations	12,273,275	12,396,393	14,048,580	13,924,433	(1)%
Emergency Medical	8,957,744	10,490,476	10,526,348	11,060,737	5 %
Subtotal - General Fund	26,427,978	28,220,218	30,480,437	30,788,310	1 %
<b>Parking Fund</b>					
Beach Guards	—	—	971,123	1,059,660	9 %
<b>Total Fire</b>	<b>26,427,978</b>	<b>28,220,218</b>	<b>31,451,560</b>	<b>31,847,970</b>	<b>1 %</b>

**Full Time Equivalent Positions**

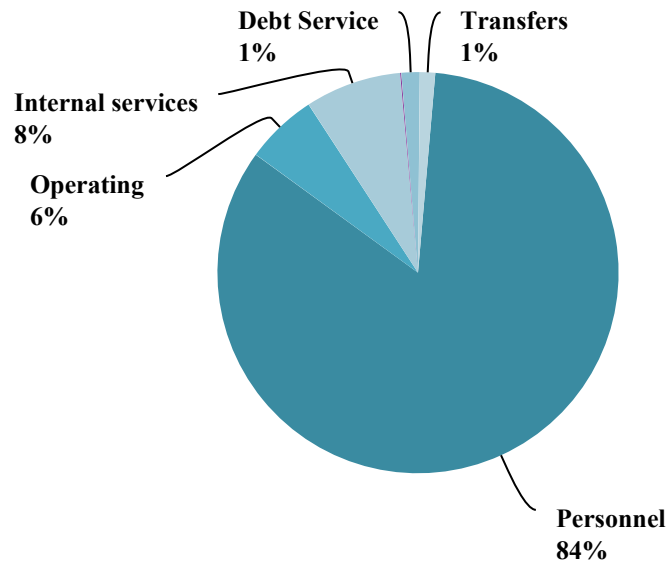
Administration	8.0	7.3	7.3	7.3	0.0
Logistics Division	2.0	2.7	2.7	2.7	0.0
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	113.0	105.0	105.0	99.0	(6.0)
Emergency Medical	73.0	80.0	80.0	86.0	6.0
Subtotal - General Fund	205.0	204.0	204.0	204.0	0.0
<b>Parking Fund</b>					
Beach Guards	0	0	16.9	16.9	0.0
<b>Total Fire FTEs</b>	<b>205.0</b>	<b>204.0</b>	<b>220.9</b>	<b>220.9</b>	<b>0.0</b>



**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<p><b>EMS Call Response Time</b> Average time elapsed between first responder notification and arrival on scene.</p> <p><u>Objective:</u> Average response time should be &lt;7:30 min.</p>	4:49	4:58	5:14
<p><b>Fire Call Response Time</b> Average time between first responder notification and arrival on scene.</p> <p><u>Objective:</u> Average response time should be &lt;7:30 min.</p>	5:12	4:44	4:51
<p><b>Number of Emergency Calls</b></p> <ul style="list-style-type: none"> <li>• Fire Emergency Calls</li> <li>• EMS Emergency Calls</li> <li>• Total All Calls</li> </ul>	3,917 25,476 29,393	3,542 24,334 27,876	3,761 27,749 31,510
<p><b>Fire Prevention - High Hazard Inspections:</b> Measured by the percentage of completion of annual inspections.</p> <p><u>Objective:</u> To complete all high hazard license inspections on an annual basis. High hazard facilities include hospitals, nursing homes, adult living facilities, daycare centers, private schools, and similar facilities.</p>	100%	100%	100%
<p><b>Fire Prevention - Non-Hazardous Inspections</b> Measured by the percentage of inspections completed within targeted goal. *Limited inspections due to COVID.</p> <p><u>Objective:</u> To complete all non-hazardous facility inspections city-wide within a 2.5 years inspection cycle. There are approximately 9,600 facilities in this category.</p>	70%	50%	70%

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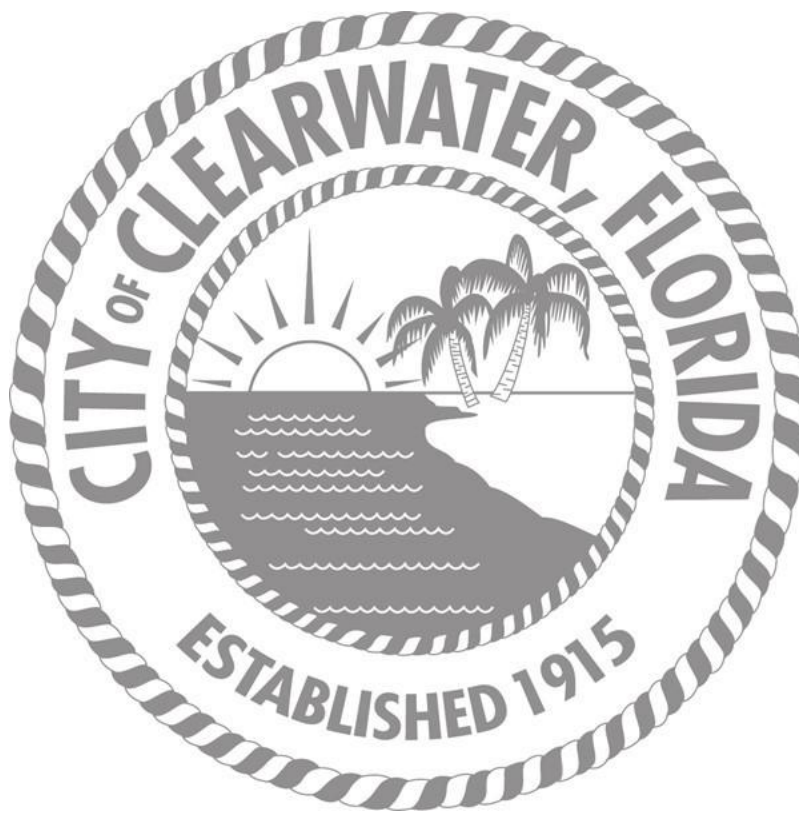
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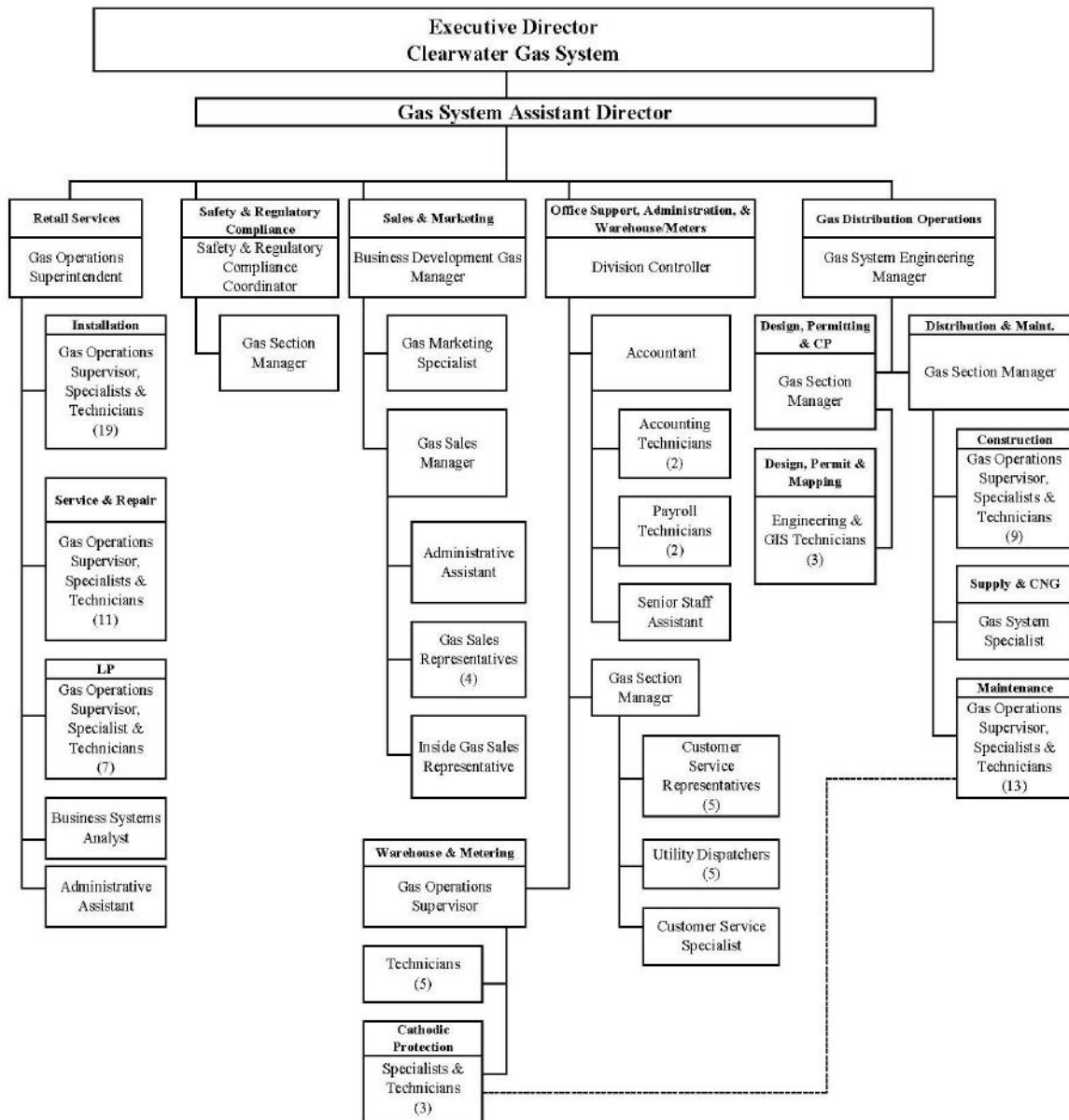
**General Fund**  
**Fire Department Highlights**

- ◆ The Fire Department is supported by 204 full-time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$1,798,000, a slight increase from the 2020/21 amended budget.
- ◆ Funding for the Fire Supplemental Pension plan for \$1,000,000 is included in the budget for fiscal year 2021/22. 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 84% of the Fire Department total operating budget.
- ◆ Fire Department personnel costs do not include funding for wage increases for IAFF union employees in the approved 2021/22 budget. Negotiations are currently ongoing to renew their contract which expired September 30, 2021.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$471,230; this is a decrease of 5% from fiscal year 2020/21.
- ◆ Transfers to the Capital Improvement Fund total \$310,000 to support Fire projects for fiscal year 2021/22.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2021/22. The budget reflects a 1% increase from the fiscal year 2020/21 amended budget.

**Parking Fund**  
**Beach Guard Budget Highlights**

- ◆ Effective with the fiscal year 2020/21 budget, the Beach Guard Operations are being supervised by the Fire Department. Previously, they were managed by the Parks & Recreation Department.
- ◆ The Beach Guard program is supported by 16.9 full time equivalent positions, same level of staffing as the 2020/21 budget.
- ◆ Personnel costs represent 76% of the Beach Guard Operations program budget.
- ◆ Transfers to the Capital Improvement Fund of \$85,000 provide funding for replacement and maintenance of beach guard facilities and lifeguard towers. This reflects a 21% increase from prior year.
- ◆ There are no other significant changes to the Beach Guard program for fiscal year 2021/22. The budget reflects an increase of 9% from the fiscal year 2020/21 amended budget.





Gas Systems – 110.0 FTEs

## Department Objective

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

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

Clearwater Gas System serves about 29,500 customers in a 330 square mile service territory, which includes 20 municipalities, as well as, unincorporated areas of Pinellas, Pasco and Hillsborough counties.

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

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

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

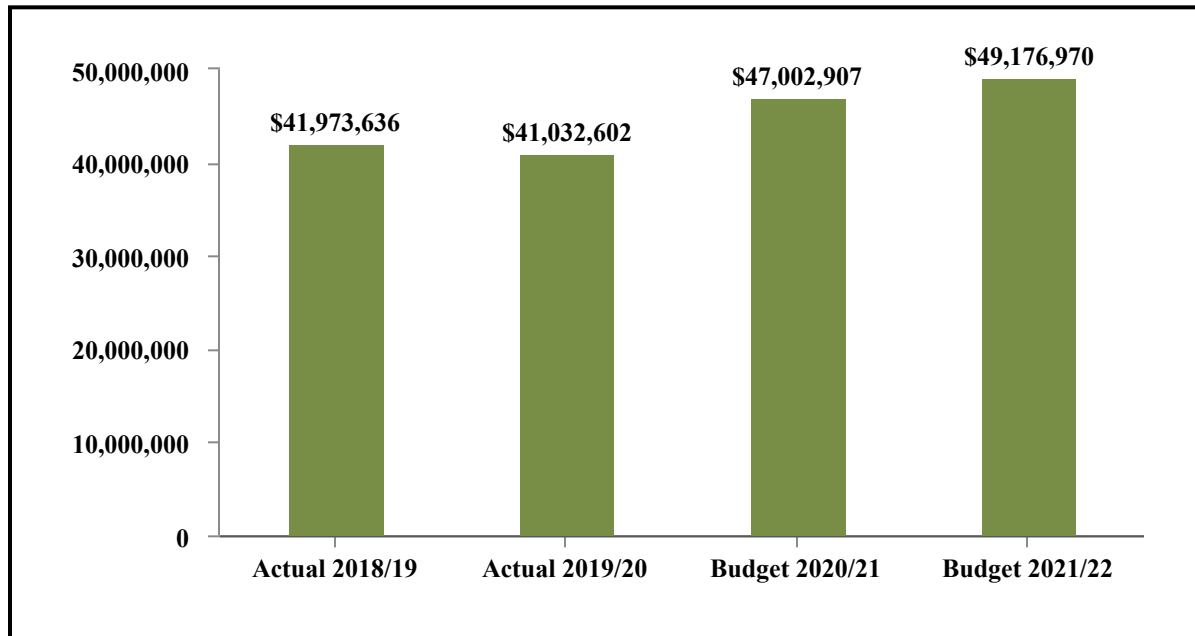
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Administration & Supply	22,057,581	20,619,203	22,914,332	22,686,839	(1) %
Pinellas Gas Operations	8,306,724	8,284,602	9,758,582	12,320,097	26 %
Pasco Gas Operations	5,007,773	5,085,084	6,466,019	7,514,340	16 %
Marketing & Sales	6,601,557	7,043,713	7,863,974	6,655,694	(15) %
<b>Total Gas</b>	<b>41,973,636</b>	<b>41,032,602</b>	<b>47,002,907</b>	<b>49,176,970</b>	<b>5 %</b>

## Full Time Equivalent Positions

Administration & Supply	10.6	11.8	11.8	13.8	2.0
Pinellas Gas Operations	54.0	54.9	54.9	55.9	1.0
Pasco Gas Operations	35.0	32.0	32.0	29.0	(3.0)
Marketing & Sales	10.4	11.3	11.3	11.3	0.0
<b>Total Gas FTEs</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>110.0</b>	<b>0.0</b>

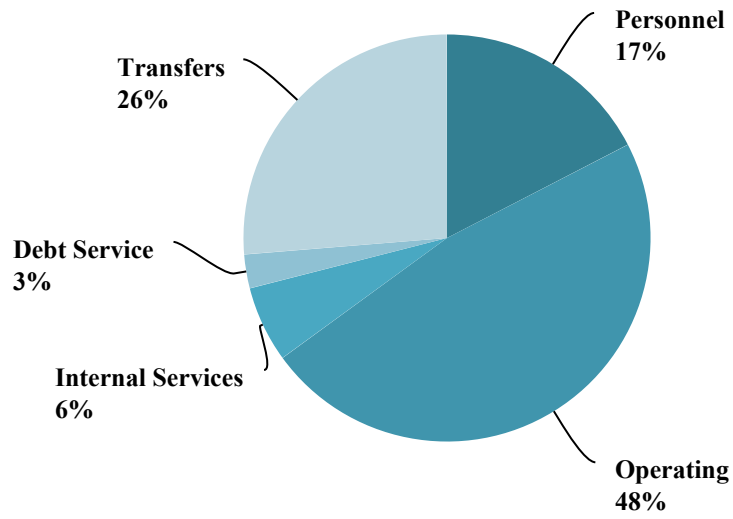
## Total Department Summary



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**Fiscal Year 2021/22 Budget by Category**





## Gas System

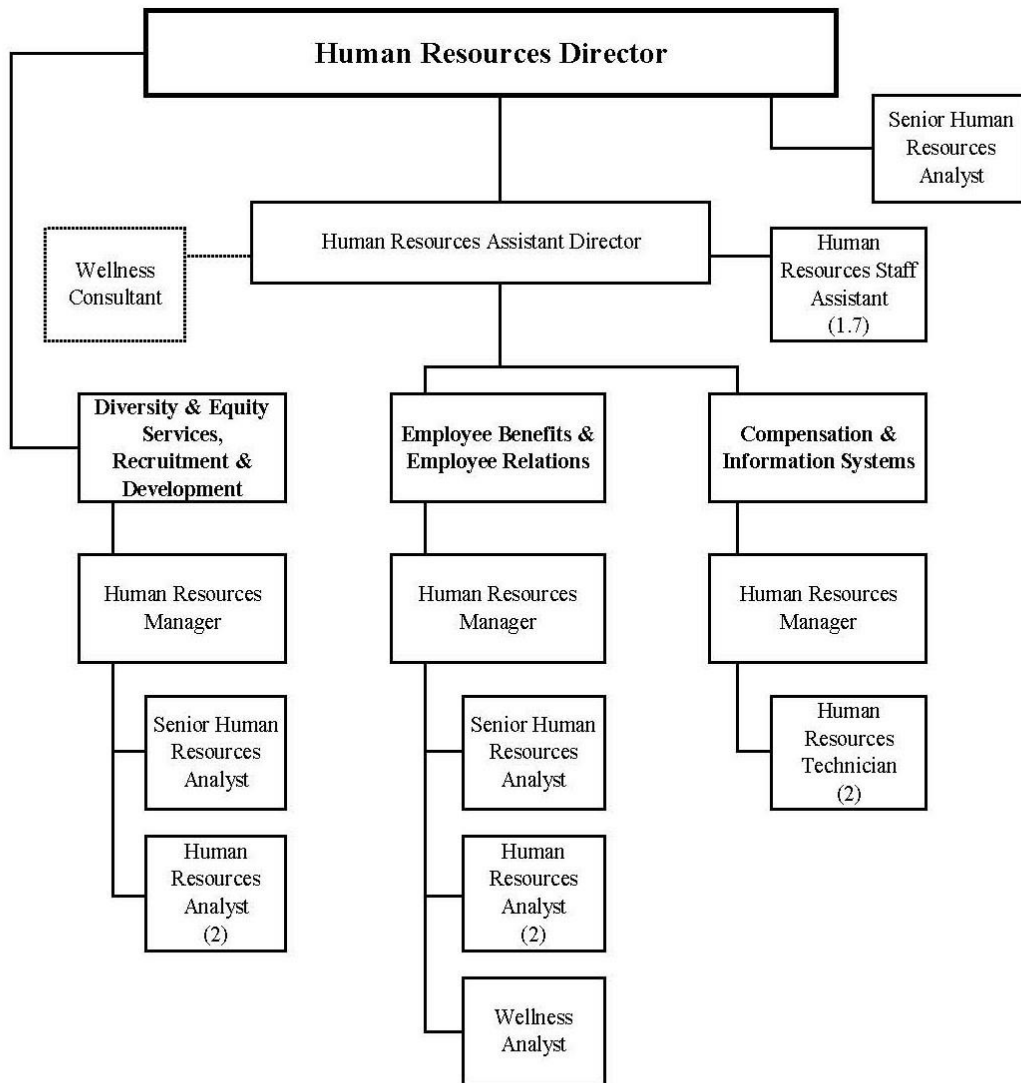
Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<p><b><u>Miles of Gas Mains</u></b></p> <ul style="list-style-type: none"> <li>• <b>Pinellas County Mains</b></li> <li>• <b>Pasco County Mains</b></li> </ul> <p>Total number of Gas Main miles, as of each fiscal year end.</p>	766.92	778.63	789.65
<p>• <b>Pinellas County Mains</b></p> <p style="text-align: right;">227.45</p>	227.45	241.94	262.04
<p><b><u>Gas Sales</u></b></p> <ul style="list-style-type: none"> <li>• <b>Natural Gas (therm)</b></li> <li>• <b>Liquid Propane (gallons)</b></li> </ul> <p>Total equivalent therms sold (LP converted to therms)</p>	25,712,068	25,042,462	24,619,933
<p>• <b>Natural Gas (therm)</b></p> <p style="text-align: right;">391,349</p>	391,349	363,491	404,596
<p><b><u>Natural Gas Vehicle (NGV) Station</u></b></p> <ul style="list-style-type: none"> <li>• <b>Total NGV Customers</b></li> <li>• <b>Compressed Natural Gas</b></li> </ul> <p>Total annual count of NGV customers, and Gas Gallon Equivalent (GGE) sold.</p>	122	170	186
<p>• <b>Total NGV Customers</b></p> <p style="text-align: right;">509,847</p>	509,847	463,612	493,493
<p><b><u>Clearwater Gas Customers</u></b></p> <ul style="list-style-type: none"> <li>• <b>Natural Gas Customers</b></li> <li>• <b>Liquid Propane Customers</b></li> </ul> <p>Annual average number of customers connected.</p>	23,624	25,392	27,024
<p>• <b>Natural Gas Customers</b></p> <p style="text-align: right;">1,928</p>	1,928	1,949	1,982
<p><b><u>Retail Sales</u></b></p> <ul style="list-style-type: none"> <li>• <b>Appliance Sales</b></li> <li>• <b>Installation Sales</b></li> <li>• <b>Service &amp; Repair Sales</b></li> </ul> <p>Total annual retail sales.</p>	\$1,555,644	\$1,253,687	\$1,538,017
<p>• <b>Appliance Sales</b></p> <p style="text-align: right;">\$2,290,812</p>	\$2,290,812	\$1,243,247	\$1,270,673
<p>• <b>Installation Sales</b></p> <p style="text-align: right;">\$504,305</p>	\$504,305	\$474,922	\$558,548
<p>• <b>Service &amp; Repair Sales</b></p>			

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## **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 110 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$14.2 million, representing 29% of the department's total operating budget. This is an 4% increase from the 2020/21 revised budget
- ◆ Operating expenditures reflect an administrative charge reimbursing the General Fund for the Gas Fund's portion of City administrative functions. The Gas Fund anticipated portion of this cost is \$1,931,640 in fiscal year 2021/22, an increase of 1% from the 2020/21 budget.
- ◆ Internal Service costs include the reimbursement to Clearwater Customer Service operations for billing and customer service support services. This is budgeted at \$1,004,580 in fiscal year 2021/22, a 6% increase from the 2020/21 budget.
- ◆ Debt service cost, which include debt on outstanding bonds and new vehicle purchases, total \$411,620 for the fiscal year 2021/22 budget which is a 29% increase from 2020/21.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$2 million, the same as the 2020/21 budget. Transfers to the Capital Improvement Fund are budgeted at \$10.9 million to support the capital projects of the Gas Fund; this is a 17% increase in funding from the 2020/21 budget.
- ◆ Gas Department operates a natural gas vehicle (CNG) station located at 1020 N. Hercules Avenue in Clearwater. The filling station is currently being used internally for CNG vehicles in the Solid Waste/General Services Department and the Gas Department. This station is also used by several outside customers.
- ◆ There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects an increase of 5% from the 2020/21 amended budget.



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

## Department Objective

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

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

### Summary of Services Provided

#### **Administration**

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

#### **Compensation and Information Systems**

The Compensation and Information Systems (IS) division is responsible for managing the Human Resources Information Systems (Munis-NeoGov), handling personnel and public records management, monitoring the market, comparators, and government regulations to ensure that the City's pay rates are current and competitive. They also ensure that the City's pay structure complies with changing laws and regulations, and providing system and process support to the payroll and benefits divisions as needed. For the current fiscal year, this division will be planning for a new performance management system, implementing the remainder of the Human Resource Information System (HRIS) portion of Tyler Munis, developing and evolving the City's pay plan and structure, and determining competitive wage rates and update suggested changes when necessary.

#### **Employee Relations**

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

#### **Diversity & Equity Services and Recruitment & Development**

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

## Summary of Services Provided

### Employee Benefits

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

### Employee Health Center

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

## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Fund</b>					
Administration	565,093	440,184	498,990	526,667	6 %
Recruitment, Development and IS	545,176	530,566	676,531	711,138	5 %
Employee Relations	150,283	147,449	160,426	181,875	13 %
Diversity and Equity Services	194,067	214,044	226,233	243,093	7 %
Subtotal - General Fund	1,454,619	1,332,243	1,562,180	1,662,773	6 %
<b>Central Insurance Fund</b>					
Employee Benefits	313,541	285,545	426,370	439,346	3 %
Employee Health Center	1,644,024	1,659,559	1,702,340	1,721,400	1 %
Subtotal - Central Insurance Fund	1,957,565	1,945,105	2,128,710	2,160,746	2 %
<b>Total Human Resources</b>	<b>3,412,184</b>	<b>3,277,347</b>	<b>3,690,890</b>	<b>3,823,519</b>	<b>4 %</b>

### Full Time Equivalent Positions

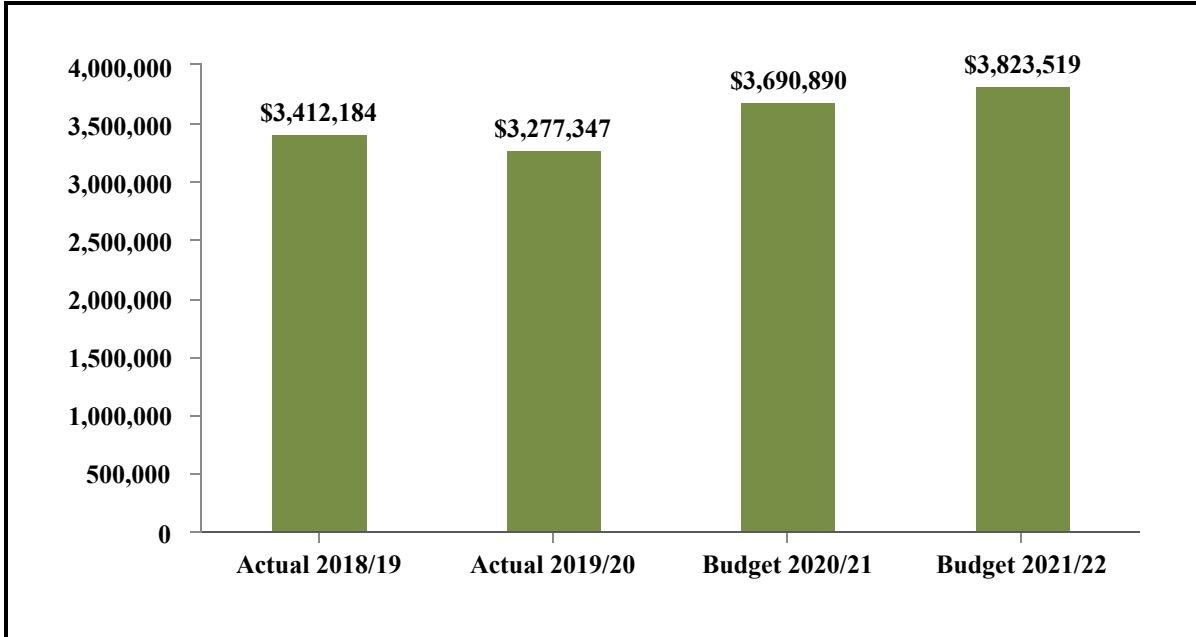
#### General Fund

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

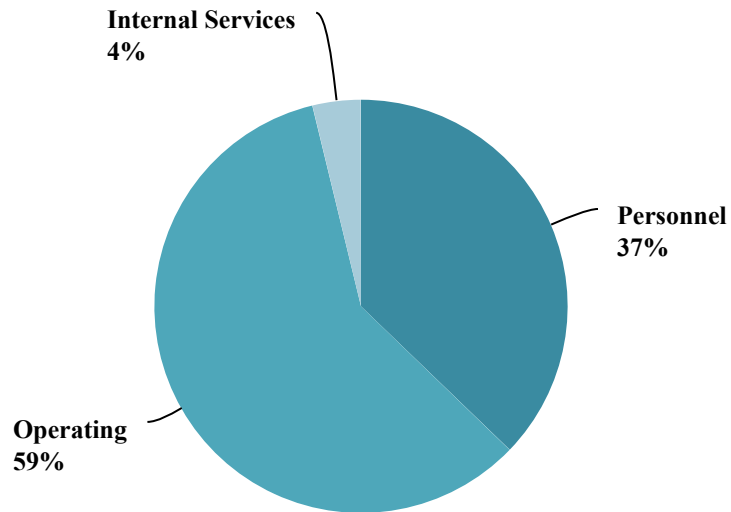
#### Central Insurance Fund

Employee Benefits	3.5	3.5	4.0	4.0	0.0
<b>Total Human Resources FTEs</b>	<b>16.2</b>	<b>16.2</b>	<b>16.7</b>	<b>16.7</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b><u>Years of Service</u></b> Average years of service full time employees City wide.	9.97	10.88	10.88
<b><u>Successful Applicants</u></b> Percentage of new hires employed six months from hire.	77.78%	85.38%	80.72%
<b><u>Turnover</u></b> Percentage of full-time, permanent employees who left to pursue other opportunities (excluding retirees and terminations).	7.5%	5.7%	8.6%

### General Fund

#### Administration; Compensation and Information Systems; Employee Relations; Diversity & Equity Services and Recruitment & Development

#### Budget Highlights

- ◆ The Human Resources General Fund programs are supported by 12.7 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ The budget for internal services includes support from Information Technology, Building and Maintenance, and Risk Management. The budget for these services reflect an increase of 16% in comparison to prior year.
- ◆ Operating expenditures include the budget for outside labor council, tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect a slight decrease from the fiscal year 2020/21 budget.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects a 6% increase from fiscal year 2020/21.

## **Central Insurance Fund** **Employee Benefits and Employee Health Center** **Budget Highlights**

- ◆ The Employee Benefits program is an Internal Service function responsible for administering the employee benefits programs for health and life insurance, and retirement plans. The cost of this program is charged to all operating funds and departments based upon the number of personnel in each program.
- ◆ The Employee Benefits program is supported by four full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ The Employee Health Center (EHC) provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. In June 2019, the EHC relocated to a larger space to accommodate the expansion of services offered to employees. The 2021/22 budget for the Employee Health Center reflects a 1% increase from fiscal year 2020/21.
- ◆ 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 2020/21.



## Department Objective

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

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

### Summary of Service Provided

#### **Administration**

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

#### **Network Services**

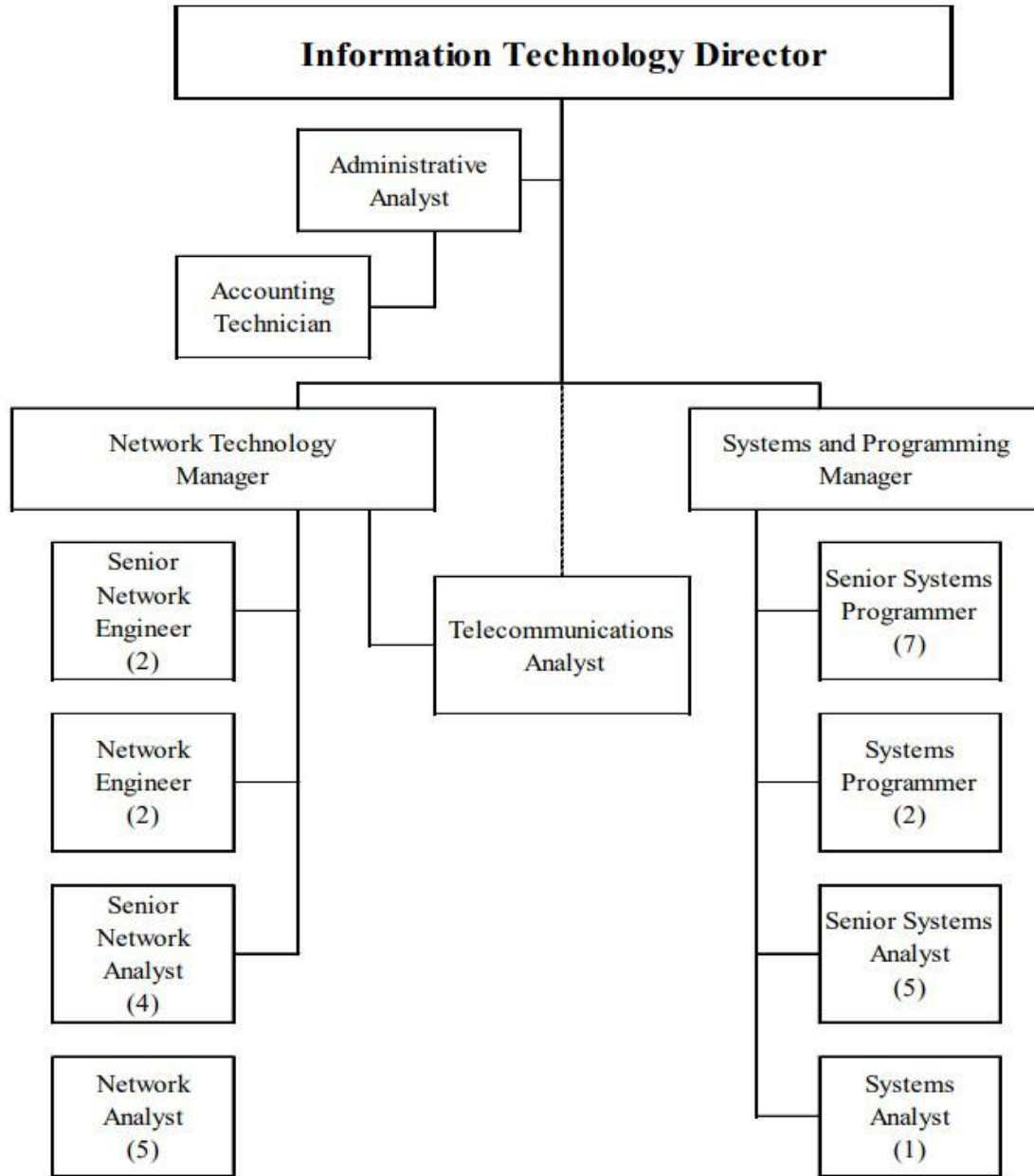
Currently, there are approximately 1,400 desktop/laptop computers, 150 servers, and over 1,500 individual user accounts located at 50 locations throughout the City. This program manages helpdesk support to the City’s computer users and is also responsible for technology assessment and testing, network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

#### **Software Application**

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

#### **Telecommunications**

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



Information Technology – 34 FTEs

# Information Technology

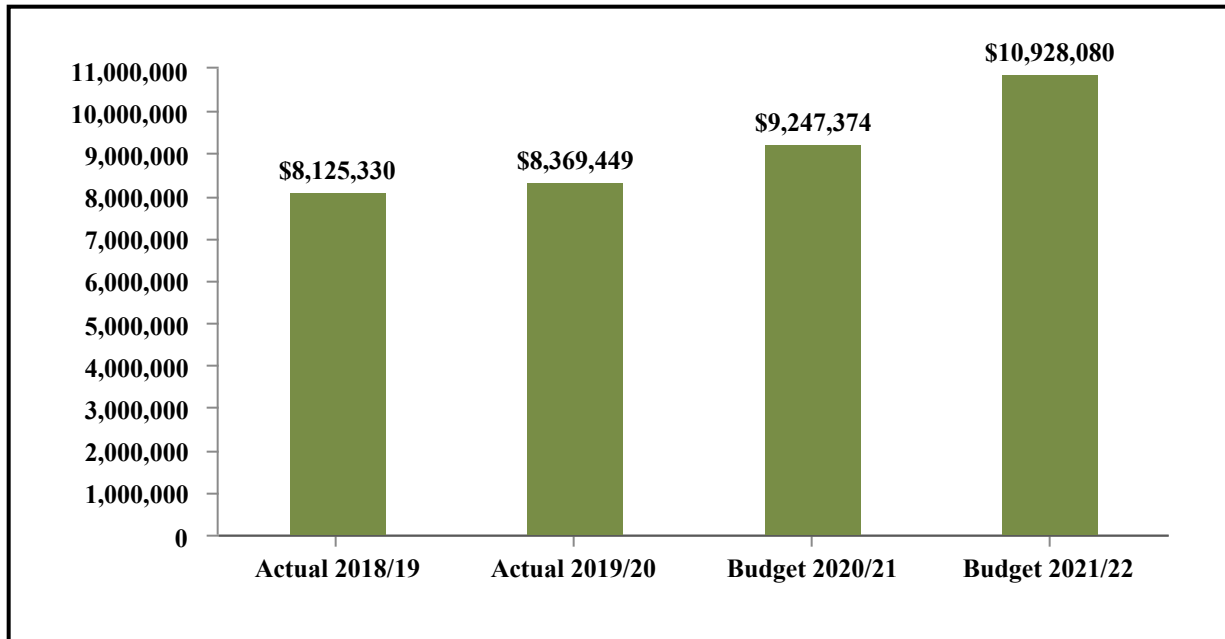
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Administration	394,074	441,324	408,939	475,548	16 %
Network Services	3,748,170	3,913,225	4,703,533	5,243,321	11 %
Software Application	3,192,102	3,232,570	3,272,530	3,401,594	4 %
Telecommunications	790,984	782,330	862,372	1,807,617	110 %
<b>Total Information Technology</b>	<b>8,125,330</b>	<b>8,369,449</b>	<b>9,247,374</b>	<b>10,928,080</b>	<b>18 %</b>

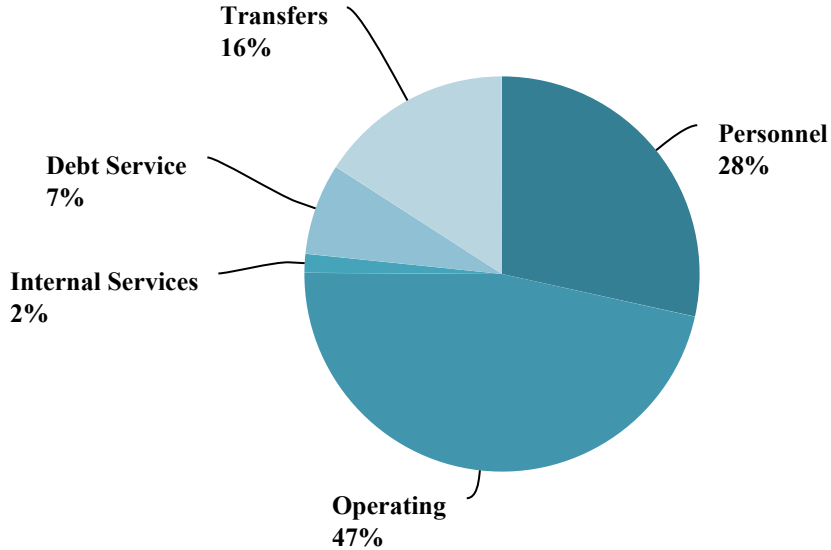
## Full Time Equivalent Positions

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

## Total Department Summary



## Fiscal Year 2021/22 Budget by Category

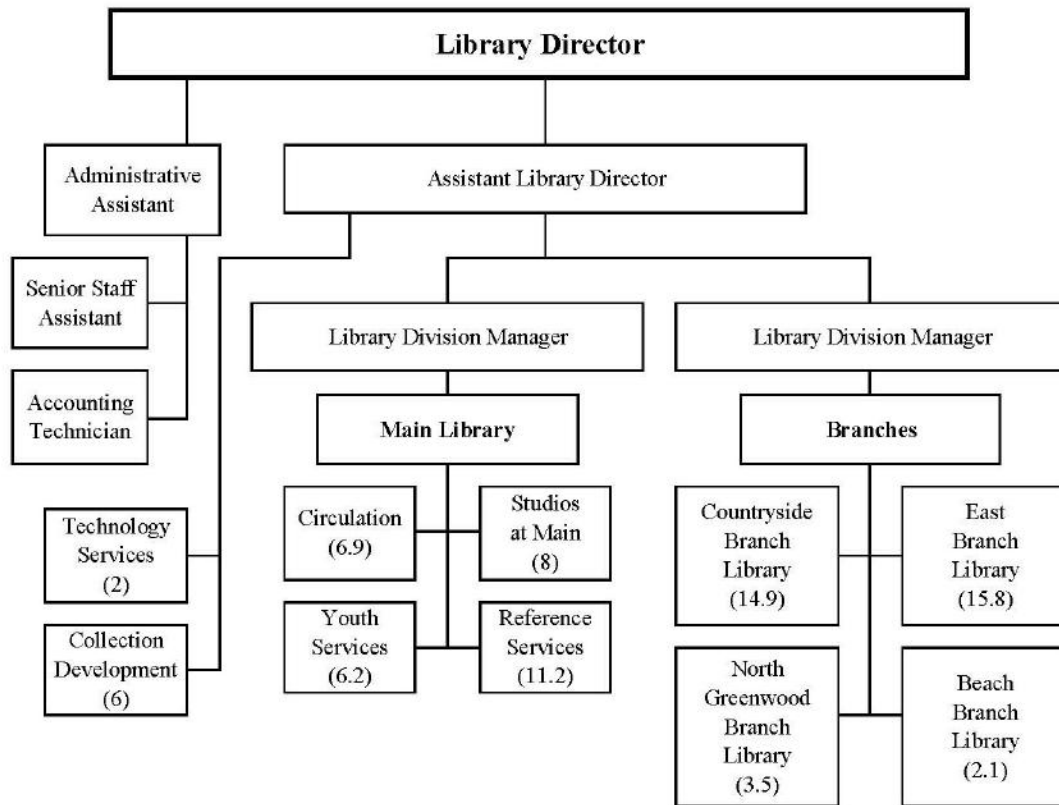


Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<p><b><u>Bandwidth</u></b></p> <ul style="list-style-type: none"> <li>• Total available</li> <li>• Daily average used</li> <li>• Daily average peak usage</li> </ul> <p>Annual average of bandwidth usage vs. purchased. (i.e. available)</p>	<p>1000MB</p> <p>~835GB</p> <p>~730MB</p>	<p>1000MB</p> <p>~15.4TB</p> <p>~760MB</p>	<p>1600MB</p> <p>~2.6TB</p> <p>~830MB</p>
<p><b><u>Helpdesk Tickets</u></b></p> <ul style="list-style-type: none"> <li>• Number of tickets closed</li> <li>• Average time to completion (hours)</li> </ul> <p>Information Technology provides helpdesk support for City Employees using the City's network and systems.</p>	<p>14,312</p> <p>~6.0</p>	<p>17,186</p> <p>~6.3</p>	<p>15,987</p> <p>~6.2</p>
<p><b><u>Email Statistics</u></b></p> <ul style="list-style-type: none"> <li>• Total emails scanned</li> <li>• Total emails blocked</li> <li>• Total emails found to have viruses</li> </ul>	<p>13.3M</p> <p>5.1M</p> <p>1.5K</p>	<p>18.7M</p> <p>5.5M</p> <p>5.2K</p>	<p>13.0M</p> <p>2.4M</p> <p>2.0K</p>

## Budget Highlights

- ◆ All programs of the Information Technology department are internal service functions. All costs of operation are passed back to user departments based upon services provided.
- ◆ The Information Technology Department is supported by 34 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ In the Network Services program operating expenditures include the budget for city wide computer lease costs, maintenance contract renewals, and subscription-based charges for software infrastructure needs. These costs reflect a 21% increase from prior year due to increased contracts and maintenance agreements.
- ◆ In the Network Services program, \$460,000 is budgeted for transfers to support capital projects for network connectivity, network infrastructure, disaster recovery, monitor purchases, citywide camera systems, Microsoft licensing upgrades, and the City's Emergency Operations Center/ Disaster Recovery for fiscal year 2021/22.
- ◆ The Network Services program reflects a net increase of 11% from the 2020/21 budget primarily due to increased operating cost for computer leases and subscription-based services.
- ◆ In the Software Application program, other operating expenditures reflect a 9% increase primarily due to increased costs for software service agreements.
- ◆ In the Software Application program, \$275,000 is budgeted in transfers to support capital projects for upgrades to the permitting system, enterprise timekeeping system, geographic information systems, legislative agenda system, and the financial management system.
- ◆ The Software Application program reflects a 4% increase from the 2020/21 budget .
- ◆ The Telecommunications program reflects a net increase of 18% from the 2020/21 budget. This is due to the transfer of \$1,000,000 to the capital fund for the system-wide upgrade of the telecommunication system which will begin in fiscal year 2021/22.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2021/22. The Department budget reflects an 18% increase from fiscal year 2020/21.





Library – 83.6 FTEs

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## 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 more than one million total items to more than 70,000 active borrowers.

In furthering the City Council's Strategic Direction of Fostering Community Engagement, the Library works to preserve community history and provide programming and events that reached more than 20,000 patrons last year. It also works to promote the City Brand through economic development partnerships in the downtown area and maker space activities that reach a new segment of the community.

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

- Maintain, curate, and provide access to the Christine Wigfall Morris African-American Collection and the Wickman Nautical Collection.
- Maintain, preserve and provide access to the *Clearwater Sun* photograph, and microfilm archives. Digitize materials of historic significance for online access.
- Offer a variety of volunteer opportunities including an active teen and adult volunteer program.
- Provide a venue for local artists and artisans to display their work.
- Organize and host book discussion groups.
- Organize, promote and host quality programs for all ages.
- Present weekly story times and other special events for youth and families.
- Promote literacy programs and provide space for literacy tutoring.
- Provide meeting room space to more than 130 community groups.
- Provide temporary library service to tourists and other visitors to the area.
- Serve as a "Safe Place" and apply Code Adam for youth.
- Sponsor a variety of teen service groups such as Homework Help groups and summer reading volunteers.
- As a member library of the Pinellas Public Library Cooperative, supply library materials and services to Pinellas County residents.
- Support city management and other community stakeholders with reference services, meeting rooms, technology, training and databases as an active member of Clearwater Business Spark.
- Provide access to a novel collection of useful and engaging objects, including tools, scientific equipment, games and electronics, to patrons.
- Provide digital library cards to enable expanded access to a variety of electronic, streaming, and downloadable content for 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 Direction for Efficiency, services have been centralized to promote efficiency and cost savings, including the centralized scheduling of meeting rooms, centralized collection development and processing, increased outsourcing for efficient processing of library materials, automated materials handling, increased outsourcing of custodial services, system wide staffing, and the central oversight of all social media and web initiatives.

### Main Library

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

### Countryside Branch Library

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

### North Greenwood Branch Library

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

### Beach Branch Library

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

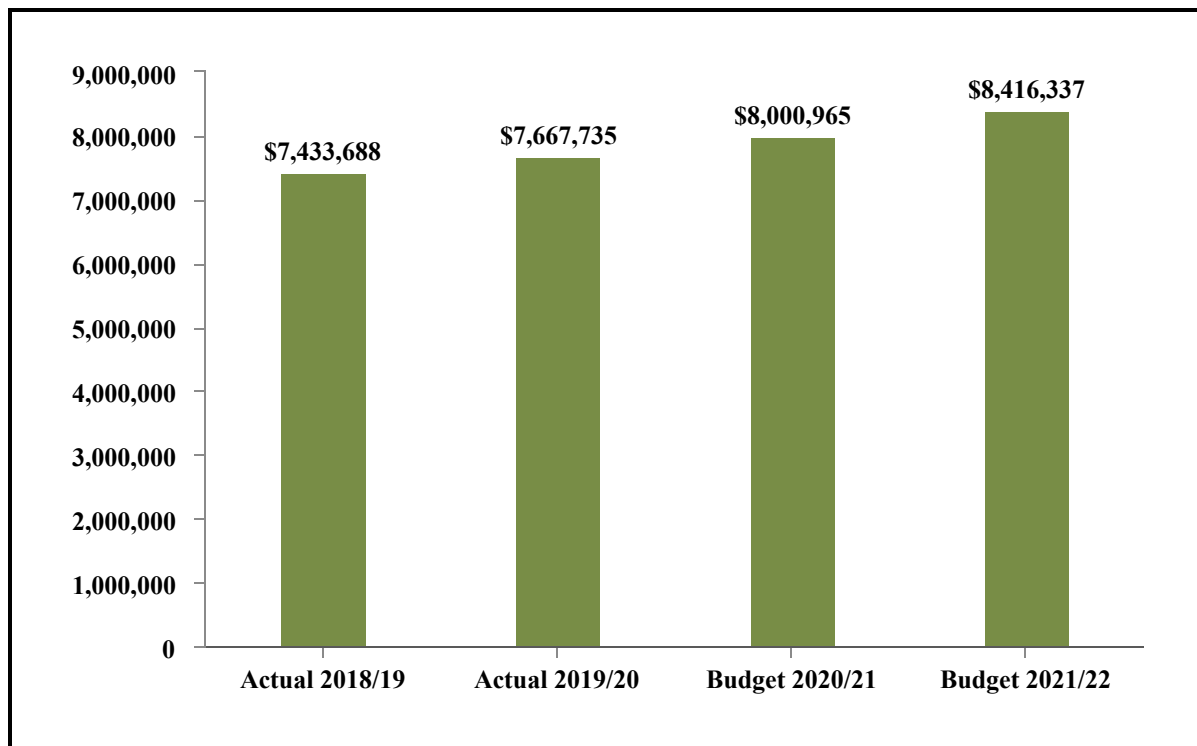
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Centralized Services	2,895,979	2,765,000	2,966,560	3,099,589	4 %
Main Library	2,408,094	2,620,213	2,726,938	2,850,667	5 %
Countryside Branch Library	911,189	1,025,263	1,023,961	1,088,361	6 %
East Branch Library	825,768	869,022	884,424	942,573	7 %
North Greenwood Library	274,575	276,422	288,549	309,979	7 %
Beach Branch Library	118,083	111,814	110,533	125,168	13 %
<b>Total Library</b>	<b>7,433,688</b>	<b>7,667,735</b>	<b>8,000,965</b>	<b>8,416,337</b>	<b>5 %</b>

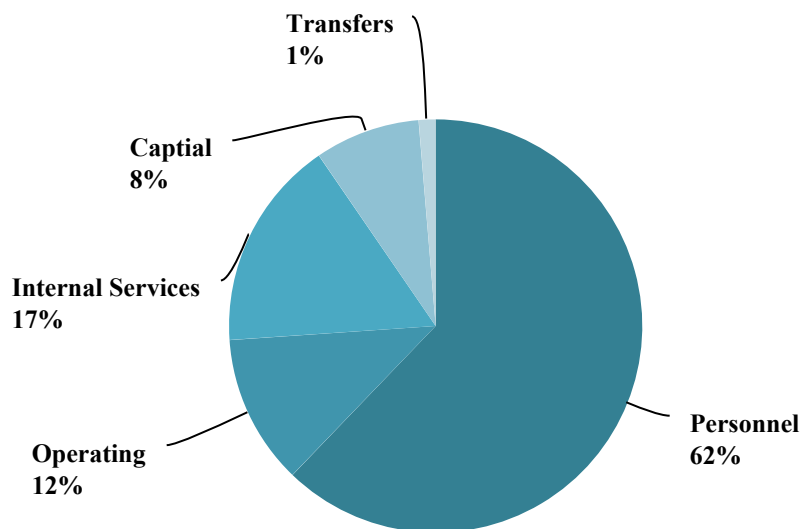
## Full Time Equivalent Positions

Centralized Services	14.0	14.0	14.0	14.0	0.0
Main Library	33.9	33.9	33.2	33.2	0.0
Countryside Branch Library	15.0	15.0	14.9	14.9	0.0
East Branch Library	15.9	15.9	15.9	15.9	0.0
North Greenwood Library	3.1	3.1	3.5	3.5	0.0
Beach Branch Library	2.1	2.1	2.1	2.1	0.0
<b>Total Library FTEs</b>	<b>84.0</b>	<b>84.0</b>	<b>83.6</b>	<b>83.6</b>	<b>0.0</b>

## Total Department Summary



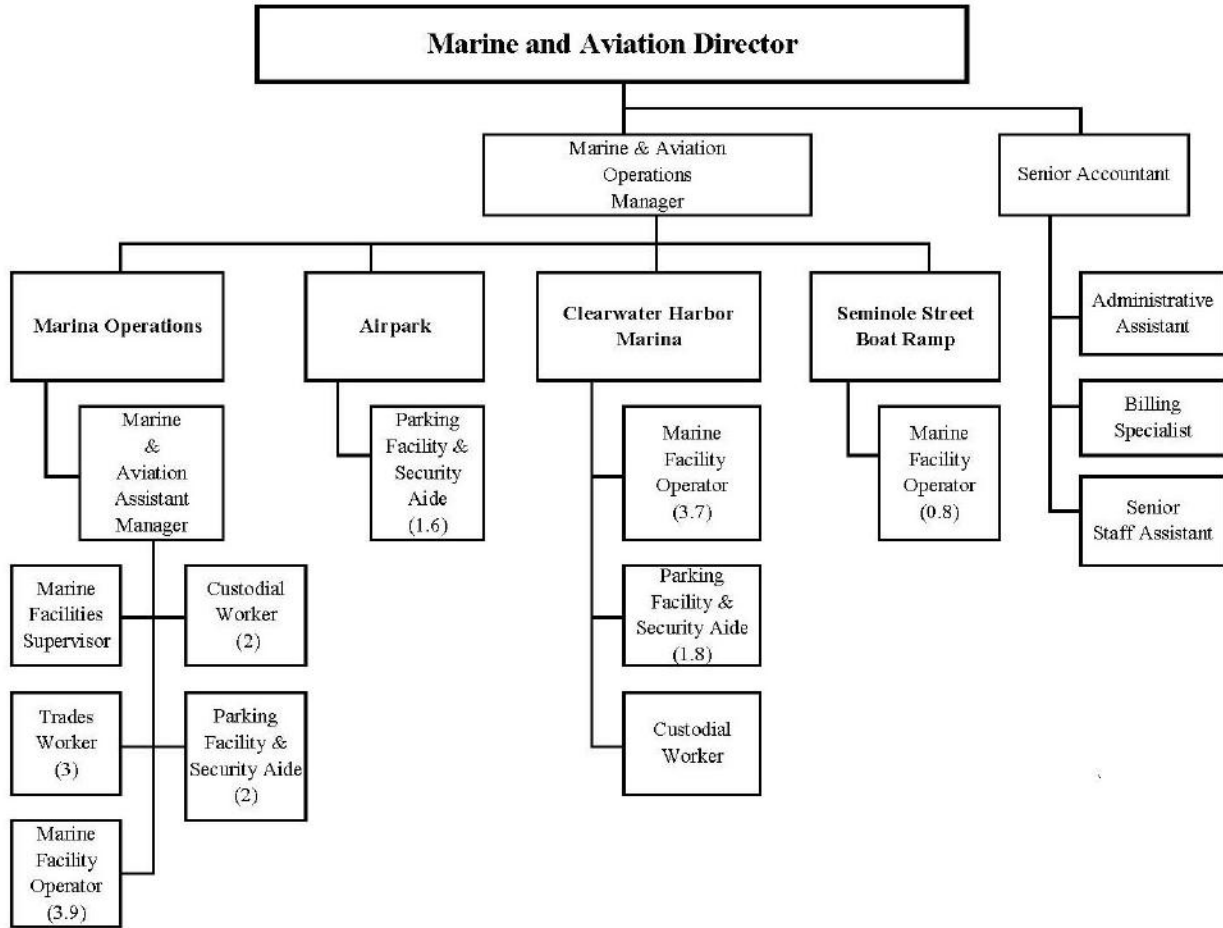
**Fiscal Year 2021/22 Budget by Category**



<b>Key Performance Indicator</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
<b><u>Community Engagement</u></b> Number of hours worked by volunteers on an annual basis.	15,414	3,701	3,844
<b><u>Registered Borrowers</u></b> Number of registered Clearwater and Pinellas Public Library Cooperative users to the Clearwater Library System.	92,800	94,901	75,991
<b><u>Circulation of Materials</u></b> Number of hard copy library materials circulated on an annual basis.	720,318	545,124	509,114
<b><u>Use of Public Computers</u></b> Number of patron computer usage.	119,151	69,096	45,685

## **Budget Highlights**

- ◆ The Library Department is supported by 83.6 full- time equivalent positions, the same level of staffing as the 2020/21 amended budget. In fiscal year 2020/21, FTEs were reduced by 0.4 FTEs to account for the turnover of various positions grandfathered at a reduced work week (37.5 vs. 40 hours).
- ◆ 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 2021/22; this is a 19% decrease from the 2020/21 budget.
- ◆ There have been no other significant changes in the Library department. The 2021/22 budget for this department reflects a 5% increase from 2020/21.



**Marine Fund – 15.6 FTEs**

**Airpark Fund – 2.6 FTEs**

**Clearwater Harbor Marina Fund – 8.8 FTEs**

**Seminole Street Boat Ramp (Parking Fund) - 0.8 FTEs**

**Total Marine and Aviation – 27.8 FTEs**

## Department Objective

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

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

### Summary of Service Provided

#### **Clearwater Airpark Operations**

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

#### **Beach Marina Operations**

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

#### **Clearwater Harbor Marina**

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

#### **Seminole Street Boat Ramp**

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

## Marine and Aviation

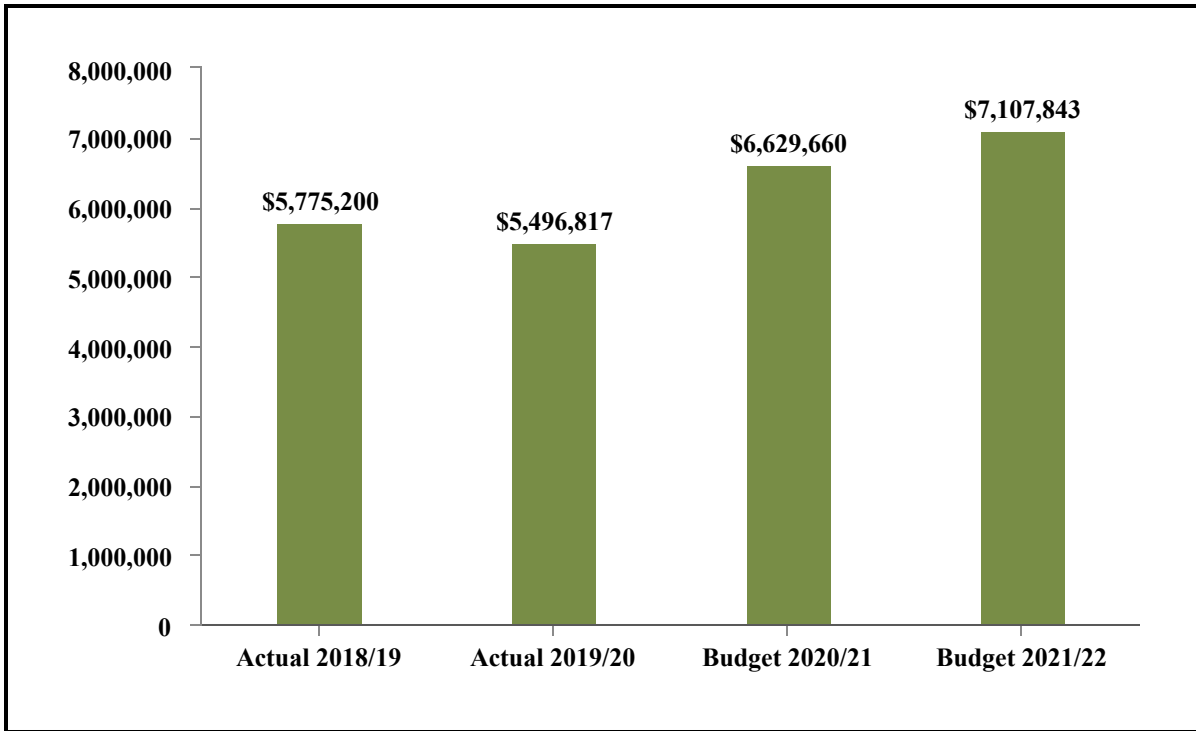
### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>Marine Fund</b>					
Beach Marina Operations	4,757,421	4,235,865	5,269,120	5,723,810	9 %
<b>Airpark Fund</b>					
Airpark Operations	295,971	275,637	360,770	333,690	(8) %
<b>Clearwater Harbor Marina Fund</b>					
Clearwater Harbor Marina Operations	721,808	753,394	866,930	909,680	5 %
<b>Parking Fund</b>					
Seminole Street Boat Ramp	—	231,921	132,840	140,663	6 %
<b>Total Marine &amp; Aviation</b>	<b>5,775,200</b>	<b>5,496,817</b>	<b>6,629,660</b>	<b>7,107,843</b>	<b>7 %</b>

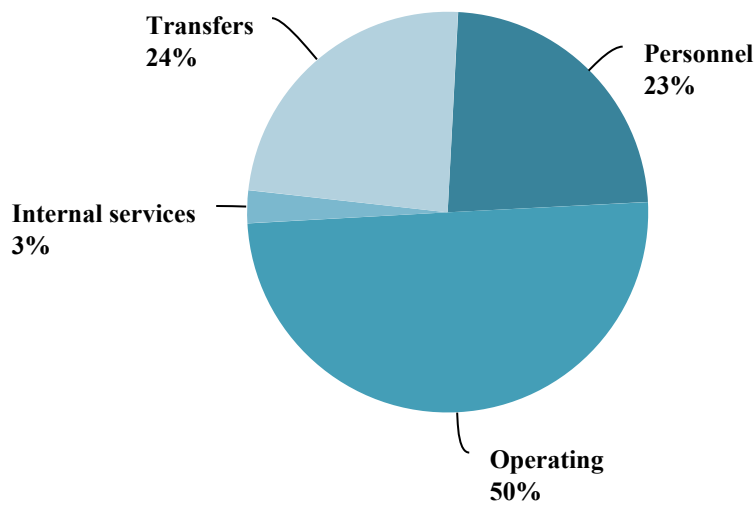
### Full Time Equivalent Positions

Marina Operations	18.9	18.9	15.6	15.6	0.0
Airpark Operations	1.6	1.6	2.6	2.6	0.0
Clearwater Harbor Marina Fund	6.3	6.5	8.8	8.8	0.0
Seminole Street Boat Ramp	0.0	0.8	0.8	0.8	0.0
<b>Total Marine &amp; Aviation FTEs</b>	<b>26.8</b>	<b>27.8</b>	<b>27.8</b>	<b>27.8</b>	<b>0.0</b>

Total Department Summary



Fiscal Year 2021/22 Budget by Category





Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b>Slip Rentals</b>			
<ul style="list-style-type: none"> <li>• <b>Clearwater Beach Marina</b></li> <li>• <b>Clearwater Harbor Marina</b></li> </ul>	88%	89%	88%
	92%	92%	93%
*Percentage of slips occupied at the City's marinas.			
<b>Fuel Sales</b>			
<ul style="list-style-type: none"> <li>• <b>Gasoline</b></li> <li>• <b>Diesel</b></li> </ul>	357,090	422,141	480,187
	439,520	372,720	501,711
*Total gallons of fuel sold at the City's Fuel Dock.			

### Marine Fund Budget Highlights

- ◆ The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina at Clearwater Beach.
- ◆ The Marine Operations program is supported by 15.6 full time equivalent positions the same level of staffing as fiscal year 2020/21.
- ◆ Operating expenses include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2021/22, this expenditure is \$170,030, a 5% decrease from the 2020/21 budget.
- ◆ Inventory costs for fuel purchases are budgeted at \$2.2 million in 2021/22, the same level of funding as the current year.
- ◆ Budgeted transfers for 2021/22 include a payment in lieu of taxes in the amount of \$268,680 to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2019/20 gross revenues, an 8% decrease from the 2020/21 budget. Transfers to the Capital Improvement Fund of \$1,190,000 represent funding necessary to maintain the infrastructure of the Marina; this is a 42% increase in funding from the 2020/21 budget to prepare and provide for utilities upgrades as part of the Marina replacement project.
- ◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 9% increase from the 2020/21 budget.

## Airpark Fund Budget Highlights

- ◆ The Airpark Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain Clearwater Airpark operations.
- ◆ The Airpark Operations program is supported by 2.6 full time equivalent positions, the same level of staffing as fiscal year 2020/21.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2021/22, this expenditure is \$11,010, a 13% increase from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund of \$25,000 provide funding for Airpark projects for fiscal year 2021/22. Transfers also include \$18,310 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2019/20 gross revenues., which is a 3% increase from the 2020/21 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects a decrease of 8% from the 2020/21 amended budget primarily due to decreased funding for transfers to capital.

## Clearwater Harbor Marina Fund Budget Highlights

- ◆ The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.
- ◆ This program is supported by 8.8 full time equivalent positions, the same level of staffing as fiscal year 2020/21.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2021/22, this expenditure is \$28,380, a 3% decrease from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund include funding for routine maintenance and a capital replacement fund. This is budgeted at \$150,000 in fiscal year 2021/22, an 8% decrease from the 2020/21 budget. Transfers also include \$47,940 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2019/20 gross revenues. This is an increase of 3% over the 2020/21 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 5% over the 2020/21 budget.

## Seminole Street Boat Ramp - Parking Fund Budget Highlights

- ◆ The Seminole Street Boat Ramp re-opened in the winter of 2019 with enhanced facilities requiring additional operating expenditures. Revenues from parking fees are estimated to offset expenditures.
- ◆ For fiscal year 2021/22, operating expenditures are estimated at a 5% increase from fiscal year 2020/21. This includes estimates for utilities costs, grounds maintenance, operating/custodial supplies, and contractual fees for parking meters.
- ◆ This program is supported by 0.8 full time equivalent positions, the same level of staffing as the current year.
- ◆ Transfers to the Capital Improvement Fund, to establish a project for routine maintenance, is budgeted at \$10,000 for fiscal year 2021/22.
- ◆ There have been no other significant changes in this program, the budget for fiscal year 2021/22 reflects a 6% increase from the current year.



# Non-Departmental General Fund

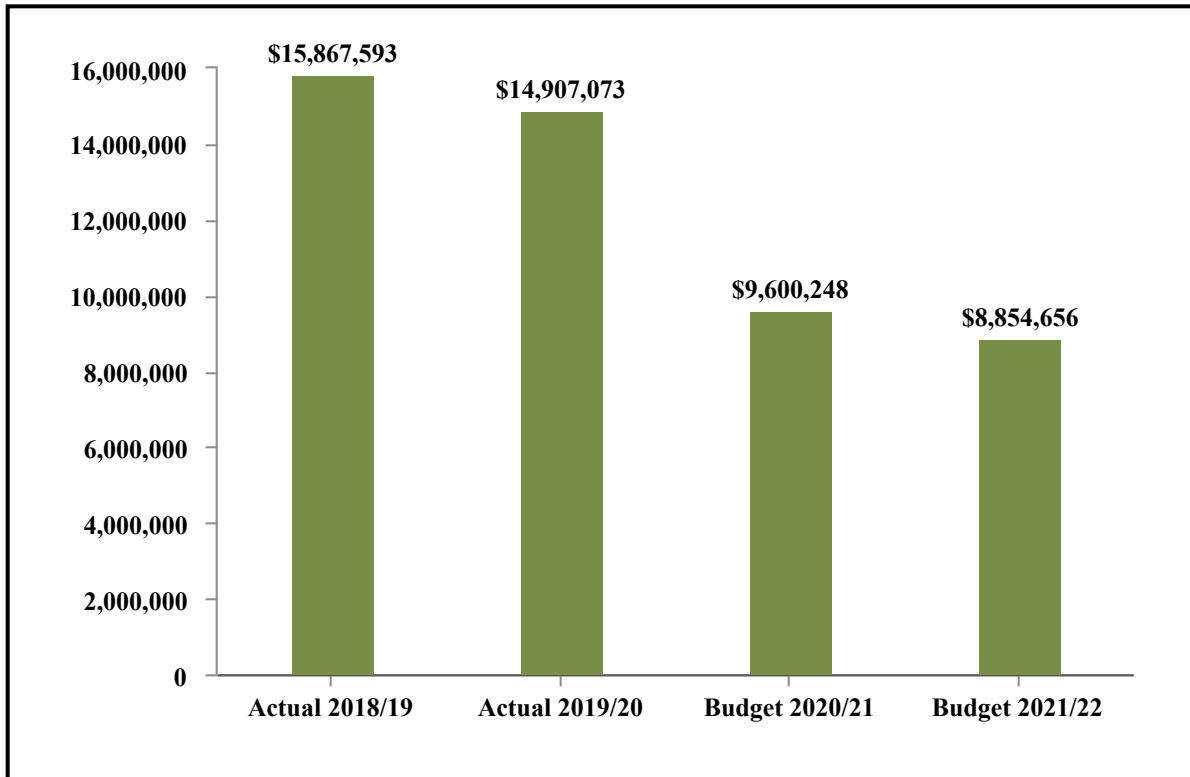
## Program Description

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

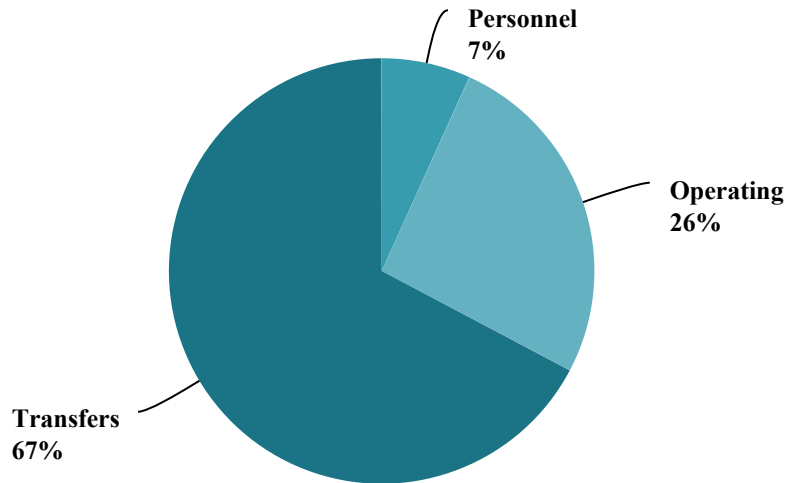
	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Personnel	—	—	—	599,165	n/a
Operating	2,255,317	1,667,770	1,322,906	2,299,824	74 %
Capital	1,826,945	1,591	958,000	—	(100) %
Transfers	11,785,331	13,237,711	7,319,342	5,955,667	(19) %
<b>Total General Fund</b>	<b>15,867,593</b>	<b>14,907,073</b>	<b>9,600,248</b>	<b>8,854,656</b>	<b>(8) %</b>

## Total Department Summary



# Non-Departmental General Fund

## Fiscal Year 2021/22 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.
- ◆ Personnel costs for fiscal year 2021/22 reflects contingency funding for wage increases for Fire union employees whose contract expires on September 30, 2021. This also includes contingency funding for adjustments related to implementation of a \$15 minimum wage that will be effective October 1, 2021.
- ◆ Operating costs include \$1,530,090 for general property and liability insurance for all General Fund programs. This is a 97% increase from the 2020/21 budget due to a recent appraisal.
- ◆ Interfund transfers for fiscal year 2021/22 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of \$2,480,667. This is an 8% increase in funding from fiscal year 2020/21.
- ◆ Interfund transfers also include transfers to the Capital Improvement Fund which are budgeted at \$3,475,000 in fiscal year 2020/21 to fund ongoing maintenance projects at current general government facilities. This reflects a 28% decrease from the fiscal year 2020/21 amended budget.

# Non-Departmental Central Insurance Fund

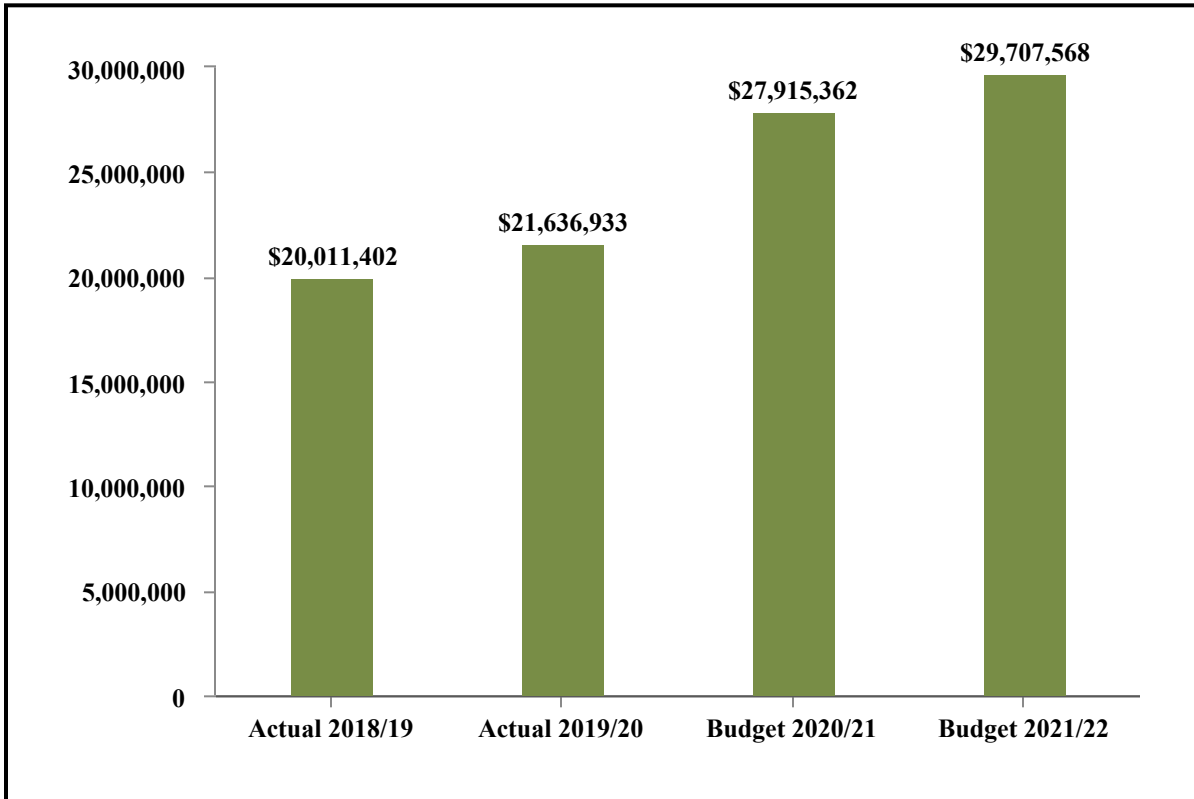
## Program Description

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

## Budget Summary

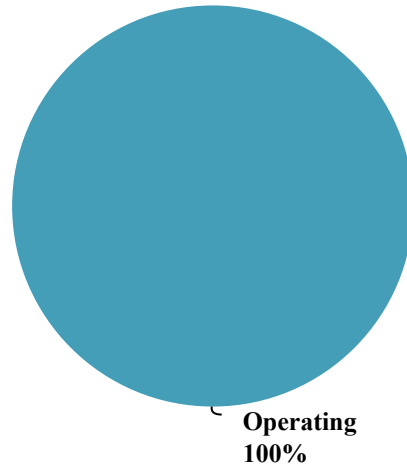
	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Operating	20,006,163	21,506,786	27,758,571	29,679,288	7 %
Transfers	5,239	130,147	156,791	28,280	(82)%
<b>Total Central Insurance Fund</b>	<b>20,011,402</b>	<b>21,636,933</b>	<b>27,915,362</b>	<b>29,707,568</b>	<b>6 %</b>

## Total Department Summary



# Non-Departmental Central Insurance Fund

## Fiscal Year 2021/22 Budget by Category

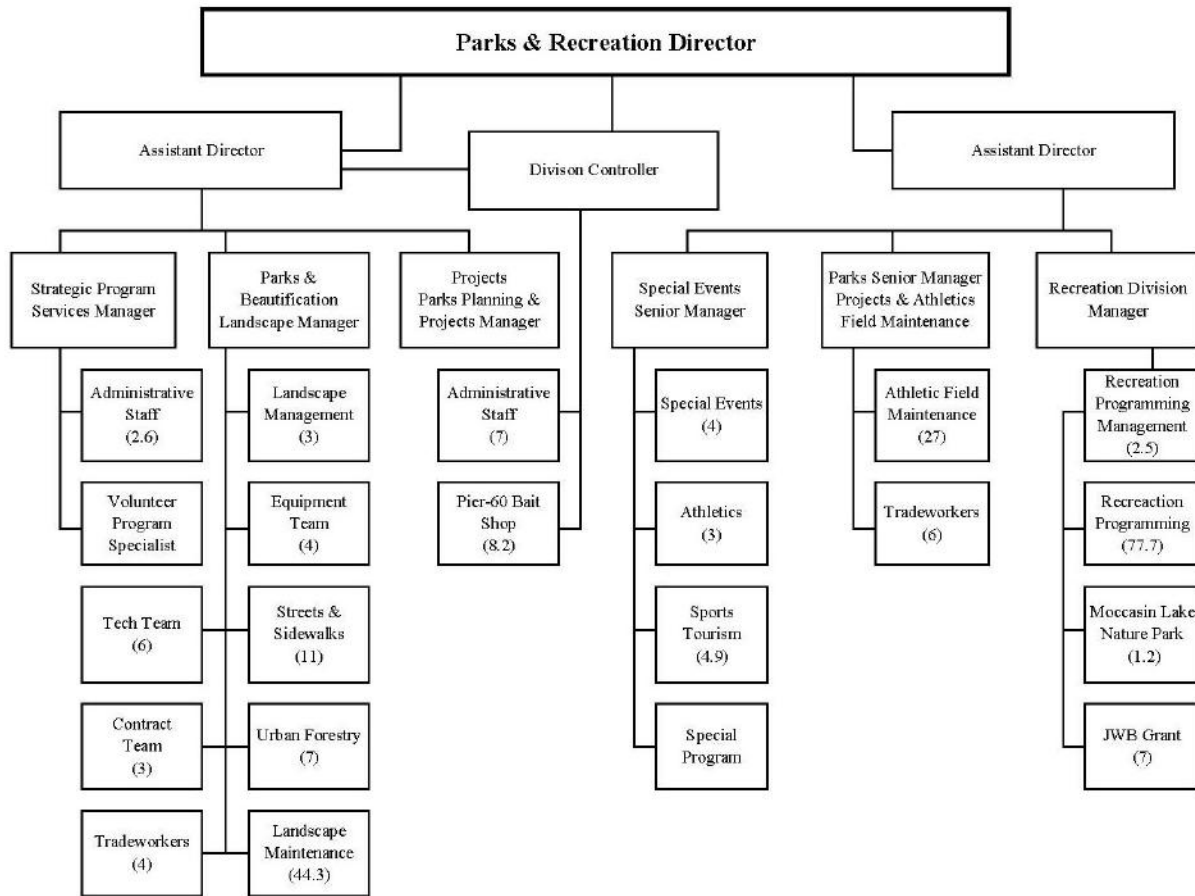


### Budget Highlights

- ◆ 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 \$1.8 million city wide for fiscal year 2021/22. 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 \$5.7 million city wide for fiscal year 2021/22. 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 year 2021/22 is budgeted at \$22.1 million. This includes an estimated 6% contract increase for fiscal year 2021/22. Both employee and retiree costs are included in this total which are offset by revenues received in 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 \$28,280 to fund AED replacements in all City facilities.



# Parks and Recreation



**Parks and Recreation (General Fund) – 237.4 FTEs**  
**Parks and Recreation (Special Program Fund) – 8.0 FTEs**  
**Total Parks and Recreation – 245.4 FTEs**

## Department Objective

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

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

### Summary of Services Provided

#### Administration

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

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

#### Recreation Programming

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

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

## Summary of Services Provided Continued

### Parks and Beautification

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

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

### Streets and Sidewalks

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

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

### Sailing Center Operations

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

# Parks and Recreation

## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Fund</b>					
Administration	3,961,250	3,909,464	3,770,386	4,084,355	8 %
Recreation Programming	8,492,967	8,501,105	8,940,116	11,744,049	31 %
Parks and Beautification	14,546,646	14,767,581	16,314,503	19,022,956	17 %
Streets and Sidewalks	919,735	903,433	1,005,038	1,028,631	2 %
Harborview Center	7,817	1,529	—	—	n/a
Pier 60	1,255,460	1,034,047	1,239,559	1,282,482	3 %
Sailing Center	34,798	36,965	41,590	42,930	3 %
Subtotal - General Fund	29,218,674	29,154,125	31,311,192	37,205,403	19 %
<b>Parking Fund</b>					
Beach Guards	960,385	965,970	—	—	— %
<b>Total Parks and Recreation</b>	<b>30,179,059</b>	<b>30,120,095</b>	<b>31,311,192</b>	<b>37,205,403</b>	<b>19 %</b>

## Full Time Equivalent Positions

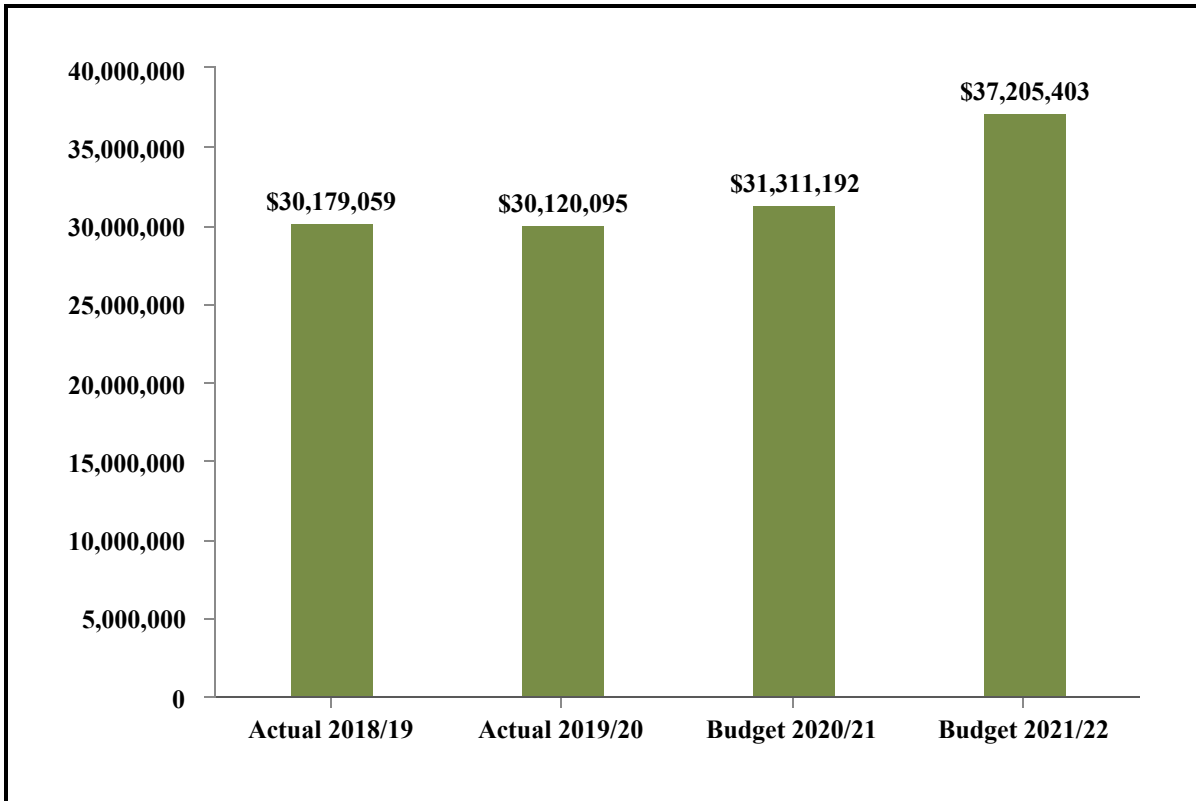
### **General Fund**

Administration	26.5	28.5	28.5	28.5	0.0
Recreation Programming	85.8	84.8	84.3	84.3	0.0
Parks and Beautification	101.4	100.4	103.4	105.4	2.0
Streets and Sidewalks	11.0	11.0	11.0	11.0	0.0
Pier 60	8.2	8.2	8.2	8.2	0.0
Subtotal - General Fund	232.9	232.9	235.4	237.4	2.0

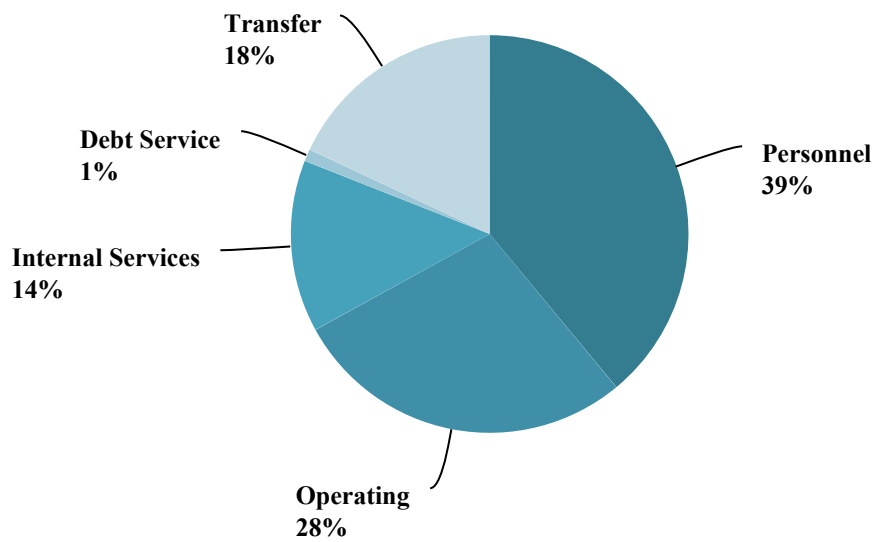
### **Parking Fund**

Beach Guards	16.9	16.9	—	—	0.0
<b>Special Program Fund</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>
<b>Total Parks and Recreation FTEs</b>	<b>257.8</b>	<b>257.8</b>	<b>243.4</b>	<b>245.4</b>	<b>2.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**





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## **General Fund** **Parks & Recreation Budget Highlights**

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 237.4 full time equivalent positions, an increase of two FTEs from the 2020/21 amended budget. In fiscal year 2020/21, the newly renovated Crest Lake Park was opened requiring three new FTEs. The budget was amended at first quarter to add a Parks Service Foreman and two Parks Service Technicians. For fiscal year 2021/22, two additional Parks Service Technicians are being added to address issues with daily trash pick up and cleaning the beach.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. Contributions of \$400,000 to Ruth Eckerd Hall, Inc. (REH) and \$19,400 for the Clearwater Community Chorus at REH are budgeted for fiscal year 2021/22. The budget for event related cash contributions includes the following: \$75,000 for Jazz Holiday; \$5,750 for the MLK March and Rally; and \$3,000 for Clearwater Chalktober Fest.
- ◆ Operating expenditures include contractors for landscape maintenance, and hardwood and palm tree trimming for all City properties which includes medians and right-of-ways. This is estimated at \$1.1 million for fiscal year 2021/22. This category also includes the budget of \$525,000 for inventory for resale items at the Pier 60 Bait House.
- ◆ Debt service expenditures are estimated at \$206,180 for fiscal year 2021/22. This is for the short-term debt payments on additional vehicles and equipment.
- ◆ Transfers of \$70,000 to the special events program include the City's contribution for the production of Clearwater Celebrates America and the Sea Blues Festival.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$6,698,030 in fiscal year 2021/22. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities. This is a \$4.4 million increase due to the funding of major renovations at the Long Center and Baycare Ballpark.
- ◆ 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 19% from the amended 2020/21 budget.

## **Parking Fund** **Beach Guard Budget Highlights**

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

## Administration Cost Center Descriptions

### Administration

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

**Program Expenditures: \$2,434,486**

**Program FTEs: 15.6**

### Special Events

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

**Program Expenditures: \$995,496**

**Program FTEs: 5.0(General Fund)**

**Program FTEs: 1.0 (Special Program Fund)**

### Volunteer Program

This program is responsible for recruiting volunteer groups and individuals to support the various functions of the Parks and Recreation Department. Some of the work performed by volunteers include park clean up, special event assistance, custodial work, recreation center monitoring, program assistance, and etc. There were over 50,000 hours donated by volunteers in FY 2018/19, representing a savings to the City of over \$1,207,000. Due to COVID, the volunteer program hours were reduced to just over 20,000 in FY2019/20.

**Program Expenditures: \$75,285**

**Program FTEs: 1.0**

### Office of Aging

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

**Program Expenditures: \$141,891**

**Program FTEs: 1.0**

### Sports Tourism

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

**Program Expenditures: \$437,197**

**Program FTEs: 4.9**



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## Recreation Programming Cost Center Descriptions

### Recreational Programming Administration

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

**Program Expenditures: \$1,688,595**

**Program FTEs: 2.5**

### Moccasin Lake Environmental Education Center

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

**Program Expenditures: \$189,661**

**Program FTEs: 1.2**

### 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. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

**Program Expenditures: \$431,184**

**Program FTEs: 4.4**

### Morningside Recreation & Aquatics Center

This program provides staff and resources to supervise and program the Morningside pool and recreation center. They provide recreation activities such as sports, games, crafts, rentals, special activities and supervision for the fitness room. The recreation center consists of a fitness center, gymnasium, meeting rooms and a classroom space. There are also outdoor lighted basketball courts, a playground, picnic shelter, 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: \$863,867**

**Program FTEs: 12.1**

## **Ross Norton Recreation and Aquatics Complex**

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

**Program Expenditures: \$1,066,074**  
**Program FTEs: 10.1 (General Fund)**  
**Program FTEs: 4.0 (Special Program Fund)**

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

This program provides minimal support to the various organizations that have leases with the city to provide recreational and educational programs housed in city owned facilities. This primarily includes building and maintenance support for Life Force at Kings Highway; and Boys and Girls Club at Wood Valley. 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: \$80,040**  
**Program FTEs: 0.0**

## **North Greenwood Recreation and Aquatic Center**

This program provides staff and resources to supervise and program the North Greenwood complex which houses the Ray E. Green Aquatics Center and the Dr. Joseph L. Carwise Recreation Center. The 2020/21 budget reflects community partnerships with Clearwater Neighborhood Family Center, Youth Development Initiatives and Neighborhood Care Network to provide services and programs. The recreation center offers a spacious

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

**Program Expenditures: \$995,082**  
**Program FTEs: 12.2 (General Fund)**  
**Program FTEs: 3.0 (Special Program Fund)**

## **The Long Center**

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

There is a strong partnership with ARC, Clearwater for Youth, and the Long Center Foundation which are also housed at the Center. The vibrant Aging Well Center is also a part of the Long Center family of services.

**Program Expenditures: \$4,597,310**

**Program FTEs: 23.8**

### **Countryside Recreation Center**

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

**Program Expenditures: \$706,462**

**Program FTEs: 9.2**

### **Clearwater Beach Recreation and Aquatic Center**

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

**Program Expenditures: \$510,767**

**Program FTEs: 5.9**

### **Athletics**

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

**Program Expenditures: \$615,007**

**Program FTEs: 3.0**

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## Parks & Beautification Cost Center Descriptions

### Landscape Administration

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

**Program Expenditures: \$3,863,428**

**Program FTEs: 4.0**

### Beach Teams

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

**Program Expenditures: \$1,747,639**

**Program FTEs: 20.3**

### 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: \$1,133,683**

**Program FTEs: 12.0**

### South Team

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

**Program Expenditures: \$755,528**

**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: \$606,475**

**Program FTEs: 6.0**

### Contract Team

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

**Program Expenditures: \$1,081,562**

**Program FTEs: 3.0**

## **Turf Team**

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

**Program Expenditures: \$483,011**

**Program FTEs: 6.0**

## **Athletic Field Maintenance Administration**

This program provides the onsite supervision and administration to oversee the Athletic Fields and Equipment Maintenance Services. Athletic Fields are divided into five maintenance teams including the following: Turf Team; Carpenter, Joe DiMaggio and Spectrum Team; EC Moore Team; Countryside Team; and the Sid Lickton and Nortack Team, which includes Jack Russell Stadium, 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. The Philadelphia Phillies helps coordinate maintenance issues at Carpenter and Baycare Ballpark.

**Program Expenditures: \$679,238**

**Program FTEs: 3.0**

## **Carpenter/Joe DiMaggio/Spectrum Team**

This program provides staff and resources to maintain the ball fields and turf grass at Carpenter, Joe DiMaggio and 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: \$3,475,996**

**Program FTEs: 2.0**

## **EC Moore Team**

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

**Program Expenditures: \$754,749**

**Program FTEs: 6.0**

## **Countryside Team**

This program provides staff and resources to maintain five Little League fields at the Countryside Recreation Complex, four soccer/football fields at the Countryside Sports Complex. 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: \$347,543**

**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

# Parks and Recreation

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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: \$647,175**

**Program FTEs: 4.0**

## **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: \$741,716**

**Program FTEs: 7.0**

## **Custodial Team**

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

**Program Expenditures: \$121,843**

**Program FTEs: 1.0**

## **Tradesworker Team**

This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 26 playgrounds in the city. This team inspects playgrounds weekly and makes repairs and replacements when necessary. This team is responsible for the repair and installation of all park decks, boardwalks and piers, as well as park amenities such as; park benches, bike racks, bleachers, and water fountains. Most of the Tradesworkers in this team have a variety of certifications to assist them in their jobs. This team also maintains the trails throughout the City as well as all outdoor recreation and park amenities not handled through Building and Maintenance.

**Program Expenditures: \$1,074,640**

**Program FTEs: 11.0**

## **Urban Forestry**

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

**Program Expenditures: \$1,227,393**

**Program FTEs: 7.0**

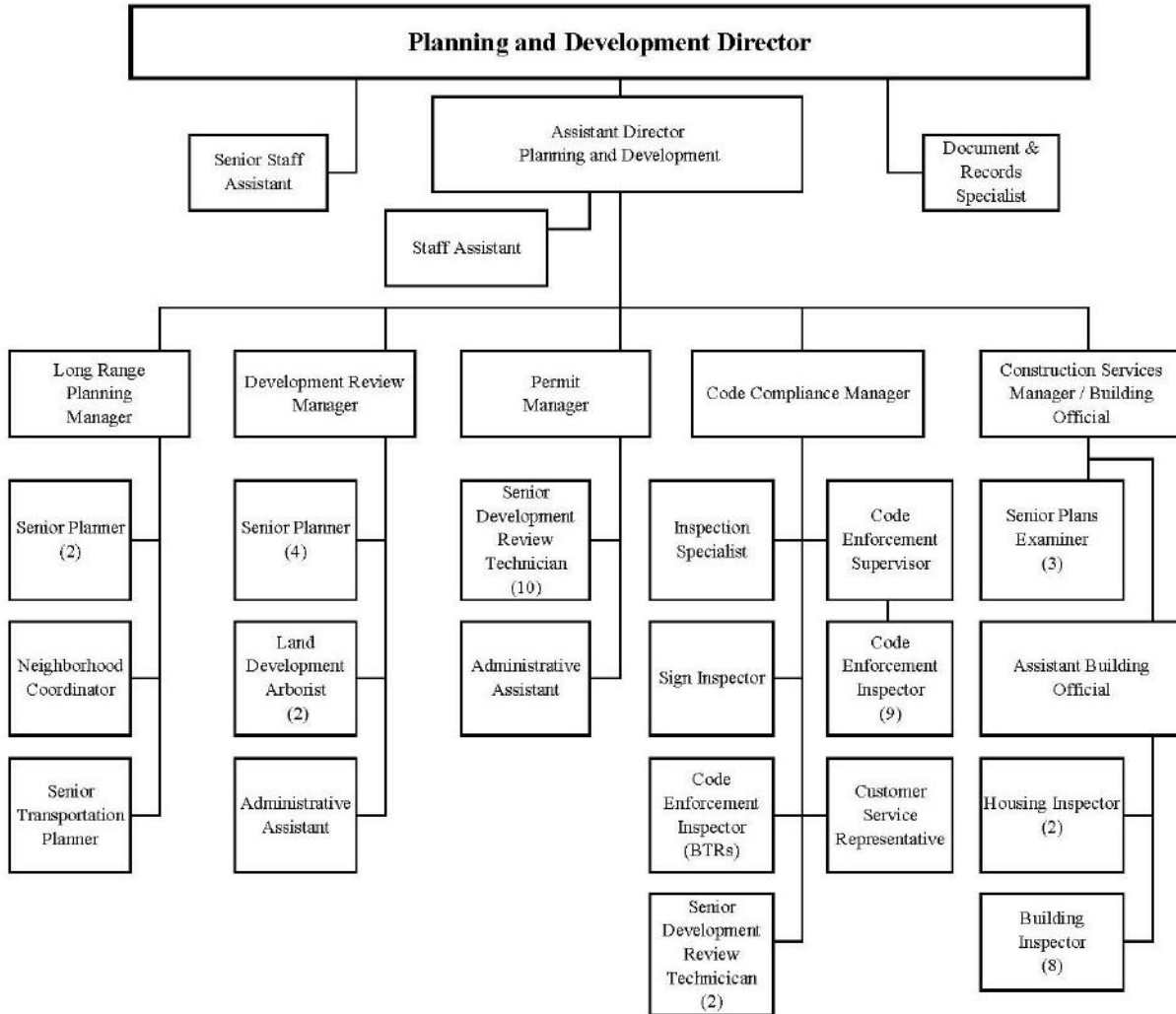
## **Crest Lake Park Team**

This program provides staff and resources to maintain the newly renovated 40-acre Crest Lake Park. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by city code. In addition, this team must maintain the Crest Lake Dog Park, Splash Pad, Lake Fountain and Veterans Memorial Plaza. Staff is on site 7 days a week to provide maintenance and assist visitors to the park.

**Program Expenditures: \$271,837**

**Program FTEs: 3.0**

# Planning and Development



Planning & Development – 62.0 FTEs

## Department Objective

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

## Summary of Services Provided

### **Planning**

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

#### **Long Range Planning Division**

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

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

#### Current Work Projects

- ◆ Update of the Clearwater Comprehensive Plan
- ◆ North Greenwood CRA Plan
- ◆ Placing Making Projects
- ◆ Community Development Code Amendments Relating to Food Trucks

#### **Development Review Division**

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

#### Current Work Projects

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



## Summary of Services Provided

### **Construction Services**

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

### **Development Service Center**

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

### **Construction Services**

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

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

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

### Current Work Projects

- ◆ Implementation of IVR Upgrade.
- ◆ Development of financial analysis to determine appropriate fee reductions for private providers consistent with Florida Statutes and any necessary code amendments to implement.
- ◆ Posting for Website Detailing Construction Services Income vs. Expenditures Consistent with Florida Statutes 553.80.

### **Code Compliance**

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

### **Code Compliance**

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

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

### Current Work Projects

- ◆ Targeted code sweeps
- ◆ Implementation of Civil Citation Process
- ◆ Focused enforcement of short-term rentals

# Planning and Development

## Summary of Services Provided Continued

### Code Compliance (continued)

#### Business Tax Receipts

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

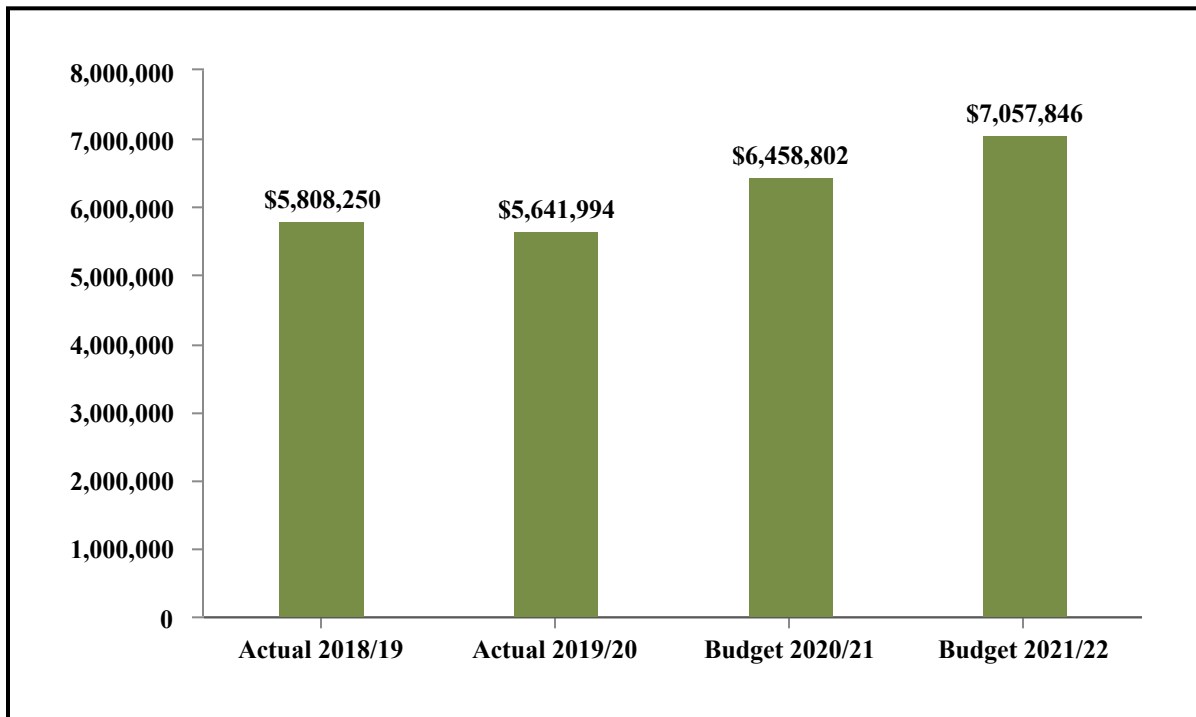
### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
Planning	1,865,028	1,487,740	1,969,947	2,025,513	3 %
Construction Services	2,842,221	2,922,125	3,270,721	3,486,292	7 %
Code Compliance	1,101,001	1,232,130	1,218,134	1,546,041	27 %
<b>Total Planning and Development</b>	<b>5,808,250</b>	<b>5,641,994</b>	<b>6,458,802</b>	<b>7,057,846</b>	<b>9 %</b>

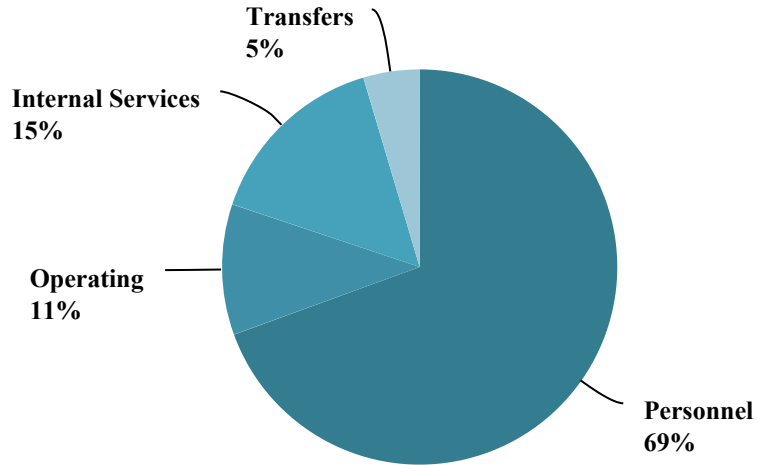
#### Full Time Equivalent Positions

Planning	18.0	15.6	15.6	15.8	0.2
Construction Services	25.0	27.4	27.4	28.1	0.7
Code Compliance	15.0	15.0	15.0	18.1	3.1
<b>Total Planning and Development FTEs</b>	<b>58.0</b>	<b>58.0</b>	<b>58.0</b>	<b>62.0</b>	<b>4.0</b>

### Total Department Summary



## Fiscal Year 2021/22 Budget by Category



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b><u>Building Permits</u></b>			
• Total permits issued by type			
• Repair	6,494	*5812	5,937
• Roof	1,983	*2000	2,054
• New Construction	393	*475	702
• Sign	127	*103	114
• Pool	71	*86	105
• Other	1,966	*11790	2,459
• % of permits issued online	46%	*63%	81%
• Total permit revenue	\$3,022,655	**\$2,986,787	3,867,990
<u>Objective:</u> to manage the workflow of plans reviews to ensure Clearwater remains a desirable place to do business.			
*Amount updated to year end actual.			
**FY2019/20 total permit revenue 10/01/2019-09/01/2020.			

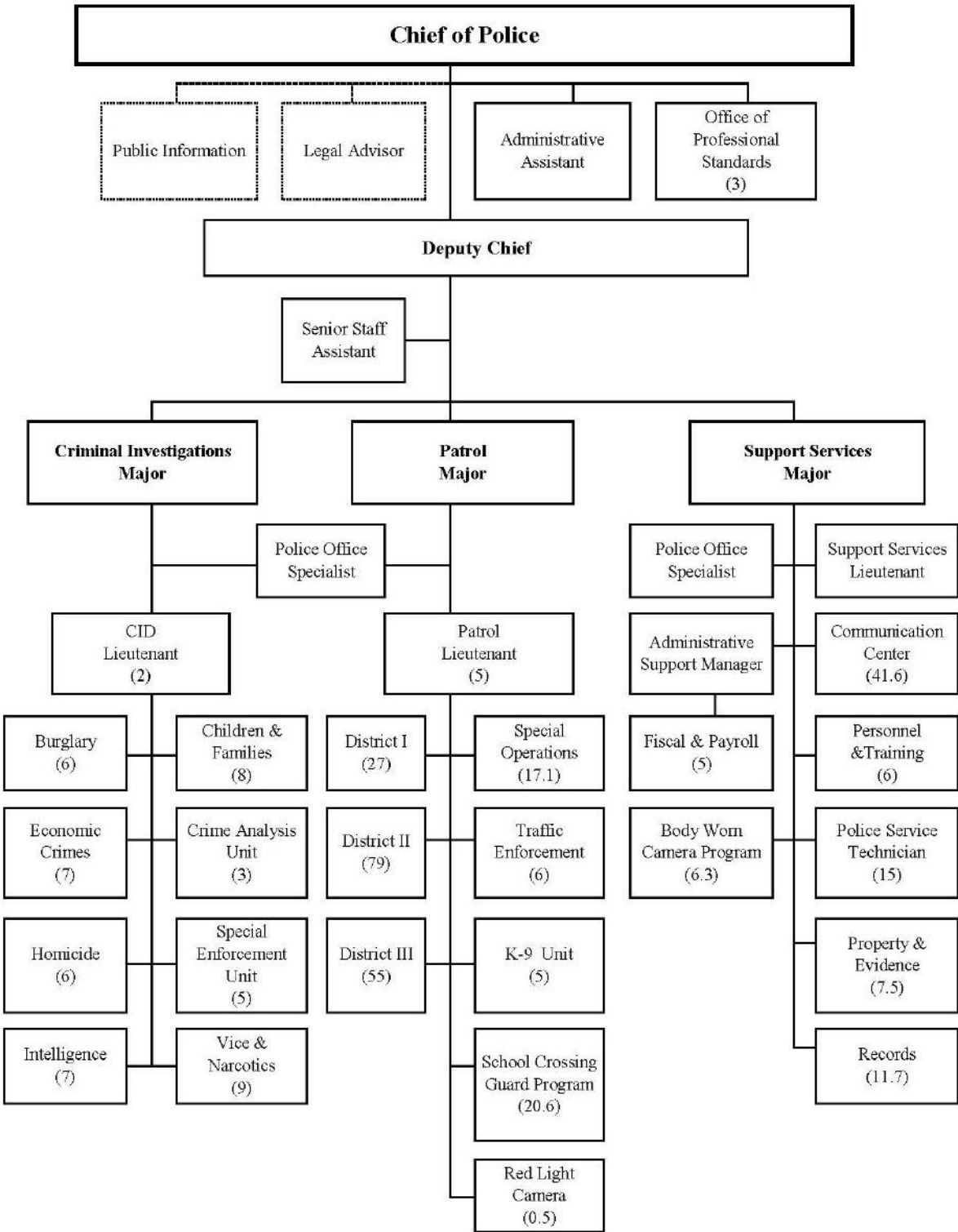
## Planning and Development

Key Performance Indicator (continued)	FY 2018/19	FY 2019/20	FY 2020/21
<p><b><u>Building Inspections by Trade</u></b></p> <ul style="list-style-type: none"> <li>• <b>Building</b> 15,942</li> <li>• <b>Electrical</b> 6,364</li> <li>• <b>Plumbing</b> 4,976</li> <li>• <b>Gas</b> 872</li> <li>• <b>Mechanical</b> 4,432</li> <li>• <b>Other</b> 944</li> </ul> <p><u>Objective:</u> to provide residential and commercial building construction inspections in accordance with the building code as required by Florida Statutes.</p>	<p style="text-align: center;">15,942</p> <p style="text-align: center;">6,364</p> <p style="text-align: center;">4,976</p> <p style="text-align: center;">872</p> <p style="text-align: center;">4,432</p> <p style="text-align: center;">944</p>	<p style="text-align: center;">*13905</p> <p style="text-align: center;">*5449</p> <p style="text-align: center;">*4277</p> <p style="text-align: center;">*825</p> <p style="text-align: center;">*3862</p> <p style="text-align: center;">*593</p>	<p style="text-align: center;">14,925</p> <p style="text-align: center;">5,242</p> <p style="text-align: center;">4,778</p> <p style="text-align: center;">969</p> <p style="text-align: center;">3,873</p> <p style="text-align: center;">1,027</p>
<p><b><u>Code Cases Initiated by Type</u></b></p> <ul style="list-style-type: none"> <li>• <b>Community Development Code</b> 2,432</li> <li>• <b>Public Nuisance</b> 1,754</li> <li>• <b>Business Code</b> 541</li> <li>• <b>Water Violations</b> 14</li> </ul> <p><u>Objective:</u> to improve the aesthetic appearance, safety and quality of structures in the City through effective code enforcement.</p>	<p style="text-align: center;">2,432</p> <p style="text-align: center;">1,754</p> <p style="text-align: center;">541</p> <p style="text-align: center;">14</p>	<p style="text-align: center;">*2962</p> <p style="text-align: center;">*1926</p> <p style="text-align: center;">*559</p> <p style="text-align: center;">*53</p>	<p style="text-align: center;">2,741</p> <p style="text-align: center;">1,879</p> <p style="text-align: center;">545</p> <p style="text-align: center;">18</p>
<p><b><u>Job Value of Construction</u></b></p> <p><u>Objective:</u> to take a pulse of the construction industry.</p> <p>*Amounts updated to year end actual. **Amounts updated to Actual including job value of all construction.</p>	<p style="text-align: center;">**270,382,666</p>	<p style="text-align: center;">**\$348,493,298</p>	<p style="text-align: center;">\$397,587,234</p>

## **Budget Highlights**

- ◆ The Planning and Development Department is supported by 62 full time equivalent positions, an increase of four FTEs from the 2020/21 budget. In fiscal year 2021/22, a Documents and Records Specialist was added (allocated across all cost centers); and the Code Compliance division was increased by a Code Enforcement Supervisor, Code Enforcement Inspector and Customer Service Representative.
- ◆ Operating expenditures include funding of \$350,000 for construction inspection services, \$5,000 for assistance with enforcement of short term rentals; \$30,000 for lot mowing for vacant and/or overgrown properties throughout the City; and \$100,000 to fund the neighborhood program including neighborhood's day and place making initiatives. These costs represent 59% of the departments operating expenditures.
- ◆ In fiscal year 2021/22, operating expenditures include the funding for equipment and office furniture needed for the new FTEs.
- ◆ Transfers for fiscal year 2021/22 include \$275,000 to fund the special program for planning and feasibility studies, and \$44,290 for the purchase of two vehicles for the new FTEs in Code Compliance.
- ◆ There have been no other significant changes in Planning and Development. The budget for this department reflects a 9% increase from the 2020/21 budget.





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

**Department Objective**

The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council’s Strategic Direction of providing cost effective municipal services that reinforce the City of Clearwater’s standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 61,700 calls for service, and continually prepares and trains for emergencies and disasters.

<b>Summary of Services Provided</b>
<b>Office of the Chief</b>
The Office of the Chief is responsible for overall administration and leadership of the police department, ensuring the department is aligned with the City Council’s Strategic Direction of providing cost effective municipal police services and police related infrastructure through the optimal use of department resources, continual measurement of quality of services, and fostering community engagement establishing a customer centric organization.
<b>Criminal Investigations</b>
The Criminal Investigations Division is responsible for the supervision and follow-up of both criminal and noncriminal investigations. The personnel of the Criminal Investigations Division proactively seek to achieve the City Council Strategic Direction of reinforcing Clearwater’s standing as a safe community through relentless follow-up, focused investigations, and partnerships with public and private organizations.
<b>Patrol</b>
The Patrol Division is the foundation of the department’s neighborhood policing philosophy, as directed in the City Council’s Strategic Direction, through direct and focused interaction with neighborhood residents and the business community. The Patrol Division is tasked with the optimal deployment of uniform personnel to provide an efficient response to crime and quality of life issues. The Patrol Division creates and sustains public-private partnerships to address crime, quality of life issues and the fear of crime, while providing planning, logistic, and personnel support of community events.
<b>Support Services</b>
The Support Services Division is responsible for furthering the City Council’s Strategic Direction of providing cost effective municipal services and infrastructure by providing the planning and oversight of the Police Department budget and infrastructure components. This Division oversees the support services provided to the other police department Divisions tasked with achieving the City Council’s Strategic Direction of safety, quality and efficiency.
<b>Communications Section</b>
The Communications Section supports the City Council’s Strategic Direction through the optimal use and timely response of employees and resources through the dispatch and coordination of department resources, oversees the Computer Aided Dispatch system that allows for measures of department performance, and is able to operate a reliable, interoperable radio system that allows for an efficient response during a disaster or emergency.



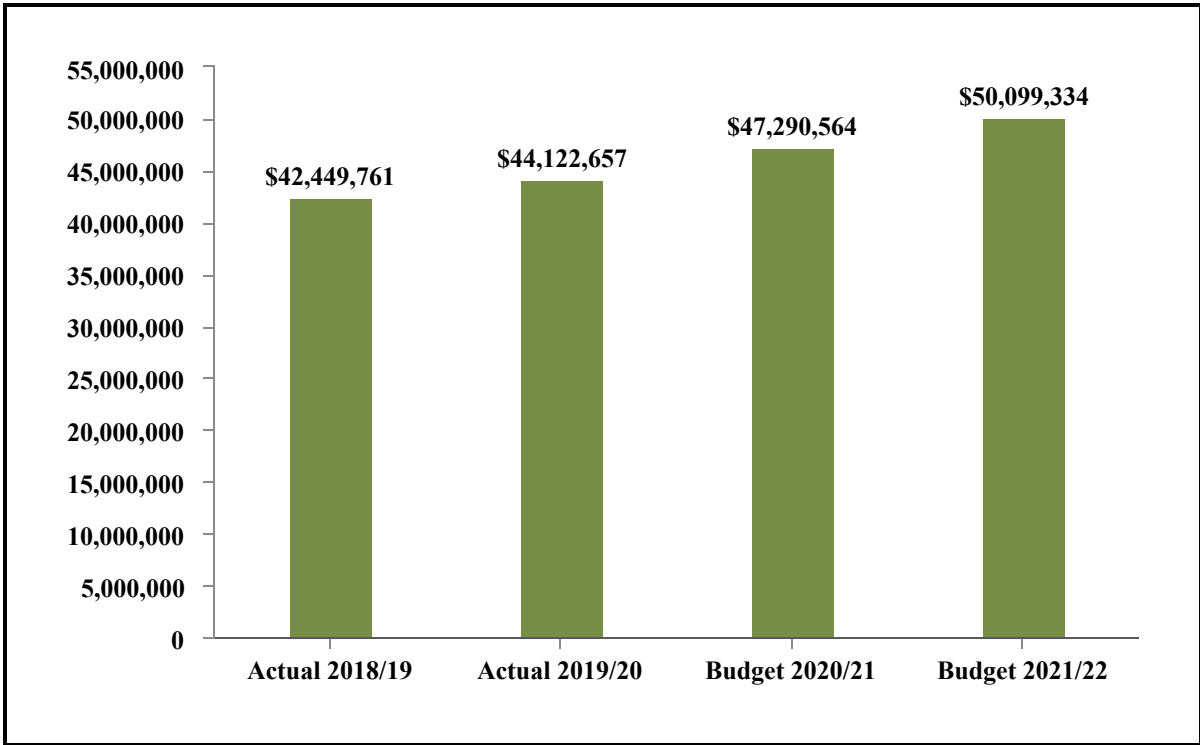
**Budget Summary**

	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Office of the Chief	950,280	1,072,463	1,340,247	1,175,769	(12)%
Criminal Investigations	6,621,799	6,947,344	7,288,547	7,404,308	2 %
Patrol	22,985,824	24,225,946	26,117,995	26,886,952	3 %
Support Services	8,014,397	7,843,348	9,280,914	11,137,570	20 %
Communications	3,877,462	4,033,557	3,262,861	3,494,735	7 %
<b>Total Police</b>	<b>42,449,761</b>	<b>44,122,657</b>	<b>47,290,564</b>	<b>50,099,334</b>	<b>6 %</b>

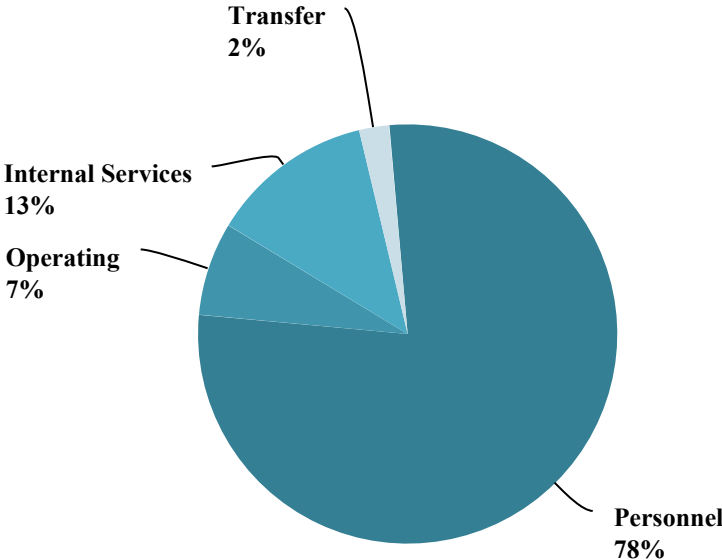
**Full Time Equivalent Positions General Fund**

Office of the Chief	8.0	8.0	7.0	7.0	0.0
Criminal Investigations	63.3	63.3	57.0	55.0	(2.0)
Patrol	206.9	205.9	207.9	209.9	2.0
Support Services	46.2	48.2	53.5	54.5	1.0
Communications	41.6	41.6	42.6	41.6	(1.0)
Subtotal - General Fund	366.0	367.0	368.0	368.0	0.0
Special Program Fund	7.3	7.3	7.3	7.3	0.0
<b>Total Police FTEs</b>	<b>373.3</b>	<b>374.3</b>	<b>375.3</b>	<b>375.3</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



<b>Key Performance Indicator</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>
<b><u>Clearance Rate for Violent Crime</u></b> Percentage of cases where the suspect is either arrested or cleared by other standards.  *FY 20/21 based on 9 months of data September through June	71.5%	61.6%	*54.8%
<b><u>Clearance Rate for Property Crime</u></b> Percentage of cases where the suspect is either arrested or cleared by other standards.	28.6%	24.6%	23.1%
<b><u>Police Response Time</u></b> Time elapsed between time 9-1-1 call is answered and arrival on scene. Median response time in minutes.	5:38	5:48	6:20
<b><u>Average Officer Training Hours</u></b> <u>Objective:</u> to exceed state minimum mandated per officer training hours of 40 hours every four years.	163.51	80.93	110.47

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## **Budget Highlights**

- ◆ The Police Department is supported by 375.3 full time equivalent (FTEs) positions, the same level of staffing as fiscal year 2020/21.
- ◆ In the Patrol Division, the 5.8 officer positions that are assigned to work as School Resource Officers are funded in the Special Program Fund by revenues from the Pinellas County School Board and Florida Contraband Forfeiture revenues.
- ◆ Funding for the Police Supplemental Pension plan of \$1,130,000 is included in the budget for fiscal year 2021/22. This is based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded as both revenues and expenditures for City employer contributions in the General Fund.
- ◆ Personnel costs include funding for a 3% general wage increase and step advancement as approved in the FOP and FOP Supervisors contract. Personnel costs represent approximately 78% of the total Police Department operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$599,530 for the Pinellas County Sheriff's Office contract, \$488,000 for evidence, video, and body camera system maintenance, \$240,000 for the Taser 7 and car camera lease programs, and \$227,790 for the Tri-Tech maintenance contract for the Communications Center.
- ◆ Internal service charges are estimated at \$6.3 million for 2021/22 this represents funding for information technology, telecommunications, fleet service charges building and maintenance, and radio communications.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$165,180 for fiscal year 2021/22, a 15% decrease from the prior year.
- ◆ Interfund transfers to the special program fund include \$30,000 to provide funding for police recruitments and \$75,000 for additional equipment to implement the body worn camera program. Transfers for Police related capital projects are budgeted at \$1,055,500 for fiscal year 2021/22, this includes \$900,000 toward the future replacement of the computer-aided dispatch (CAD) system.
- ◆ There have been no other significant changes in Police Department programs, the budget is approximately 6% greater than the fiscal year 2020/21 amended budget.

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**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: \$689,435**

**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: \$486,334**

**Program FTEs: 3.0**

**Criminal Investigations Cost Center Descriptions**

**Criminal Investigations Administration**

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

**Program Expenditures: \$909,686**

**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 Crime Center (RTCC) 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: \$838,874**

**Program FTEs: 7.0**

**Homicide Unit**

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

**Program Expenditures: \$838,473**

**Program FTEs: 6.0**

**Burglary/Theft Unit**

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

**Program Expenditures: \$757,713**

**Program FTEs: 6.0**

## **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: \$922,125**

**Program FTEs: 8.0**

### **Special Enforcement Unit**

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

**Program Expenditures: \$645,394**

**Program FTEs: 5.0**

## **Economic Crimes Unit**

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

**Program Expenditures: \$882,586**

**Program FTEs: 7.0**

## **Vice & Narcotics Unit**

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

**Program Expenditures: \$1,387,979**

**Program FTEs: 9.0**

## **Crime Analysis Unit (CAU)**

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

**Program Expenditures: \$221,478**

**Program FTEs: 3.0**

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**Patrol Cost Center Descriptions**

**Patrol Administration**

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

**Program Expenditures: \$4,781,180**  
**Program FTEs: 6.0**

**District II**

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

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

**Program Expenditures: \$8,537,646**  
**Program FTEs: 79.0**

**District III**

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

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

**Program Expenditures: \$6,927,707**  
**Program FTEs: 55.0**

**District I**

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

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

**Program Expenditures: \$3,554,836**  
**Program FTEs: 27.0**

**Traffic Enforcement Unit**

The Traffic Enforcement Unit is responsible for the enforcement of all traffic laws and regulations throughout the City. The Traffic Enforcement Team works flexible hours to address traffic issues, conduct D.U.I. enforcement, traffic accident analysis, hit and run follow-up, and traffic calming. The Unit also manages the Traffic Homicide Program.

**Program Expenditures: \$784,724**  
**Program FTEs: 6.0**

## **K-9 Unit**

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

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

**Program Expenditures: \$723,922**

**Program FTEs: 5.0**

## **Red Light Camera Program**

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

**Program Expenditures: \$214,010**

**Program FTEs: 0.5**

## **Special Operations**

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

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

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

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

**Program Expenditures: \$754,374**

**Program FTEs: 10.8 (General Fund)**

**Program FTEs: 6.3 (Special Program Fund)**

## **School Crossing Guard Program**

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

**Program Expenditures: \$608,553**

**Program FTEs: 20.6**

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**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: \$717,473**

**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: \$693,826**

**Program FTEs: 11.7**

**Police Service Technicians**

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

**Program Expenditures: \$1,164,034**

**Program FTEs: 15.0**

**General Operations**

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

**Program Expenditures: \$6,316,885**

**Program FTEs: 0.0**

**Personnel & Training Unit**

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

**Program Expenditures: \$1,147,367**

**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: \$270,592**

**Program FTEs: 4.0 (General Fund)**

**Program FTEs: 1.0 (Special Program Fund)**

**Property & Evidence Unit**

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

**Program Expenditures: \$380,365**

**Program FTEs: 7.5**

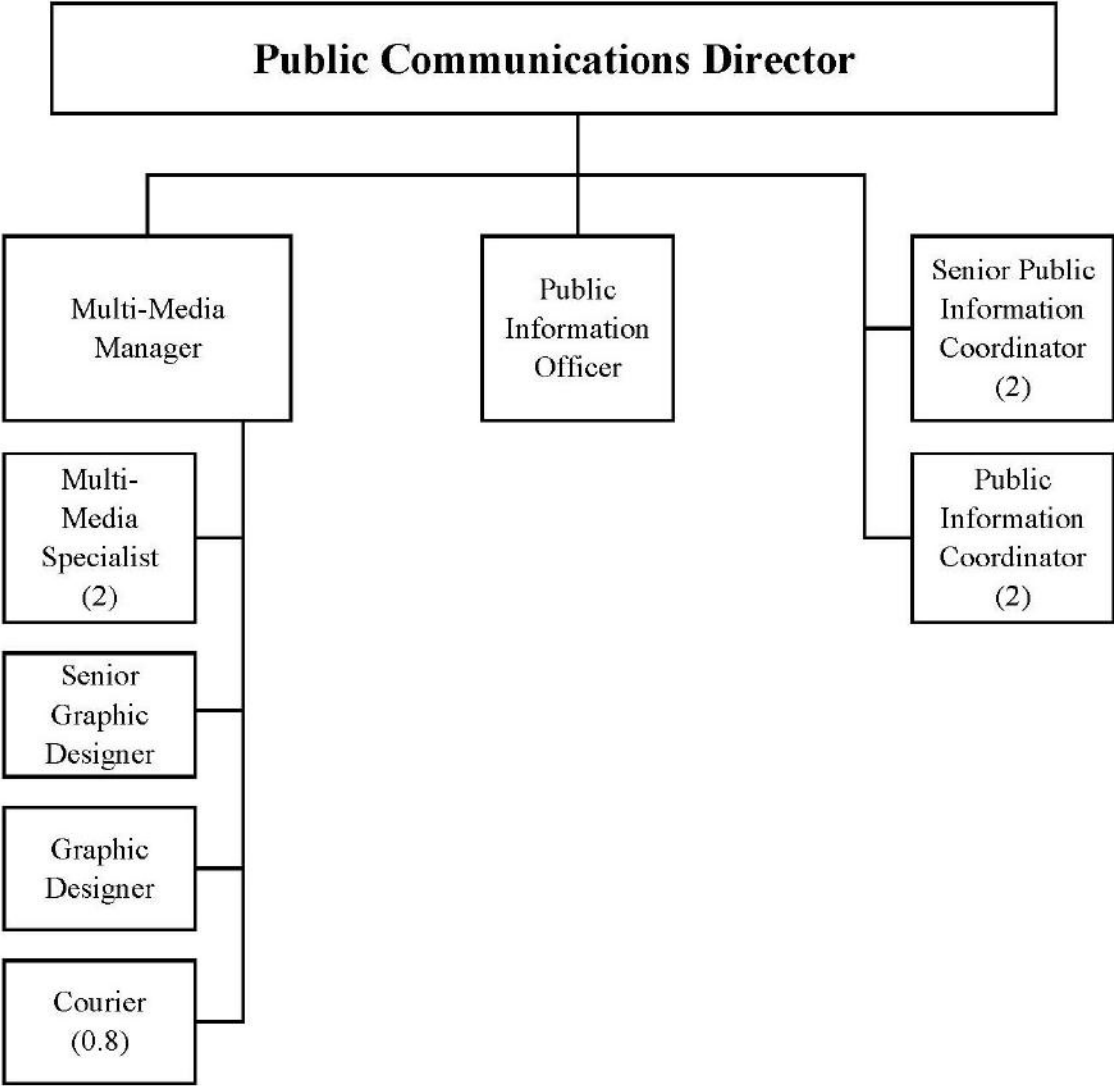
**Body Worn Camera Program**

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

**Program Expenditures: \$447,028**

**Program FTEs: 6.3**





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

## Department Objective

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

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

## Summary of Services Provided

### Public Communications

#### Communications & Community Relations

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

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

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall meetings, community surveying and targeted programs, such as the Citizens Academy. Key achievements in fiscal year 2020/21 included efficiently communicating the city’s accomplishments, COVID-19 operational and communications needs, growing social media including introducing new platforms and promoting downtown and special events. The Imagine Clearwater communication continued to be a big focus for the team. The division continues to place an emphasis on employee communications.

In fiscal year 2021/22, the division will continue to communicate about the state of the city and community updates concerning COVID-19 and the city's pandemic response. The team will continue to update and improve the city website and staff will look for ways to more efficiently and effectively communicate. The division continues to explore social media outreach and new technologies as ways to reach new audiences. Imagine Clearwater efforts will continue to be a substantial focus for many years as well as key staff changes in the leadership team. 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 20/21, 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. About 80 separate VBB pages are produced each year.

Most of the C-VIEW audience watches the videos and items on demand. C-VIEW staff is instrumental in working with Information Technology and the Police Department to install and use new technologies, such as Smart technologies and surveillance equipment. They also helped produce ideas for the website promotion and social media outreach, which includes managing the city's YouTube, Facebook, Twitter, Nextdoor, Instagram and Pinterest accounts.

In fiscal year 2021/22 C-VIEW TV will continue to place a major focus on streaming, archiving, and web-based videos that enhance the public interaction with municipal government information, policies and procedures. Another area of focus will be continued support of promotional video production and website assistance. Marketing and graphic design will continue to evolve. Working with sign, giveaway and marketing vendors will continue to be a focus. Creating videos for police, human resources, parks and recreation and social media remain a focus for the division.

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

#### **Courier**

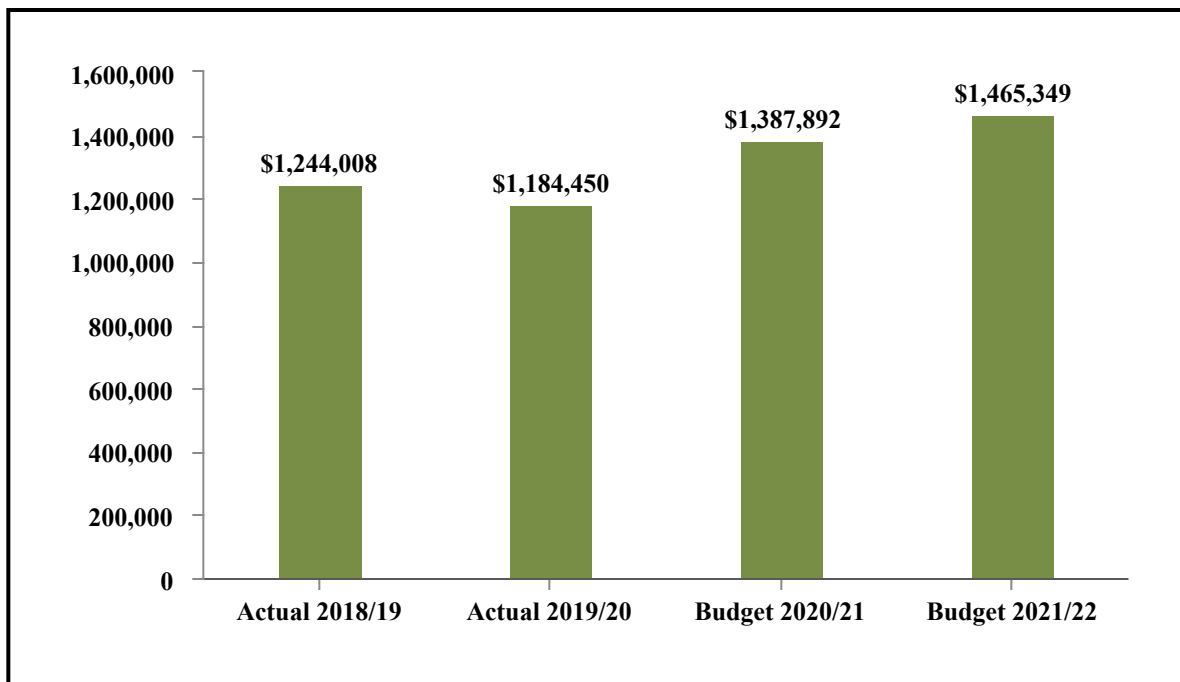
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as, Council mail. It also assists the City Clerk department with records retention and coordination.

# Public Communications

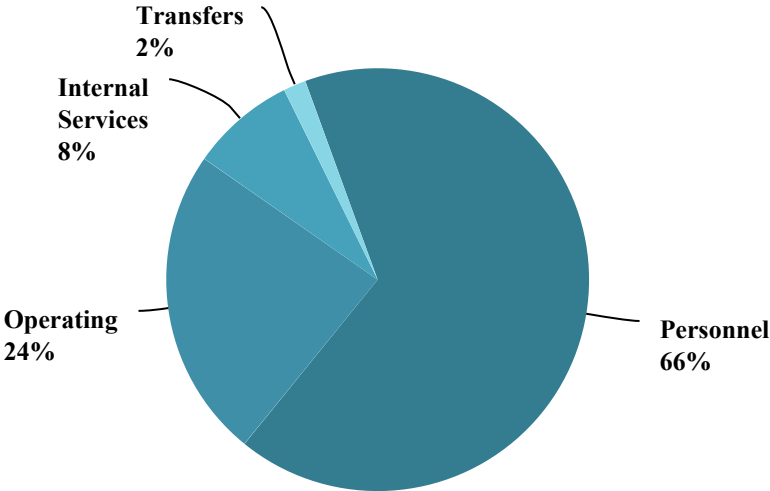
## Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Fund</b>					
Public Communications	1,064,387	1,024,330	1,196,256	1,274,489	7 %
<b>Administrative Svcs Fund</b>					
Courier	179,621	160,120	191,636	190,860	— %
<b>Total Public Communications</b>	<b>1,244,008</b>	<b>1,184,450</b>	<b>1,387,892</b>	<b>1,465,349</b>	<b>6 %</b>
Public Communications	11.0	11.0	11.0	11.0	0.0
Courier	0.8	0.8	0.8	0.8	0.0
<b>Total Public Communications FTEs</b>	<b>11.8</b>	<b>11.8</b>	<b>11.8</b>	<b>11.8</b>	<b>0.0</b>

## Total Department Summary



**Fiscal Year 2021/22 Budget by Category**



## Public Communications

Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b><u>Clearwater Connect Usage</u></b> Measured by the number of requests submitted through Clearwater Connect.	9,590	6,587	4,366
<b><u>Website Visitors</u></b> Measured by the number of visits to the City’s website, myclearwater.com.	2,562,215	2,031,191	1,875,880
<b><u>Pages Viewed</u></b> Measured by the number pages viewed on the City’s website.	2,061,642	3,746,254	2,204,103
<b><u>Social Media Impact</u></b> Measured by the number of fans on the city’s main social media pages.			
<b>Facebook Fans</b>			
<ul style="list-style-type: none"> <li>• City</li> <li>• Police</li> <li>• Fire</li> <li>• Parks &amp; Recreation</li> </ul>	18,012 39,122 13,767 9,248	22,156 45,523 16,027 11,919	24,529 52,663 18,179 13,758
<b>Instagram*</b>			
<ul style="list-style-type: none"> <li>• City</li> <li>• Police</li> <li>• Fire</li> </ul>	4,696 2,903 1,466	8,430 4,837 2,064	11,745 6,663 2,776
<b>Twitter*</b>			
<ul style="list-style-type: none"> <li>• City</li> <li>• Police</li> <li>• Fire</li> </ul>	18,100 4,148 1,786	20,100 5,308 2,302	21,055 6,497 2,849
<b>Nextdoor*</b>	21,428	27,553	32,628
*began tracking in FY2018/19			

## General Fund Public Communications Budget Highlights

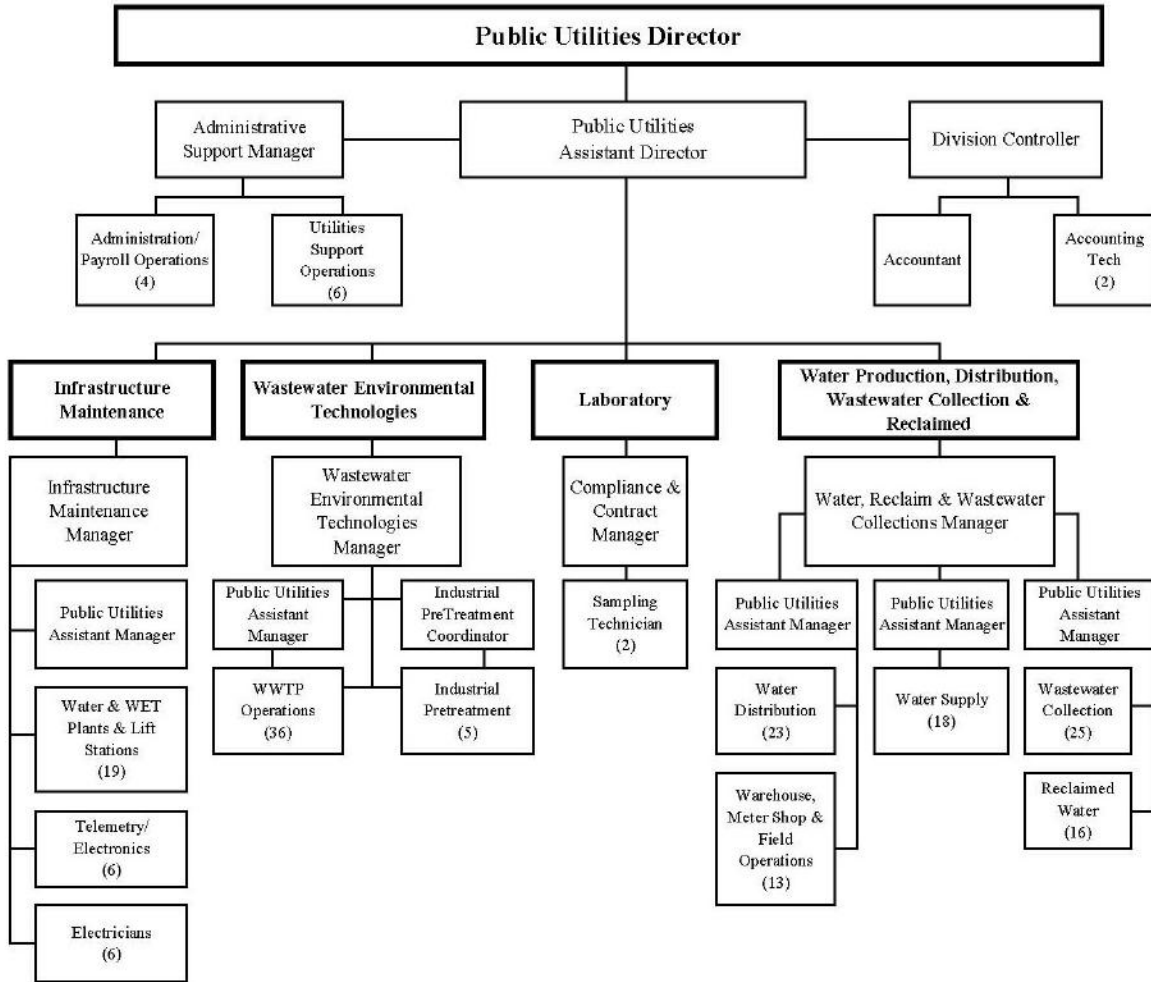
- ◆ The General Fund operation of the Public Communications Department is supported by 11 full time equivalent positions, the same level of staffing as fiscal year 2020/21.
- ◆ For fiscal year 2021/22, transfers include \$25,000 to fund a new project for studio equipment upgrades and replacements.
- ◆ Operating costs for the Public Communications Department includes \$40,000 for an employee or citizen survey; \$17,000 for studio engineering and meeting and video support, and \$89,500 for advertising, promotional, and printing services for fiscal year.
- ◆ There have been no other significant changes to the Public Communications. The budget for this program reflects a 7% increase from the 2020/21 budget.

## Administrative Services Fund Courier Budget Highlights

- ◆ The Courier program is an internal service department that provides internal mail delivery services to all City facilities. The cost of this operation is charged back to all departments based on number of delivery stops, and actual postage charges billed from our postal mail service provider.
- ◆ Postage costs are budgeted at \$147,000 in this program, same level of funding as the 2020/21 budget.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ The budget for this program reflects a slight decrease from fiscal year 2020/21.







Water and Sewer Fund - 196.0 FTEs

**Department Objective**

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

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

<b>Summary of Services Provided</b>
<b>Administration</b>
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.
<b>Wastewater Collection</b>
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.
<b>Infrastructure Maintenance</b>
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.
<b>Wastewater Environmental Technologies</b>
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.
<b>Laboratory</b>
The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and the Wastewater Collection programs.
<b>Industrial Pretreatment</b>
This program provides sampling, analysis, and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and Wastewater Collections programs. The Industrial Pretreatment (IPP) program is responsible for sampling, monitoring, and regulating City industrial users and enforcing the City’s Industrial Pretreatment Ordinance. The IPP group also is responsible for sampling and regulating the City’s grease management program in order to curtail the introduction of grease waste into the sanitary sewer and treatment facilities. Most recently the IPP group has overseen the implementation of the dental amalgam program.

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## Summary of Services Provided

### **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

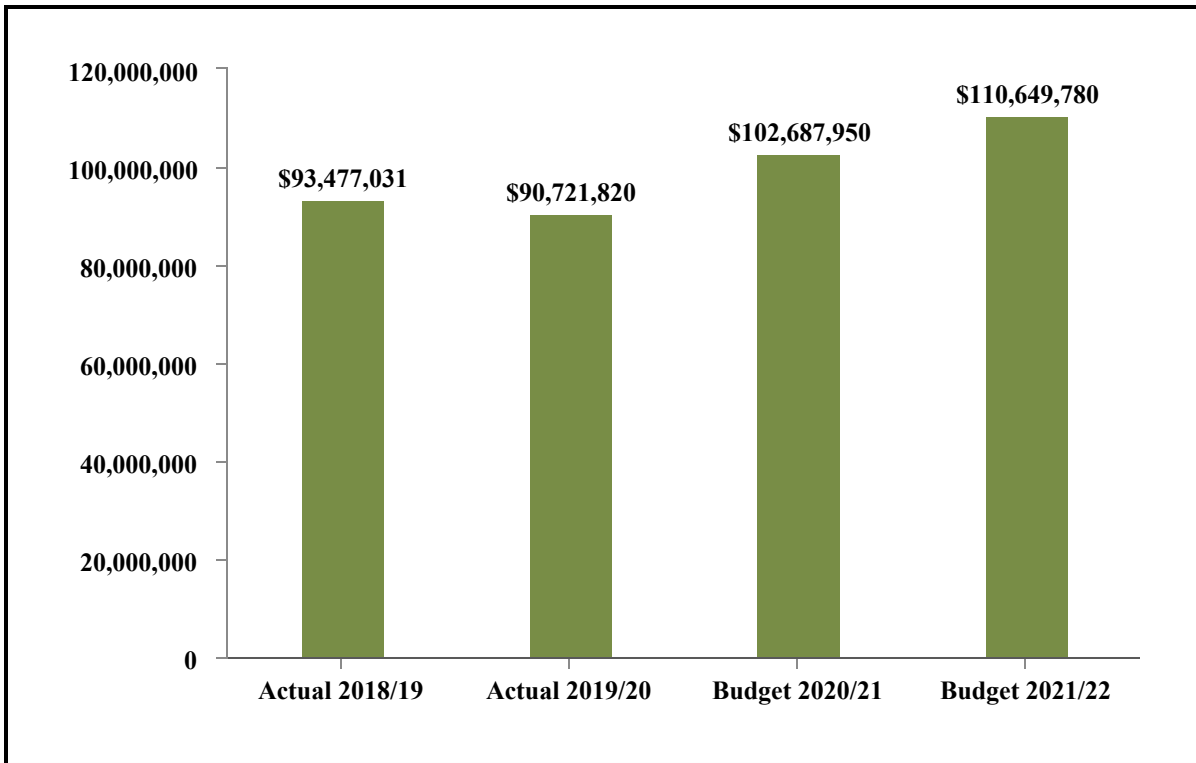
### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>Water And Sewer Fund</b>					
Administration	1,523,098	1,543,676	1,703,374	2,036,598	20 %
Wastewater Collection	15,436,756	15,476,265	13,506,904	15,789,628	17 %
Infrastructure Maintenance	5,344,438	7,974,502	9,060,046	8,503,140	(6)%
WW Environment Technologies	33,313,450	27,925,151	33,737,721	29,942,959	(11)%
Laboratory Operations	2,501,799	1,388,675	1,594,863	546,103	(66)%
Industrial Pretreatment	768,008	767,600	1,042,918	1,048,590	1 %
Water Distribution	16,025,173	17,799,750	18,805,229	25,566,884	36 %
Water Supply	15,652,487	14,916,282	18,336,027	22,115,654	21 %
Reclaimed Water	2,614,453	2,546,889	4,502,398	4,702,154	4 %
Subtotal - Water and Sewer Fund	93,179,661	90,338,790	102,289,480	110,251,710	8 %
<b>General Fund</b>					
Maintenance Facility	297,370	383,030	398,470	398,070	— %
<b>Total Public Utilities</b>	<b>93,477,031</b>	<b>90,721,820</b>	<b>102,687,950</b>	<b>110,649,780</b>	<b>8 %</b>

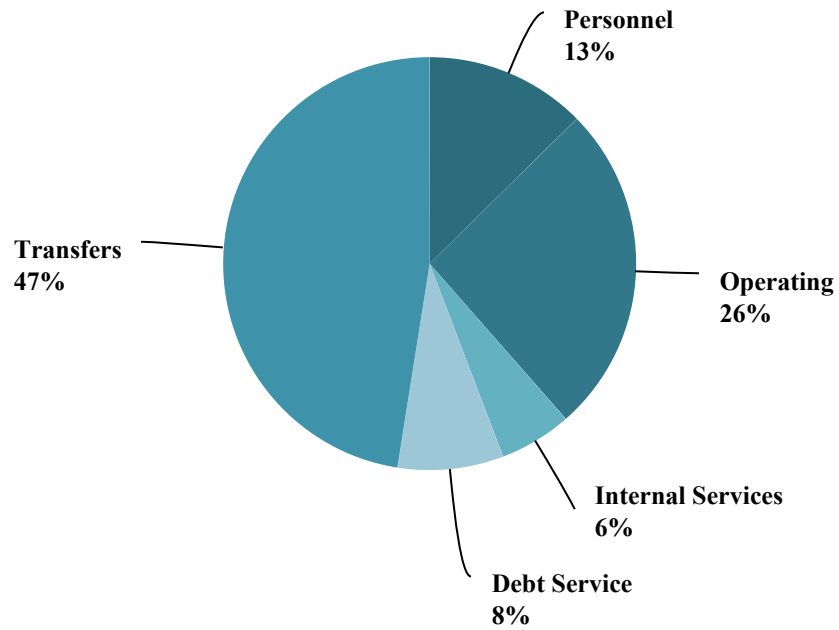
### Full Time Equivalent Positions

<b>Water And Sewer Fund</b>					
Administration	11.0	11.0	11.0	17.0	6.0
Wastewater Collection	25.0	25.0	25.0	25.0	0.0
Infrastructure Maintenance	33.0	33.0	33.0	33.0	0.0
WW Environment Technologies	38.0	38.0	38.0	38.0	0.0
Laboratory Operations	9.0	9.0	9.0	3.0	(6.0)
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.0
Water Distribution	38.0	38.0	38.0	38.0	0.0
Water Supply	19.0	19.0	19.0	19.0	0.0
Reclaimed Water	17.0	17.0	17.0	17.0	0.0
<b>Total Public Utilities FTEs</b>	<b>196.0</b>	<b>196.0</b>	<b>196.0</b>	<b>196.0</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<p><b>Last Drinking Water Violation</b>                      The last violation noted was a Tier II Treatment Technique Violation, which did not affect any water quality distributed.</p>	08/04/16	08/04/16	08/04/16
<p><b>Water Gross Per Capita Day (GPCD)</b>                      *This is a measure of how many gallons of water, on average, Clearwater residents consume daily. Annual figures received in April of each fiscal year based on prior calendar year activity.  <u>Benchmark:</u> Agency standard of &gt;130 GPCD</p>	76	72	72
<p><b>Water Production</b></p> <ul style="list-style-type: none"> <li>• MGD Produced</li> <li>• MGD Purchased</li> </ul> <p>*Percentage of total water usage locally produced in Clearwater vs. purchased from Pinellas County.</p>	61% 39%	61% 39%	58% 42%

## Water and Sewer Fund Budget Highlights

- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 196 full-time equivalent (FTE) positions, the same level of staffing as fiscal year 2020/21.
- ◆ The Water and Sewer Fund reimburses the General Fund for specific services provided by General Fund programs. This is primarily support for the administrative, environmental, and engineering programs. The total cost of this service is anticipated at \$1,170,550 for 2021/22, a 7% decrease from the 2020/21 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 \$3,402,130 for fiscal year 2021/22, a decrease of 4% from the 2020/21 budget.
- ◆ Operating expenses include \$7,250,000 for water purchases from Pinellas County, a 5% increase in funding from the prior year. This accounts for approximately 25% of total operating expenses in the Water and Sewer Fund.
- ◆ Internal service charges include funding for services provided by Utility Customer Service for billing and administering utilities customers. For fiscal year 2021/22, this cost is \$1,871,280, a 10% increase from the 2020/21 budget.
- ◆ Capital costs include purchases of various pieces of equipment totaling \$25,000 across all programs.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$9,148,885 for fiscal year 2021/22 which is a 2% increase from the 2020/21 budget.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$5,008,810 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2019/20 gross revenues. The 2021/22 contribution represents a 4% increase from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Funds to support Water and Sewer projects as planned in the current rate study are \$47.6 million for fiscal year 2021/22. This reflects a 24% increase from the 2020/21 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2021/22 budget reflects an 8% increase from 2020/21.

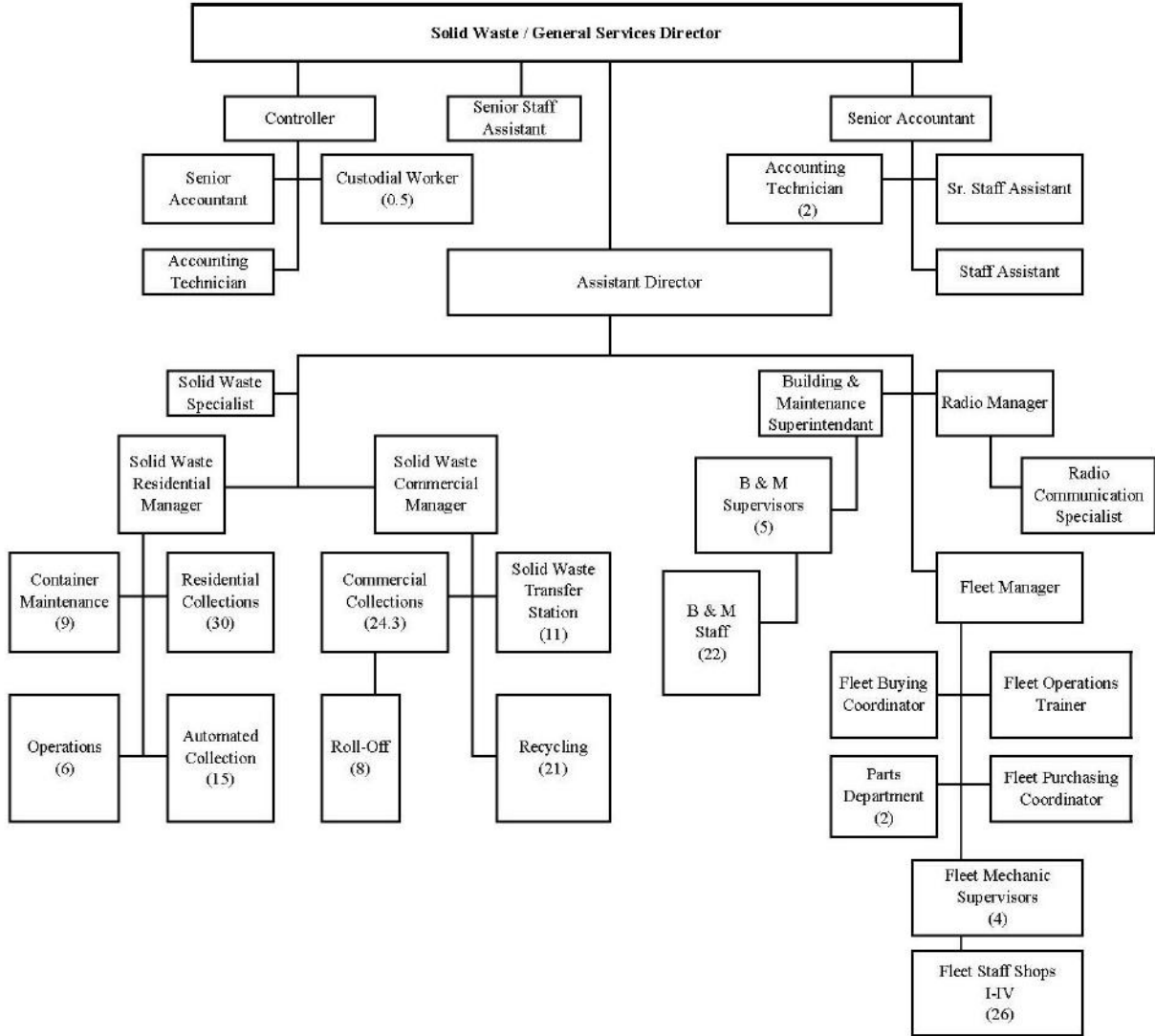
## General Fund Maintenance Facility Budget Highlights

- ◆ This General Fund cost center provides only for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturus Avenue.
- ◆ There are no significant changes in the budget for the Maintenance Facility. The 2021/22 budget reflects a slight decrease from the fiscal year 2020/21 budget.





# Solid Waste / General Services



**Solid Waste Fund – 112.5 FTEs**  
**Recycling Fund – 21.0 FTEs**  
**General Services/Fleet – 71.3 FTEs**  
**Total Solid Waste/General Services – 204.8 FTEs**

# Solid Waste and Recycling

## Department Objective

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

### Summary of Services Provided

#### **Solid Waste - Administration**

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

#### **Solid Waste - Collection**

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

#### **Solid Waste - Transfer Station**

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

#### **Solid Waste - Container Maintenance**

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

# Solid Waste and Recycling

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## Summary of Services Provided

### Recycling - Residential

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

### Recycling – Multi-Family

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

### Recycling – Commercial

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

## Solid Waste and Recycling

### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b><u>Solid Waste</u></b>					
Administration	1,099,170	1,946,676	1,036,862	1,050,904	1 %
Collection	16,461,577	17,149,209	17,853,633	18,875,621	6 %
Transfer	1,473,950	1,922,329	2,354,157	2,368,009	1 %
Container Maintenance	881,204	921,807	944,977	993,536	5 %
Subtotal - Solid Waste	19,915,901	21,940,021	22,189,629	23,288,070	5 %
<b><u>Recycling</u></b>					
Residential	1,378,740	1,314,384	1,401,657	1,577,182	13 %
Multi-Family	432,011	462,272	460,285	435,068	(5) %
Commercial	1,264,626	1,241,904	1,652,160	2,743,800	66 %
Subtotal- Recycling	3,075,377	3,018,560	3,514,102	4,756,050	35 %
<b>Total Solid Waste and Recycling</b>	<b>22,991,279</b>	<b>24,958,581</b>	<b>25,703,731</b>	<b>28,044,120</b>	<b>9 %</b>

### Full Time Equivalent Positions

#### Solid Waste

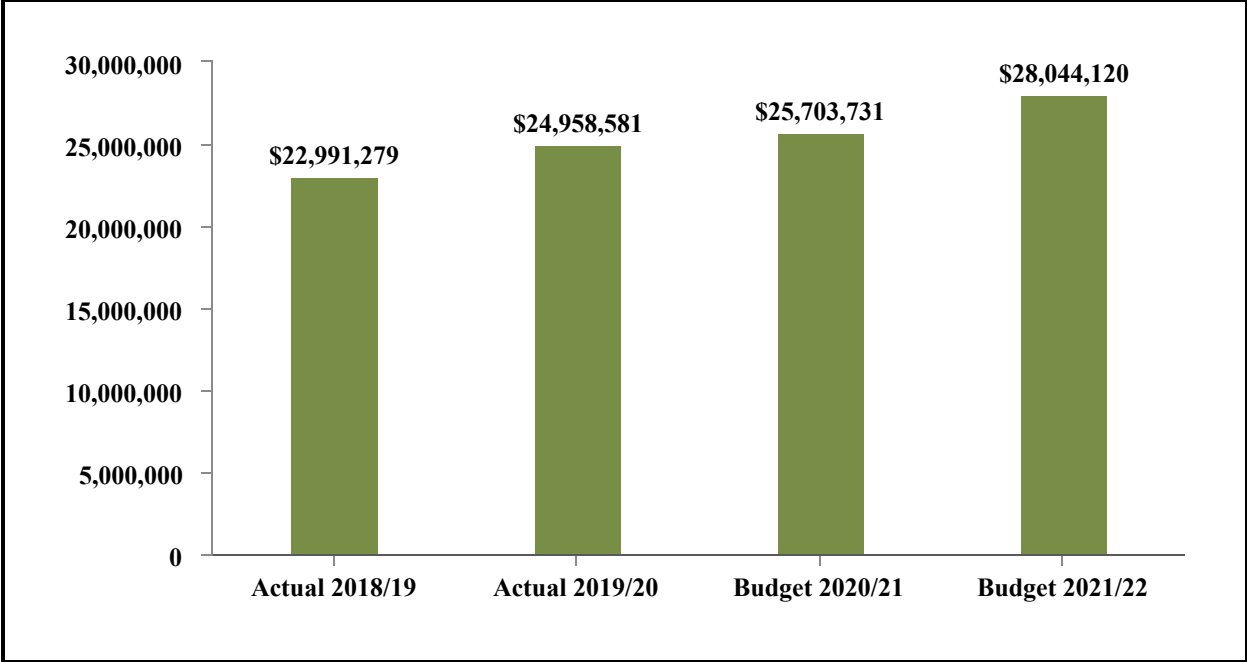
Administration	6.7	6.7	6.7	6.7	0.0
Collection	84.8	84.8	84.8	85.8	1.0
Transfer	11.0	11.0	11.0	11.0	0.0
Container Maintenance	9.0	9.0	9.0	9.0	0.0
Subtotal - Solid Waste	111.5	111.5	111.5	112.5	1.0

#### Recycling

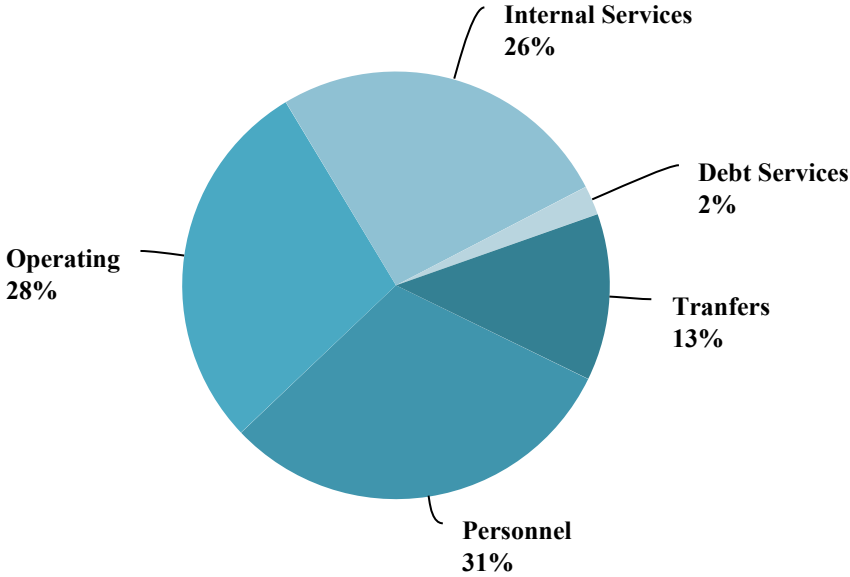
Residential	10	10	10	9	(1.0)
Multi-Family	3.0	3.0	3.0	3.0	0.0
Commercial	9.0	9.0	9.0	9.0	0.0
Subtotal- Recycling	22.0	22.0	22.0	21.0	(1.0)

<b>Total Solid Waste and Recycling FTEs</b>	<b>133.5</b>	<b>133.5</b>	<b>133.5</b>	<b>133.5</b>	<b>0.0</b>
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Total Department Summary



Fiscal Year 2021/22 Budget by Category



## Solid Waste and Recycling

Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<p><b><u>Solid Waste - Tonnage Disposed</u></b></p> <ul style="list-style-type: none"> <li>• <b>Total Refuse</b> 126,921</li> <li>• <b>Total Single Stream Recycling</b> 4,169</li> <li>• <b>Total Electronic Recycling</b> 85</li> <li>• <b>Recycled Tons as a Percentage of Total Tons</b> 3%</li> </ul> <p>Total tons collected by the Solid Waste and Recycling programs.</p> <p><u>Objective:</u> To collect waste on schedule without delay and dispose in the most cost effective and appropriate way.</p>	126,921	118,437	124,172
<p><b><u>Avoided Disposal Savings (estimated)</u></b></p> <ul style="list-style-type: none"> <li>• <b>Recyclables</b> \$156,338</li> </ul> <p>Savings from Single Stream and Electronic Recyclables diverted from Pinellas County waste-to-energy plant/landfills.</p> <p><u>Objective:</u> To maintain lowest possible disposal cost by diverting tonnage.</p>	\$156,338	\$144,364	\$151,571

### **Solid Waste Budget Highlights**

- ◆ The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Solid Waste programs.
- ◆ Debt costs represent estimated payments which total \$533,740 for additional vehicles and equipment purchased, as well as the annual payment for the internal loan for construction of the transfer station.
- ◆ The Solid Waste Fund is supported by 112.5 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$1,365,530 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2019/20, gross revenues. The 2021/22 contribution represents a 1% increase from the 2020/21 budget.
- ◆ The Solid Waste Fund is charged an administrative service charge reimbursing the General Fund for the Solid Waste Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2021/22, this reimbursement is estimated to be approximately \$724,940, a 9% decrease from the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Solid Waste programs are budgeted at \$775,000 for fiscal year 2021/22, a 24% increase from prior year.
- ◆ Operating expenditures include the budget for dump fees of \$5,500,000 this is 76% of operating expenditures, and 24% of the total budgeted cost for Solid Waste operations.
- ◆ There are no other significant changes to the Solid Waste programs in fiscal year 2021/22. The budget reflects a net increase of 5% from the 2020/21 budget.

## Recycling Budget Highlights

- ◆ The Recycling Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Recycling programs.
- ◆ The Recycling Fund is supported by 21.0 full time equivalent positions, the same level of staffing as the fiscal year 2020/21 adopted budget.
- ◆ The Recycling Fund is charged an administrative service charge reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2021/22, this reimbursement is estimated to be approximately \$127,220.
- ◆ Debt costs in the recycling fund represent estimated payments which total \$84,100 for additional vehicles purchased in fiscal year 2018.
- ◆ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes in the amount of \$148,240 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2019/20), gross revenues.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Recycling programs are budgeted at \$1,240,000 for fiscal year 2021/22. This includes new funding of \$1,200,000 to begin construction of a recycling processing facility.
- ◆ There are no other significant changes to Recycling Fund programs in fiscal year 2021/22. The budget for the Recycling reflects a 35% increase from the 2020/21 budget.

## Department Objective

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

### Summary of Services Provided

#### **General Services - Administration**

The Administrative Division provides assistance and support for programs in the Building and Maintenance, Fleet Operations, Fleet Replacement, and Radio Communications 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.

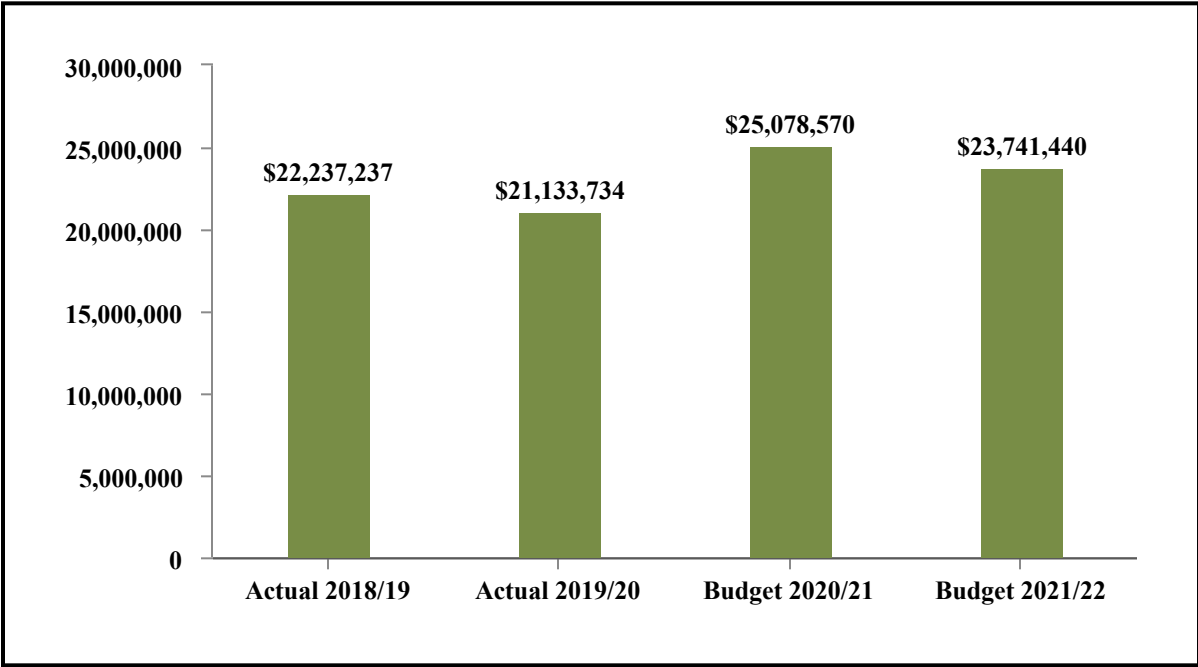


## General Services and Fleet

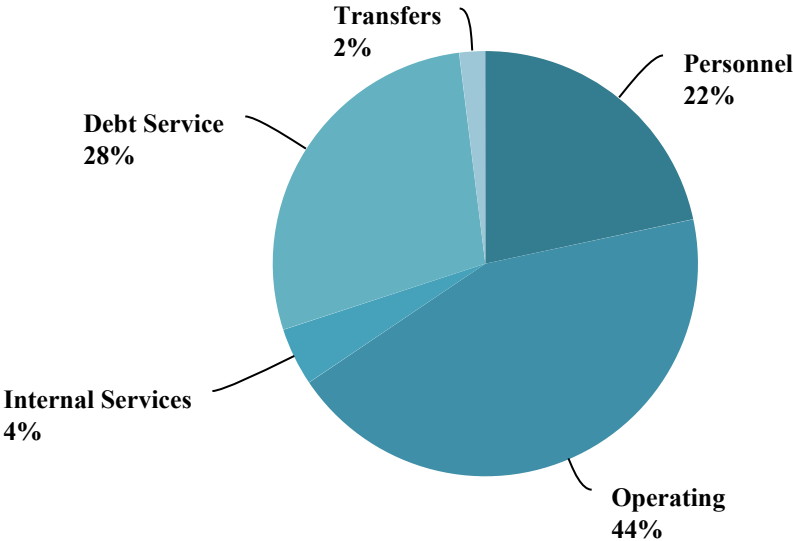
### Budget Summary

	Actual 2018/19	Actual 2019/20	Budget 2020/21	Budget 2021/22	% Change
<b>General Services Fund</b>					
Administration	384,550	441,719	443,624	468,795	6 %
Building & Maintenance	5,100,908	5,067,544	5,718,756	5,677,465	(1) %
Subtotal - General Services Fund	5,485,458	5,509,263	6,162,380	6,146,260	— %
<b>Garage Fund</b>					
Fleet	14,725,562	14,744,695	17,760,211	16,631,707	(6) %
Radio Comm	2,026,217	879,776	1,155,979	963,473	(17) %
Subtotal - Garage Fund	16,751,779	15,624,471	18,916,190	17,595,180	(7) %
<b>Total General and Garage Services</b>	<b>22,237,237</b>	<b>21,133,734</b>	<b>25,078,570</b>	<b>23,741,440</b>	<b>(5) %</b>
<b>Full Time Equivalent Positions General</b>					
Administration	6.3	6.3	6.3	6.3	0.0
Building & Maintenance	28.0	28.0	28.0	28.0	0.0
Subtotal - General Services Fund	34.3	34.3	34.3	34.3	0.0
<b>Garage Fund</b>					
Fleet	35.0	35.0	35.0	35.0	0.0
Radio Comm	2.0	2.0	2.0	2.0	0.0
Subtotal - Garage Fund	37.0	37.0	37.0	37.0	0.0
<b>Total General and Garage Services FTEs</b>	<b>71.3</b>	<b>71.3</b>	<b>71.3</b>	<b>71.3</b>	<b>0.0</b>

**Total Department Summary**



**Fiscal Year 2021/22 Budget by Category**



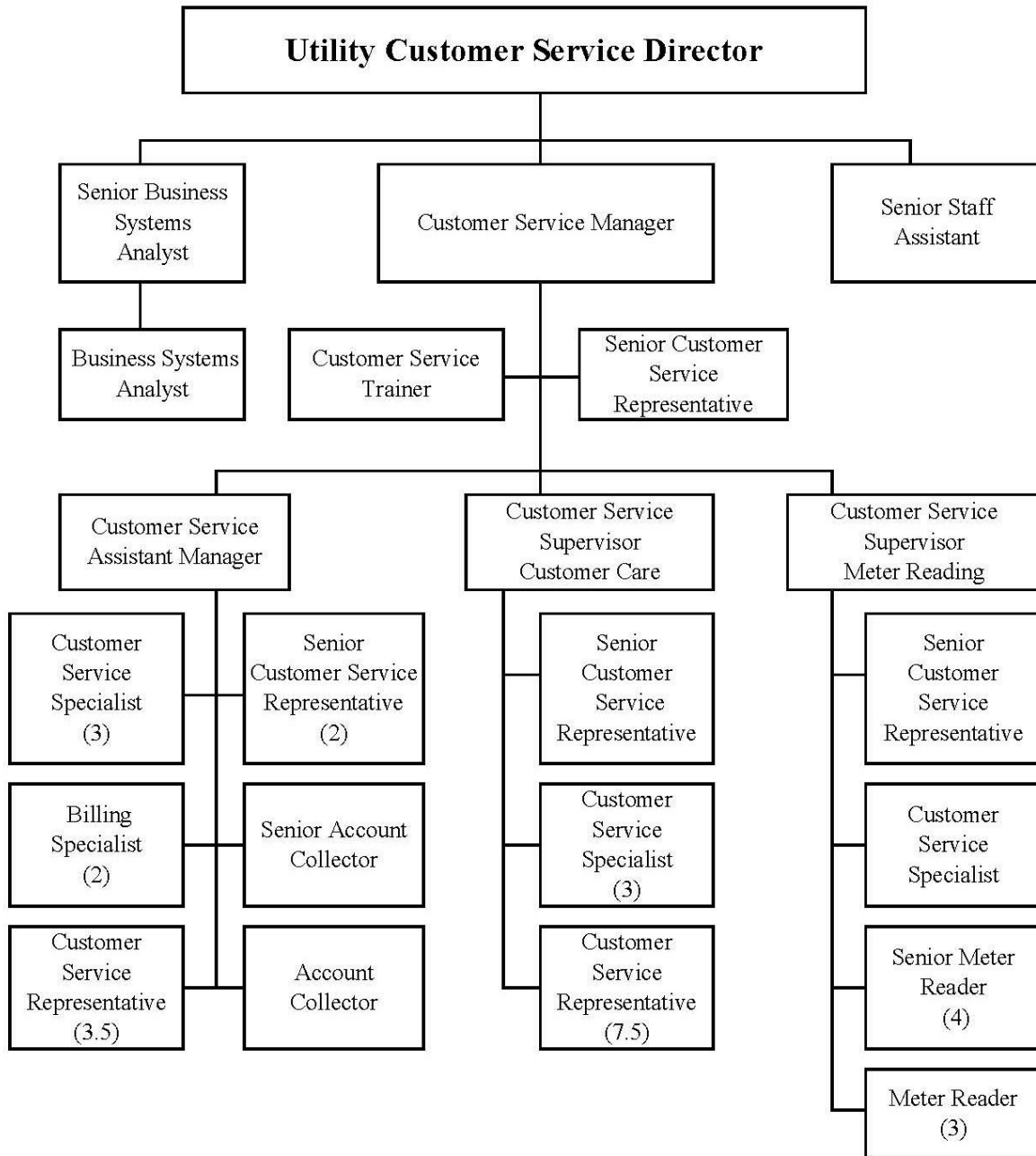
## General Services Fund Budget Highlights

- ◆ 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.
- ◆ Internal service charges which include the cost of fleet services, radio communications, information technology, and telecommunications are estimated at \$520,880 for fiscal year 2021/22 , a 3% increase from the prior year.
- ◆ The General Services Fund is supported by 34.3 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Debt service costs, which represent payments on additional vehicles and equipment purchases, total \$14,830 in fiscal year 2021/22.
- ◆ Other Operating expenses include the budget for building service contracts city wide which include custodial services, electrical, HVAC, plumbing, pest control, elevator maintenance, security, and the Honeywell maintenance contract. The total budget for these contracts is estimated at \$2,024,000 for fiscal year 2021/22 the same funding as the 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$100,000 to support maintenance and upgrades to the General Services Facility.
- ◆ There have been no other significant changes in the General Service Fund programs. The budget for this fund reflects a slight decrease from the 2020/21 budget.

## Garage Fund Budget Highlights

- ◆ The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- ◆ Debt costs budgeted in the Garage Fund reflects financing for the replacement of motorized vehicles/equipment for all City departments and the Radio P25 Upgrade project. The fiscal year 2021/22 debt service budget for the Garage Fund is estimated at \$6,643,460, a 16% decrease from the 2020/21 budget.
- ◆ Garage Fund is supported by 37 full time equivalent positions, the same level of staffing as fiscal year 2020/21 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$365,700 for 2021/22. This is a 39% decrease from fiscal year 2020/21.
- ◆ Other operating expenses for the Garage fund include fuel costs, which are budgeted in the Fleet Maintenance Program. Fuel costs, including natural gas vehicle fuel, are anticipated at approximately \$2,925,000 for the year, a 8% increase from the 2020/21 budget. The cost of vehicle parts and tires are estimated at \$2,050,000, the same level of funding as the 2020/21 budget.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects a decrease of 7% from fiscal year 2020/21.





Utility Customer Service – 43.0 FTEs

## Department Objective

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

### Summary of Services Provided

#### Utility Customer Service

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

**Meter Reading Representatives** - are responsible for securing accurate and timely readings. Metered services include: Water (potable, lawn, reclaimed), Wastewater (based on metered potable water usage) and Natural Gas. Each month Meter Reading Representatives visit each service location and record meter readings in a hand-held device or by automatic meter reading technology (gas only) that 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.

**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.

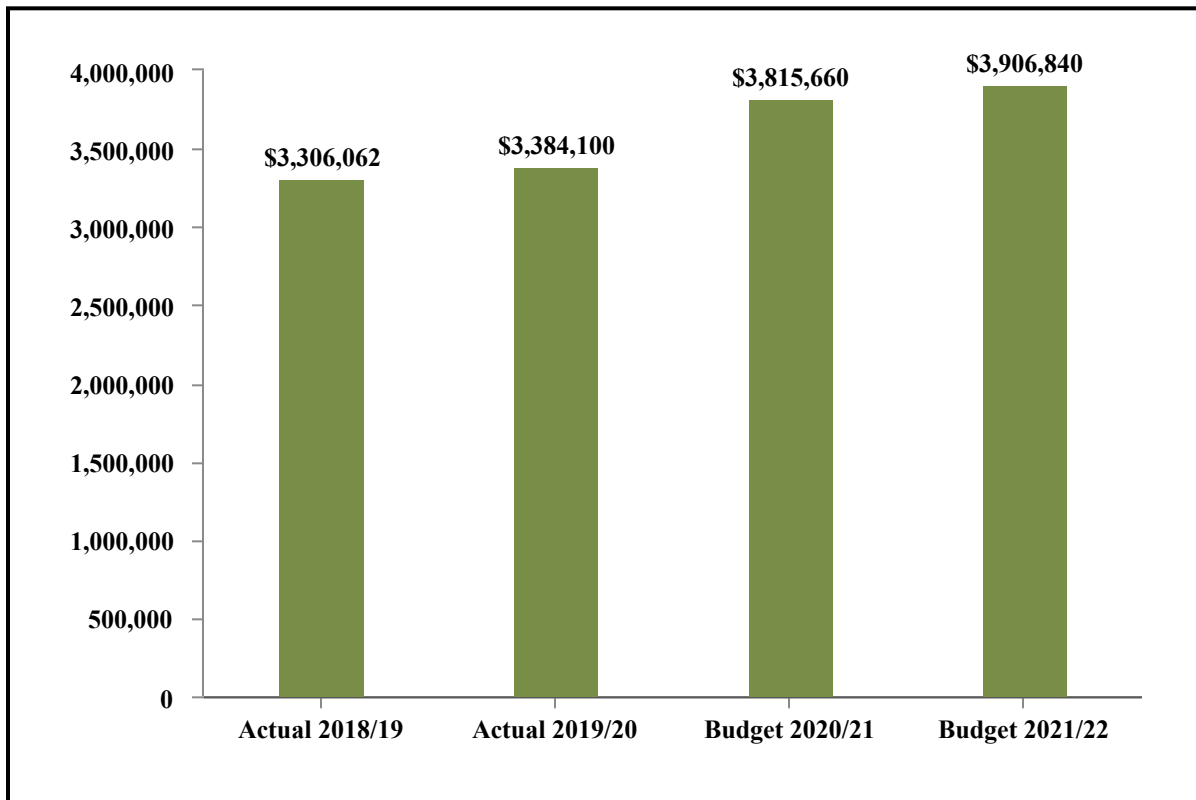
**Customer Care** - is responsible for responding in a timely, courteous, and professional manner to customer requests received via telephones, mail (postal or e-mail) or from walk-in customers. Accounts are opened or closed, requests for information are responded to, and inquiries are researched and 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](http://myclearwater.com/UCS).

# Utility Customer Service

## Budget Summary

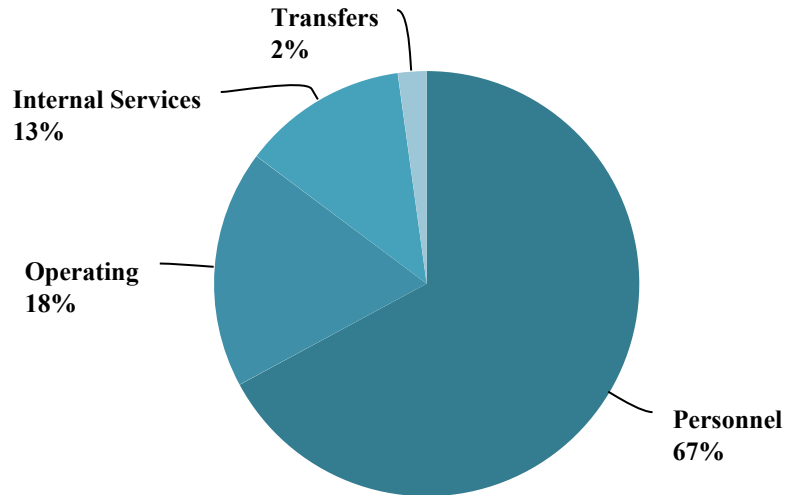
	<b>Actual 2018/19</b>	<b>Actual 2019/20</b>	<b>Budget 2020/21</b>	<b>Budget 2021/22</b>	<b>% Change</b>
Personnel	2,240,462	2,383,462	2,425,837	2,627,947	8 %
Operating	594,431	539,613	736,473	709,093	(4)%
Internal Services	421,169	411,025	453,350	484,800	7 %
Transfers	50,000	50,000	200,000	85,000	(58)%
<b>Total Utility Customer Service</b>	<b>3,306,062</b>	<b>3,384,100</b>	<b>3,815,660</b>	<b>3,906,840</b>	<b>2 %</b>
<b>Total Utility Customer Svc FTEs</b>	<b>43.0</b>	<b>43.0</b>	<b>43.0</b>	<b>43.0</b>	<b>0.0</b>

## Total Department Summary



# Utility Customer Service

## Fiscal Year 2021/22 Budget by Category



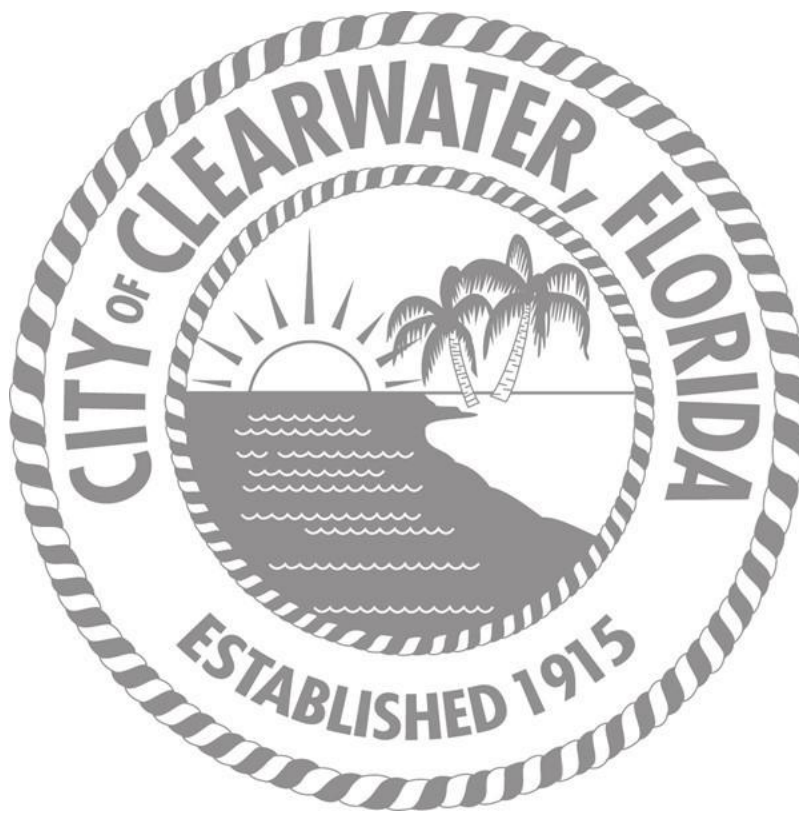
Key Performance Indicator	FY 2018/19	FY 2019/20	FY 2020/21
<b>Call Data</b>			
<ul style="list-style-type: none"> <li>Total calls received</li> <li>% of calls answered in 60 seconds or less</li> </ul> <p>The Utility Customer Service department is responsible for incoming calls related to utility billing. Objective: Answer 85% of customer telephone calls in 60 seconds or less.</p>	88,839 71%	126,214 84%	116,525 61%
<b>Utility Billing</b>			
<ul style="list-style-type: none"> <li>Accounts billed</li> <li>% of accounts billed within 3 days of schedule</li> <li>Utility billing revenue</li> </ul> <p>Objective: Bill 99% of all accounts within 3 days of schedule.</p>	665,820 99.49% \$179,786,818	670,744 99.49% \$180,784,759	700,063 99.52% \$188,020,650
<b>Collections</b>			
<ul style="list-style-type: none"> <li>Total customers called to avoid termination</li> <li>% of customers paid after call</li> <li>Outstanding accounts</li> </ul> <p>Objective: Uncollectible accounts receivable as % of total accounts receivable.</p>	26,300 83% 2.10%	24,685 80% 2.13%	25,118 80% 2.76%



Key Performance Indicator (continued)	FY 2018/19	FY 2019/20	FY 2020/21
<b>Meter Reading</b>			
<ul style="list-style-type: none"> <li>• <b>Meters read</b></li> <li>• <b>% of meters read accurately</b></li> </ul>	867,942	892,427	915,301
<ul style="list-style-type: none"> <li>• <b>% of meters read accurately</b></li> </ul>	99.91%	99.93%	99.93%
<u>Objective:</u> Achieve meter reading error rate of less than one error per 1,000 meters read.			

### Budget Highlights

- ◆ The Utility Customer Service program is an internal service function supporting all City utility operations. All costs of the Utility Customer Service program are passed back to the City's utility departments based upon services provided. This program supports all customer service functions, including billing, collection, accounting, meter reading, administration, and customer service for over 58,000 monthly billable accounts.
- ◆ The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2020/21 budget.
- ◆ Other operating costs include the funding for postage related to mailing monthly utility bills to City residents estimated at \$300,000 which is approximately 43% of operating expenditures. This is the same level of funding as the 2020/21 budget.
- ◆ Operating costs also include \$12,000 in agency funding for WeCare a program administered by the local branch of the Salvation Army, to provide temporary assistance to eligible customers of City of Clearwater utilities.
- ◆ Transfers include \$85,000 to fund a capital improvement project for Customer Information System Upgrades and Replacements, which provides funding for future enhancements and maintenance of the customer service information system.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 2% increase from the 2020/21 budget.



## Special Revenue Funds

### SPECIAL DEVELOPMENT FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2021/22

Revenues:	2019/20 Actual	2020/21 Amended	2021/22 Approved
Ad Valorem Taxes	3,264,415	3,482,547	3,634,340
Infrastructure Tax	12,087,548	12,771,980	12,699,480
Interest Earnings	868,377	305,000	300,000
Open Space Fees	290,343	230,650	—
Recreation Facility Impact Fees	128,350	22,887	—
Recreation Land Impact Fees	766,203	416,523	—
Fee in Lieu of Sidewalks	60,117	14,442	—
Multi-Modal Impact Fees	141,850	575,000	150,000
Local Option Gas Tax	1,381,690	1,500,000	1,350,000
Allocation of Assigned Fund Balance	—	974,020	—
<b>Total Revenues</b>	<b>18,988,893</b>	<b>20,293,049</b>	<b>18,133,820</b>
<b>Expenditures:</b>			
Transfer to Capital Improvement Fund			
Road Millage	3,247,290	3,344,710	3,634,340
Infrastructure Tax	13,820,250	12,450,000	5,350,300
Open Space Fees	—	105,714	—
Recreation Facility Impact Fees	—	190,286	—
Multi-Modal Impact Fees	140,000	140,000	140,000
Local Option Gas Tax	1,427,120	1,427,150	1,327,150
Infrastructure Tax - debt on internal loans	—	—	6,000,000
<b>Total Expenditures</b>	<b>18,634,660</b>	<b>17,657,860</b>	<b>16,451,790</b>

## Special Revenue Funds

### SPECIAL PROGRAM FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2021/22

<b>Revenues:</b>	<b>2019/20 Actual</b>	<b>2020/21 Amended</b>	<b>2021/22 Approved</b>
Intergovernmental:			
Community Development Block Grant	508,508	925,020	922,626
Interest Earnings	159,215	100,000	75,000
Intergovernmental Revenue	795,403	15,623,592	—
Charges for Service Revenue	1,226,088	907,241	—
Judgments, Fines and Forfeit Revenue	842,303	506,193	—
Miscellaneous Revenue	778,862	229,221	—
Transfers from General Fund:	3,790,853	143,200	—
Sister City Program	37,380	37,380	37,380
Planning Study Fund	—	325,000	275,000
United Way Campaign Fund	1,500	1,500	1,500
Special Events	349,730	70,000	70,000
Economic Development Strategic Plan	13,230	13,230	88,230
Police Recruitments	30,000	30,000	30,000
Police Body Worn Camera Program	170,857	270,794	75,000
Transfers to Capital	—	15,000	—
<b>Total Revenues</b>	<b>8,703,929</b>	<b>19,197,371</b>	<b>1,574,736</b>
<b>Expenditures:</b>			
General Government	147,339	11,864,776	312,380
Public Safety	2,499,017	5,348,163	105,000
Physical Environment	25,493	36,727	—
Economic Environment	1,735,569	1,548,414	820,831
Human Services	419,909	49,417	1,500
Culture and Recreation	939,003	85,403	70,000
Interfund Transfers	598,400	164,470	190,025
Transfer to Capital Fund	—	30,000	—
<b>Total Expenditures</b>	<b>6,364,730</b>	<b>19,127,370</b>	<b>1,499,736</b>

**OTHER HOUSING ASSISTANCE FUNDS  
ANNUAL OPERATING BUDGET  
FISCAL YEAR 2021/22**

	2019/20	2020/21	2021/22
<b>Revenues:</b>	<b>Actual</b>	<b>Amended</b>	<b>Approved</b>
HOME Investment Partnerships (HOME)	6,101	431,440	452,259
State Housing Initiatives Partnership (SHIP)	594,839	—	779,230
<b>Total Revenues</b>	<b>600,940</b>	<b>431,440</b>	<b>1,231,489</b>
<b>Expenditures:</b>			
Economic Environment	1,081,788	323,580	1,108,344
Interfund Transfers	35,397	107,860	123,145
<b>Total Expenditures</b>	<b>1,117,185</b>	<b>431,440</b>	<b>1,231,489</b>

## Special Revenue Funds

### Community Redevelopment Agency (CRA) Annual Operating Budget Fiscal Year 2021/22

		2019-20	2020/21	2021-22
		Actual	Amended	Approved
		Budget	Budget	Budget
<b>Revenues &amp; Transfers In</b>				
<b>Tax Increment Financing Revenues</b>				
338930	Pinellas County	1,791,123	2,077,454	2,233,848
381115	City of Clearwater	1,988,861	2,306,897	2,480,667
338935	Downtown Development Board	302,603	340,002	301,370
	<b>Total TIF Revenues</b>	<b>4,082,587</b>	<b>4,724,353</b>	<b>5,015,885</b>
<b>Other Revenues</b>				
361101	Interest Earnings	124,495	60,000	55,000
<b>Transfers In</b>				
369906	DDB Administration	73,512	76,085	78,748
	<b>Total Revenues &amp; Transfers In</b>	<b>4,280,594</b>	<b>4,860,438</b>	<b>5,149,633</b>
<b>Expenditures &amp; Transfers Out</b>				
<b>Operating Expenditures</b>				
510100	Salaries and Benefits	301	—	115,000
530100	Professional Services	44,550	125,000	130,000
530300	Contractual Services	—	45,000	40,000
540300	Telephone Variable	3,005	3,310	—
540700	Postal Service	2	1,000	100
541000	City Internal Services	22,960	—	31,770
541600	Building & Maintenance Variable	—	1,000	1,000
542500	Postage	—	200	200
543100	Advertising	26,397	20,000	20,000
543200	Other Promotional Activities	6,643	5,000	5,000
543400	Printing & Binding	230	2,237	5,000
544100	Equipment Rental	1,237	2,500	2,500
547100	Uniforms	371	500	500
547200	Employee Expense-Travel	2,511	1,000	3,000
547300	Milage Reimbursement	781	1,500	1,500
548000	Other Services	291	3,000	3,000
550100	Office Supplies	747	2,000	2,000
550400	Operating Supplies	14	500	500
557100	Memberships and Subscriptions	5,686	5,500	5,500
557300	Training and Reference	7,531	15,000	15,000
581000	Payments to Other Agencies-DDB	345,460	340,002	301,370
	<b>Total Operating Expenditures</b>	<b>468,717</b>	<b>574,249</b>	<b>682,940</b>
<b>Transfers Out</b>				
590200	General Fund- Administrative	424,933	470,000	504,274
590800	Library Activation Project (94887)	99,640	—	—
590800	Downtown Gateway Project (94849)	186,291	—	—
590800	Restricted County TIF Funds	1,658,145	—	—
590800	Downtown Redevelopment (94714)	565,935	—	—

## Special Revenue Funds

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### Transfers Out (continued)

590800	Facade Program (99979)	250,000	—	—
590800	Community Policing (R2001)	—	250,000	252,550
590800	Community Engagements (R2002)	—	236,565	500,000
590800	Economic Development- City (R2003)	396,183	—	500,000
590800	Economic Development- County (R2004)	—	500,000	335,020
590800	Infrastructure- City (R2005)	—	250,000	—
590800	Infrastructure- County (R2006)	—	500,000	—
590800	Transportation- City (R2007)	—	—	—
590800	Transportation- County (R2008)	—	79,624	223,724
590800	Housing- City (R2009)	—	1,000,000	476,021
590800	Housing- County (R2010)	132,978	1,000,000	1,675,104
	<b>Total Transfers Out</b>	<b>3,714,105</b>	<b>4,286,189</b>	<b>4,466,693</b>
	<b>Total Expenditures &amp; Transfers Out</b>	<b>4,182,822</b>	<b>4,860,438</b>	<b>5,149,633</b>

## Special Revenue Funds

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### Community Redevelopment Agency (CRA) Capital Improvement Program 2021/22 - 2026/27

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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
R2001								
<b>Community Policing</b>								
	City TIF	252,550	270,400	281,220	292,470	304,170	304,170	1,704,980

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

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R2002								
<b>Community Engagement</b>								
	City TIF	500,000	391,255	401,423	411,838	422,508	422,508	2,549,532

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.

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R2003								
<b>Economic Development (City)</b>								
	City TIF	500,000	391,255	401,423	411,838	422,508	422,508	2,549,532

This project provides City TIF funds used for non-governmental public facilities; redevelopment incentive grants, environmental remediation, commercial façade grants and land acquisition.

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R2004								
<b>Economic Development (County)</b>								
	County TIF	335,020	661,882	681,738	702,191	732,256	732,256	3,845,343

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

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# Special Revenue Funds

## Community Redevelopment Agency (CRA) Capital Improvement Program 2021/22 - 2026/27

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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R2005

**Infrastructure (City)**

City TIF	—	78,251	80,285	82,368	84,502	84,502	409,908
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This project provides City TIF funds used for public parking facilities; major regional drainage improvements, planning/engineering/surveys and other professional services associated with an eligible capital project; resiliency/ vulnerability adaption improvements. Funds can also be used for underground utility lines; neighborhood improvements (streets, sidewalk, streets, sidewalks, streetlights, parks, drainage); projects that can be funded through enterprise funds.

R2006

**Infrastructure (County)**

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

R2007

**Transportation (City)**

City TIF	—	78,251	80,285	82,368	84,502	84,502	409,908
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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	223,724	220,627	227,246	234,064	241,085	241,085	1,387,831
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This project provides County TIF funds used for trail improvements, streetscape improvements and mobility improvements.

# Special Revenue Funds

## Community Redevelopment Agency (CRA) Capital Improvement Program 2021/22 - 2026/27

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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R2009

**Housing (City)**

City TIF	476,021	626,007	642,277	658,940	676,013	676,013	3,755,271
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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	1,675,104	1,323,764	1,363,477	1,404,381	1,446,512	1,446,512	8,659,750
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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.

<b>Total Comm Red Agency:</b>	<b>3,962,419</b>	<b>4,041,692</b>	<b>4,159,374</b>	<b>4,280,458</b>	<b>4,414,056</b>	<b>4,414,056</b>	<b>25,272,055</b>
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# Capital Improvement Plan - Introduction

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## 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 2021/22 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 \$134,639,080 in projects for fiscal year 2021/22 and a six-year total of \$1,006,249,060.

### 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 3, 2020, and a revised plan was approved formally at that meeting.

The approved plan includes approximately \$5.4 million of Penny funding in fiscal year 2021 with a total of \$118.1 million through fiscal year 2030.

### Infrastructure Sales Tax/ Penny Changes:

- Fire Engines/Ladder Trucks – Funding planned in fiscal years 2022/23 through 2028/29 are being reduced by a total of \$350,300 to recognize the portion of funding to be reimbursed by Pinellas County as these vehicles serve unincorporated residents of the Clearwater Fire District.
- Public Safety Vehicles/Equipment Facility – This project with planned funding of \$1,500,000 in fiscal year 2021 is being split into two separate projects, Fire Vehicle/Equipment Facility and Police Vehicle Equipment Facility each budgeted at \$750,000 to provide for location specific storage of each department's oversized vehicles.
- Aviation Operations Center – This project with funding of \$760,000 planned in fiscal year 2022/23 is being postponed to fiscal year 2026/27.
- City Hall – This project is being increased by \$350,300 funded in fiscal year 2021/22 to provide funding available in the next fiscal year to respond as necessary to any site surveys, or property valuations if opportunities are presented.

# Capital Improvement Plan - Introduction

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- Sand Key Bridge Replacement Fund – This project, funded in fiscal years 2026/27 through 2029/30 for a total of \$22.0 million has been eliminated due to current bridge conditions which suggest replacement in 2070. This funding is being moved to the Imagine Clearwater project to provide additional funding needed for the redevelopment of Coachman Park and the downtown Clearwater waterfront.

## Project Highlights

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

- Fort Harrison Reconstruction: This new project provides funding for the conversion of Fort Harrison Avenue into a complete streets corridor which includes major infrastructure replacement including utilities, drainage and roadway features where applicable. Total project budget, which includes funding from the Water and Sewer Fund, Utility R&R, and Stormwater Fund is estimated at \$29.9 million. This multi-year construction project is budgeted at \$6.0 million in fiscal year 2021/22, \$6.2 million in fiscal year 2022/23, \$1.3 million in fiscal year 2023/24, \$9.6 million in fiscal year 2024/25, and \$6.8 million in fiscal year 2025/26.
- Coopers Point: This new project, which provides funding for the design and possible future construction of water quality and habitat improvements on and around Cooper’s Point, is funded in fiscal year 2021/22 with Stormwater Fund revenues of \$1.4 million for design costs. Future year funding for construction, estimated at \$30.4 million, is to be determined with the anticipation of applying for various local, state, and federal grants.
- Enterprise Road Dog Park Renovations: This new project, which provides funding for the renovation of the heavily used dog park at Enterprise Road, is funded in fiscal year 2021/22 with General Fund revenues of \$220,000.
- McKay Play Field Improvements: This new project will provide funding for construction of pickleball courts at McKay play field. To accommodate this increased demand from the public, the City plans engage with community partners to provide half of the funding as a donation toward this construction project. Funding of \$150,000 in donations and \$150,000 from the General Fund is planned for fiscal year 2022/23.
- Material Recovery Facility Replacement: This new project will provide for the construction of a material recovery facility at the solid waste complex for processing the separation of co-mingled recycling material for market resale. Funding of \$1.2 million is budgeted in fiscal year 2021/22 through 2023/24 from Solid Waste and Recycling Fund revenues.

## 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 2021/22, 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.

# Capital Improvement Plan - Introduction

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## **Authorization**

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

## **Responsibility**

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

## **Rate Studies**

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

## **Definitions**

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

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

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

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

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



# Capital Improvement Program

## 2021/22 - 2026/27

### POLICE PROTECTION

This section includes facility renovations and/or new construction, equipment needs, and major computer technology for the Clearwater Police Department. As a function of general government, projects in this section are typically funded by General Fund revenues. As allowable by state statute, the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction, as well as Police Department vehicles and equipment. Funding for capital needs of the Police Department was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029) which included building renovations as well as annual funding for Police Vehicles.

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

**Efficiency**

- Optimize use of employees, assets, and resources
- Access public-private organizations and resources when appropriate

**Quality**

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

**Financial Responsibility**

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

**Safety**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
94238								
<b>Police Vehicles</b>								
Infrastructure Sales Tax/Penny		100,000	150,000	200,000	200,000	200,000	200,000	1,050,000

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.

P1802

**Police Equipment**

General Fund	130,500	129,000	116,750	116,750	105,730	105,730	704,460
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This project provides funding for the complete outfitting of sworn personnel with the equipment needed to perform their function (Bullet Proof Vests, Guns, Holsters, Tasers, etc.). As the equipment reaches its life expectancy with the department, we need to replace those items with newer more effective equipment.

# Capital Improvement Program

## 2021/22 - 2026/27

**POLICE PROTECTION**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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C2206

**Police Safety/Equipment Facility**

Infrastructure Sales Tax/Penny	750,000	—	—	—	—	—	—	750,000
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This project provides funding for the construction of a facility to store oversized vehicles and equipment for the Police Department to resolve the long term problem of storing these types of vehicles and equipment. The facility itself needs to be built to a wind rating to ensure resiliency, have the capacity to accommodate oversize and heavy vehicle, and be secured against intrusion and tampering. The facility would need to be climate controlled, have power, water and an air compressor to maintain operational readiness.

P1902

**Police Information Systems**

General 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 initial purchases and upgrades of Police Department maintained technology, including digital evidence management and storage, computer aided dispatch systems, record management systems and other needed technology in support of the department's law enforcement mission and practices.

C2201

**Police CAD Project**

General Fund	900,000	900,000	900,000	900,000	—	—	3,600,000
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This project provides for funding for (the Clearwater specific portion of) a new County-wide Computer Aided Dispatch (CAD) and Record Management System (RMS). In the wake of the Marjory Stoneman Douglas Public Safety Act, Pinellas County Law Enforcement and 911 Operations have agreed to move toward a shared infrastructure to improve communications between the various agencies. This improved and shared infrastructure will allow for the City of Clearwater Police Department to be on the same CAD system as other law enforcement agencies within Pinellas County; this shared system will allow for faster/improved communications and information sharing between public safety agencies, particularly during emergency events.

<b>Total Police Protection:</b>	<b>1,905,500</b>	<b>1,204,000</b>	<b>1,241,750</b>	<b>1,241,750</b>	<b>330,730</b>	<b>330,730</b>	<b>6,254,460</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### FIRE PROTECTION

This section includes all Fire Department facility renovations and/or new construction, major equipment and vehicle needs for the function of Fire Protection. As a function of General Government, projects in this section are typically funded with General Fund revenues. Where applicable, reimbursement revenues are recognized from Pinellas County for vehicles/equipment used to serve unincorporated areas within the Clearwater Fire District. As allowable by state statute, the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction, as well as Fire Department vehicles and equipment. Funding for capital needs of the Fire Department was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029) which included building renovations as well as the replacement of all fire engines and ladder trucks.

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

**Efficiency**

- Optimize use of employees, assets, and resources
- Access public-private organizations and resources when appropriate

**Quality**

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

**Financial Responsibility**

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

**Safety**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
91218								
<b>Fire Engine Replacement</b>								
	Infrastructure Sales Tax/ Penny	—	648,630	668,090	688,130	708,780	—	2,713,630
	County Fire Reimbursements	—	80,170	82,570	85,050	87,600	—	335,390

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 serve fleet and an older reserve unit may be retired. Maintaining up to date response vehicles along with required equipment, allows the department to maintain its level of service to the community and provide for the safety of our personnel. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

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

# Capital Improvement Program

## 2021/22 - 2026/27

### FIRE PROTECTION

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
91260								
<b>Thermal Imaging Cameras (TIC)</b>								
	General Fund	15,000	15,750	20,000	21,000	22,050	23,150	116,950

This project will provide funding for the replacement of two thermal imaging cameras annually. The department currently uses a number of these units for various fire ground tasks. The most common of these tasks are search and rescue, and firefighting. The current units are used daily and have proven to be a valuable tool to our department. These units will enhance the service provided to the community and enhance the safety of our firefighters. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91261								
<b>Personal Protective Equipment</b>								
	General Fund	200,000	210,000	220,500	231,530	243,110	255,270	1,360,410

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

91264								
<b>Fire Hose Replacement</b>								
	General Fund	15,000	15,450	20,000	20,600	21,220	21,860	114,130

This project provides funding to purchase replacement fire hoses. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.

C2207								
<b>Vehicle/Equipment Facility</b>								
	Infrastructure Sales Tax/ Penny	750,000	—	—	—	—	—	750,000

This project provides funding to construct a storage facility for the reserve Engines and Rescues of Clearwater Fire and Rescue. This project encompasses adding two apparatus bays and an overhead cover to the current logistics building at station 48. The Department has five reserve Engines and five reserve Rescues to maintain its response capability if a frontline unit goes out of service for maintenance. The department had been utilizing the Range Road complex for storage of these units. Due to the Range Road facility being vacated, the apparatus are currently being stored out in the open which exposes the units to the elements deteriorating the equipment.

# Capital Improvement Program

## 2021/22 - 2026/27

### FIRE PROTECTION

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
C25FD1								
<b>Fire Command Bus Replacement</b>								
	General Fund	—	—	—	712,000	—	—	712,000
	County Fire Reimbursements	—	—	—	88,000	—	—	88,000

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

Annual Operating Costs: Annual Operating Costs for maintenance and fuel costs to be funded by the General fund at a lower cost than the aging vehicle being replaced.

### C27FD2

<b>Fire Squad Unit Replacement</b>								
	General Fund	—	—	—	—	—	1,424,000	1,424,000
	County Fire Reimbursements	—	—	—	—	—	176,000	176,000

Funding for the Purchasing of a Heavy Duty Unit (SQUAD) replacing Squad51 which will meet life-cycle expectancy in 2025. 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. Funding will be partially reimbursed by the County as the vehicle will help serve unincorporated residents of the Clearwater Fire District.

Annual Operating Costs: Annual operating costs for fuel and maintenance will be funded by the General fund at a lower cost than the aging vehicle being replaced.

### M2005

<b>Fire Training Tower</b>								
	General Fund	25,000	25,000	25,000	25,000	25,000	30,000	155,000

This project will provide funding for the maintenance of the Training Tower-B which is (11) eleven years old. The training tower is consistently used for all aspects of training not only for the fire department, but for police and departments in the surrounding communities as well.

<b>Total Fire Protection:</b>	<b>1,005,000</b>	<b>995,000</b>	<b>1,036,160</b>	<b>1,871,310</b>	<b>1,107,760</b>	<b>1,930,280</b>	<b>7,945,510</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### FIRE RESCUE SERVICES

The Fire Rescue Services section includes all funding for all equipment and vehicle needs of the Clearwater Fire Department for the function of Rescue Services. Projects in this section are typically funded with General Fund revenues, and Pinellas County Emergency Medical Services Taxes. This category also includes projects for the maintenance and improvements of all lifeguard buildings and towers on Clearwater Beach which are funded by Parking Fund revenues. At Clearwater Beach, EMS certified lifeguards staff towers 365 days a year.

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

**Efficiency**

- Optimize use of employees, assets, and resources
- Access public-private organizations and resources when appropriate

**Quality**

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

**Financial Responsibility**

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

**Safety**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
91229								
<b>Replace &amp; Upgrade Air Packs</b>								
	General Fund	55,000	57,750	60,640	65,000	68,250	71,660	378,300

This project provides for the replacement of breathing apparatus needed for worn or damaged front line units. This project also provides funding for future purchases of upgrade kits in fiscal year 2021/22 for anticipated changes to National Fire Protection Associations (NFPA) standards. Department gears was replaced in fiscal year 2016 to meet the most recent NFPA safety requirements. Funding is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91236

**Rescue Vehicle**

County Fire								
Reimbursement	290,000	240,000	240,000	—	—	270,000	1,040,000	

This project provides for the scheduled replacement of Fire/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.

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

# Capital Improvement Program

## 2021/22 - 2026/27

### FIRE RESCUE SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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91257

#### Auto External Defibrillator Program

Central Insurance Fund		28,280	29,130	30,000	30,900	31,830	32,790	182,930
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The Department over sees fifty-four biphasic Lifepak AED devices currently in key City facilities such as City Hall, MSB, Libraries, Police, Fire department facilities, and on vehicles and apparatus. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91263

#### Extrication Tools

General Fund		—	—	—	—	—	80,000	80,000
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This project will provide funding for the upgrade and additional vehicle extrication equipment package that will replace existing units and upgrade equipment to current National Fire Protection Agency (NFPA) recommendations. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.

ENGF190002

#### Beach Guard Towers

Parking Fund		50,000	50,000	50,000	50,000	50,000	55,000	305,000
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This project provides funding for repair and replacement of equipment including the guard towers and structures on Clearwater Beach used by the Beach Guards.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector.

ENGF200002

#### Beach Guard Administrative Building

Parking Fund		35,000	20,000	45,000	10,000	10,000	10,000	130,000
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This project provides for the repair, replacement and maintenance of the Beach Guard Administration Building.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector.

<b>Total Fire Rescue Services:</b>	<b>458,280</b>	<b>396,880</b>	<b>425,640</b>	<b>155,900</b>	<b>160,080</b>	<b>519,450</b>	<b>2,116,230</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### ROAD AND STREET FACILITIES

This section includes all major street infrastructure improvements and street and sidewalk maintenance projects for the City, including traffic calming, signal installation, signal renovation, and traffic safety infrastructure. Projects in this section are funded with various revenues restricted for road maintenance improvements including local option fuel tax, multi-modal impact fees, and the City's designated Road Millage. As defined by Florida statutes, local option fuel tax proceeds can be used for roadway and right-of-way maintenance, as well as bridge maintenance and operations. The multi-modal impact fee revenue is required to be used for capital improvements and the expansion of transportation facilities. Road millage revenues represent a portion of ad valorem taxes annually designated by Council policy for the maintenance of the City's streets and sidewalks. The goal of the street and sidewalk maintenance program is to protect the road base and prevent deterioration of the street surface. Road infrastructure projects that include utility relocations include funding from the associated utility fund for their portion of construction costs.

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

**Increase Economic Opportunity**

- Recognize transit oriented development

**Efficiency**

- Encourage teamwork across departments

**Quality**

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

**Financial Responsibility**

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

**Safety**

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
C2102								
<b>Fort Harrison Reconstruction</b>								
	Water Revenue	1,125,000	1,254,250	—	—	—	—	2,379,250
	Bond Proceeds	—	—	—	684,090	—	—	684,090
	Utility R&R	1,593,350	1,725,590	690,340	2,771,020	3,579,550	—	10,359,850
	Sewer Revenue	1,125,000	1,254,250	—	1,684,090	—	—	4,063,340
	Stormwater	2,145,460	2,000,000	613,640	4,505,960	3,181,820	—	12,446,880

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 convert this portion of Fort Harrison Ave. into a complete streets corridor with major infrastructure repair/replacement including utilities, drainage and roadway features where feasible. The complete streets corridor encourages pedestrian use and increases pedestrian safety through downtown Clearwater while reducing asphalt area and expanding greenspace.

Comprehensive Plan Objective: (A.6.5) - The City shall encourage improved land use compatibility through the evaluation of traffic calming techniques, multi-modal transportation networks, and the use of transit oriented development planning

# Capital Improvement Program

## 2021/22 - 2026/27

### ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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ENRD180002

#### Bridge Maintenance & Improvements

Fuel Tax	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	6,280,500
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This project provides for a continuous, annual maintenance program to ensure the City's bridges are inspected, appropriate repairs completed to confirm sound condition, as well as providing for the complete replacement of bridges as necessary.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

ENRD180003

#### Traffic Calming Program

Fuel Tax	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project is to promote traffic calming within Clearwater neighborhoods to reduce speeding and deter cut-through traffic, resulting in safe neighborhoods for pedestrians, bicyclists, and vehicular traffic and establishment of a methodology for implementation. Traffic calming creates more livable communities, increases neighborhood interaction, increases property values, aligns with Greenprint and sustainability initiatives by reducing pavement and reducing carbon emissions.

Comprehensive Plan Objective: (A.6.5.2) On an ongoing basis, the City shall explore traffic calming techniques in the effort to improve safety and promote a livable environment within the City's residential and tourist areas.

ENRD180004

#### Streets & Sidewalks

Road Millage	3,589,350	3,450,210	3,553,720	3,660,330	3,770,140	3,883,240	21,906,990
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This project provides continuous maintenance to prevent deterioration of City streets and sidewalks. Work on streets include curb repair, milling and resurfacing, and striping. The project also provides for the maintenance, repair and replacement of existing sidewalks and curbs, construction of new sidewalks and ADA upgrades throughout the City on an as needed basis.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

ENRD180005

#### City-Wide Intersections Improvement

Road Millage	37,690	37,690	37,690	37,690	37,690	37,690	226,140
Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Fuel Tax	15,200	15,200	15,200	15,200	15,200	15,200	91,200

This project provides funds to improve traffic flow by increasing capacity of roadway corridors. Intersection improvements include adjustment to radii, right turn lanes and minor channelization. Intersection improvements resulting in safer and more efficient multi-modal movement, reduces carbon emissions in support of Greenprint.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

# Capital Improvement Program

## 2021/22 - 2026/27

### ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENRD180006								
<b>Traffic Signals</b>								
	Multi-Modal Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000
	Fuel Tax	100,000	100,000	100,000	100,000	100,000	100,000	600,000

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; and installation of RRFBs (Rectangular Rapid Flashing Beacons) or other pedestrian flashers. Signal renovations make the traffic flow safer and more efficient, supporting Green Print by reducing carbon emissions.

Comprehensive Plan Objective: (H.2.2) The City shall adopt the Florida Department of Transportation level of service standards for State primary and secondary arterials as they be modified by additional service designations approved by F.D.O.T. and shall use intergovernmental coordination agreements to secure maximum City control over access and management of roads in Clearwater. Clearwater intends that these standards be recognized as the minimum acceptable standards for State arterial roads, and should serve as a guideline for reviewing development applications. (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and F.D.O.T.

ENRD180007								
<b>Traffic Safety Infrastructure</b>								
	Road Millage	7,300	7,300	7,300	7,300	7,300	7,300	43,800
	Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Fuel Tax	15,200	15,200	15,200	15,200	15,200	15,200	91,200

This project covers for installation, repair and replacement of safety infrastructure such as, signs, street lights and guardrails. This section covers any street light replacements or additions, including conversion to LED on all city right of ways in support of Green Print.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired levels of service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

<b>Total Road &amp; Street</b>								
<b>Facilities:</b>	<b>11,090,300</b>	<b>11,196,440</b>	<b>6,369,840</b>	<b>14,817,630</b>	<b>12,043,650</b>	<b>5,395,380</b>	<b>60,913,240</b>	



# Capital Improvement Program

## 2021/22 - 2026/27

### FLOOD PROTECTION/STORMWATER MANAGEMENT

This Flood Protection/Stormwater Management section includes projects that support the Stormwater Utility operations of the City. These projects provide for the implementation of water quality and quantity projects within the City's watersheds and coastal basins. Projects also include funding for ongoing repair, replacement and restoration of stormwater infrastructure, and the purchase and replacement of vehicles and field equipment. All projects in this section are funded with Stormwater Utility revenues, and grant funding from various local, state and federal agencies when available.

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

**Quality**

- Proactively maintain and reinvest in our infrastructure

**Financial Responsibility**

- Continue responsible financial management
- Set priorities and spend money aligned with the Strategic Direction

**Safety**

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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C1908

**Stormwater Vehicle & Equipment**

Stormwater Fund	712,880	1,307,550	1,358,200	1,500,000	1,500,010	1,500,000	7,878,640
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This project provides for the purchase of new and replacement of vehicles, field equipment and building equipment for Stormwater maintenance operations.

Comprehensive Plan Objective: (D.3.6) Continue to provide sound fiscal management of the stormwater management systems to include maintenance, operation and construction in accordance with the watershed management plans and concurrent with its implementation.

ENST180001

**Stormwater Pipe System Improvement**

Stormwater Fund	1,572,940	1,802,240	1,094,640	2,693,750	1,324,380	2,259,500	10,747,450
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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 lining or replacement of existing infrastructure to maximize lifespan and system conveyance efficiency.

Comprehensive Plan Objective: (D.3.6) Continue to provide sound fiscal management of the stormwater management systems to include maintenance, operation and construction in accordance with the watershed management plans and concurrent with its implementation.

# Capital Improvement Program

## 2021/22 - 2026/27

### FLOOD PROTECTION/STORMWATER MANAGEMENT

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENST180002								
<b>Allen's Creek</b>								
	Stormwater Fund	—	697,360	905,460	279,210	490,370	1,111,890	3,484,290

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, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of “Best Management Practices” in accordance with the adopted watershed management plans.

ENST180003								
<b>Stormwater System Expansion</b>								
	Stormwater Fund	225,660	244,160	179,270	—	—	100,000	749,090

This project provides for reduction of structure, street and property flooding or improvements to water quality through property acquisition and/or expansion of the existing stormwater system. Property acquisition may be exercised where it is determined that flooding may be cost effectively alleviated or the area is utilized for water quality treatment.

Comprehensive Plan Objective: (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans.

ENST180004								
<b>Stevenson Creek</b>								
	Stormwater Fund	205,920	444,710	481,030	67,100	500,000	500,000	2,198,760

This project provides for the implementation of water quantity and quality projects within the Stevenson Creek watershed, including those projects identified in the Stevenson's Creek Watershed Management Plan. The main objectives of projects in this basin include the abatement of structure and street flooding, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of “Best Management Practices” in accordance with the adopted watershed management plans.

# Capital Improvement Program 2021/22 - 2026/27

**FLOOD PROTECTION/STORMWATER MANAGEMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENST180005								
<b>Coastal Basin</b>								
	Stormwater Fund	31,850	17,280	477,440	430,430	1,194,000	1,322,000	3,473,000

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, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of “Best Management Practices” in accordance with the adopted watershed management plans.

ENST180006								
<b>Alligator Creek Watershed</b>								
	Stormwater Fund	205,920	444,710	481,030	67,000	500,000	1,609,380	3,308,040

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, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of “Best Management Practices” in accordance with the adopted watershed management plans.

<b>Total Flood Protection/ SW Management:</b>		<b>2,955,170</b>	<b>4,958,010</b>	<b>4,977,070</b>	<b>5,037,490</b>	<b>5,508,760</b>	<b>8,402,770</b>	<b>31,839,270</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### PARKING FACILITIES

The Parking Facilities section includes projects for the maintenance of the City owned parking garages, as well as City owned parking lots and on-street parking spaces. This section also includes projects for the construction of new Parking Garages, and funding for significant technology and system improvements. Funding for all projects in this section are provided from Parking Fund revenues.

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

**Diversify the Economic Base**

- Develop downtown and US 19
- Maintain tourism commitment

**Increase Economic Opportunity**

- Continue building a business friendly environment
- Recognize the value of transit oriented development

**Develop and Promote our Brand**

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

**Quality**

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

**Financial Responsibility**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENPK180001								
<b>Parking Lot Resurfacing</b>								
	Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides for the resurfacing of various City Parking System lots as determined necessary by the Engineering department.

# Capital Improvement Program

## 2021/22 - 2026/27

### PARKING FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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ENPK180002

#### Parking Lot Improvements

Parking Fund	490,000	150,000	150,000	150,000	150,000	150,000	150,000	1,240,000
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The project provides for improvements, both functional and aesthetic, to all parking system lots and onstreet 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 Electronic Vehicle Charging stations on various City lots.

Comprehensive Plan Objective: (A.6.9) Decrease energy consumption, use more renewable energy and reduce the impact of the built environment on the natural environment.

ENPK180003

#### Parking Garages

Parking Fund	184,000	459,000	184,000	294,000	184,000	264,000	1,569,000
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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 Electronic Vehicle Charging stations in City run garages.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector. (A.6.9) Decrease energy consumption, use more renewable energy and reduce the impact of the built environment on the natural environment.

ENPK24xx

#### Downtown Parking Garage

Parking Fund	—	—	10,500,000	10,500,000	500,000	500,000	22,000,000
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This project provides for the construction of a downtown parking garage near Pierce & Ft Harrison to serve the proposed new City Hall, Imagine Clearwater, general public and downtown businesses.

Comprehensive Plan Objective: (A.6.1.7) Downtown Clearwater is designated as a Regional Activity Center suitable for increased threshold intensity for development consistent with the boundaries of the Central Business District as identified by the Tampa Bay Regional Planning Council's Strategic Regional Policy Plan and as indicated in the Clearwater Downtown Redevelopment Plan approved in 2004. (A.6.1.8) The City shall continue to support and implement approved community redevelopment area plans, such as the Clearwater Downtown Redevelopment Plan adopted in 2004 and Beach by Design adopted in 2001.

Annual Operating Costs: Annual costs include personal services for three (3) FTE's in the amount of \$100,000 and other operating expenses for insurance, equipment repair, utilities, etc. in the amount of \$400,000.

M2102

#### Seminole Boat Launch Main

Parking Fund	10,000	20,000	25,000	30,000	40,000	40,000	165,000
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This is a continuous maintenance program to maintain the City's infrastructure and keep the Seminole Boat launch area in good repair.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

<b>Total Parking Facilities:</b>	<b>734,000</b>	<b>679,000</b>	<b>10,909,000</b>	<b>11,024,000</b>	<b>924,000</b>	<b>1,004,000</b>	<b>25,274,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### OTHER GENERAL GOVERNMENT

Projects in the Other General Government section include all the projects that have a City-wide impact and do not easily fit in other categories. This includes projects that support the operations of Information Technology and Telecommunications, Building and Maintenance, Fleet Maintenance, and Radio Communications. Funding for these projects, transferred from the associated internal service fund operations, is provided by revenues generated from department charges. This section may also include major construction projects for general government facilities like the new City Hall. Projects in support of only General Government operations are funded by the General fund, and where applicable, the use of the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction.

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

**Efficiency**

- Optimize use of employees, assets and resources
- Encourage teamwork across departments

**Quality**

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

**Financial Responsibility**

- Continue responsible financial management
- Set priorities and spend money aligned with the Strategic Direction

**Safety**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
94233								
<b>Motorized Equip Replacement - Cash</b>								
	Garage Fund	190,700	200,240	210,250	220,760	231,800	243,390	1,297,140

This project is for the replacement of motorized vehicles and equipment to cost less than \$25,000 per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

94729

**Citywide Connectivity Infrastructure**

Administrative Services Fund	200,000	200,000	100,000	50,000	50,000	50,000	650,000
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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 sub-station, north beach fire station), to Countryside (police substation, wastewater treatment plant, library, recreation center, etc.). The architecture will include the creation of looped paths to create redundant connections for service resiliency.

# Capital Improvement Program

## 2021/22 - 2026/27

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**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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94736

**Geographic Information System**

Administrative Services Fund	25,000	25,000	50,000	50,000	50,000	50,000	50,000	250,000
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This project has been established to link location based data from the City's numerous databases in an enterprise geographic information system (GIS). The development of a GIS will greatly increase the accessibility of infrastructure, capital asset, and customer information through an intuitive map-based query application. The system will also enable public and private access to mapped information via the internet. Funding includes costs for hardware and software as well as data collection and data conversion services.

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94828

**Financial System Upgrades**

Administrative Services Fund	50,000	100,000	100,000	100,000	100,000	100,000	75,000	525,000
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This project provides funding to keep the financial systems (PeopleSoft, Munis and Risk Management) up to date, operating at optimum condition and to pay for upgrades as needed. This project includes hardware, software and professional services.

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94829

**CIS Upgrades**

Administrative Services Fund	85,000	75,000	75,000	50,000	50,000	50,000	50,000	385,000
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This project provides funding for upgrades and replacement of the Customer Information System (CIS), tracking and document management systems. These systems which support City utilities.

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94830

**MS/Licensing Upgrades**

Administrative Services Fund	50,000	75,000	75,000	100,000	100,000	100,000	75,000	475,000
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The Microsoft Licensing project will upgrade versions of several core business applications including Microsoft Office, Microsoft Exchange and SQL Database. These upgrades will provide more advanced functionality and provide a stable platform for operations over the next five to six years.

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94833

**Computer Monitors**

Administrative Services Fund	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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This project provides funding for the purchase of computer monitors for the City's computer needs based on a life expectancy of four to six years, as opposed to three years when leased.

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94857

**Accela Permitting & Code Enforcement Upgrade**

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 to keep the land management and permitting system up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services.

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# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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94873

**Citywide Cameras System**

Administrative Services Fund	50,000	50,000	50,000	50,000	50,000	50,000	100,000	350,000
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This project provides funding for a Citywide enterprise video management system to manage the diverse needs of City departments. The system needs to be open platform and able to be customized to solve the video storage, delivery and integration.

94874

**City Enterprise Time Keeping System**

Administrative Services Fund	25,000	50,000	50,000	50,000	50,000	25,000	25,000	225,000
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This project provides funding for the upgrade and replacement of time clocks and software licensing (Kronos).

94880

**Granicus Agenda Management System**

Administrative Services Fund	25,000	50,000	50,000	50,000	50,000	25,000	25,000	225,000
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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 support services provided by the current agenda management program, and limited Information Technology staff resources. Video streaming services is currently provided by Granicus.

94883

**Business Process Review & Implementation**

Administrative Services Fund	50,000	150,000	150,000	150,000	150,000	150,000	100,000	750,000
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This project will support efforts to review, analyze and modify various business processes throughout the City enterprise. The project will place emphasis on processes in support of asset management and work order management activities, however, other operations may be reviewed as need and priority require.

C2004

**Lift Stations**

General Fund	710,000	630,000	80,000	80,000	—	80,000	1,580,000
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This project provides funding for the rehabilitation/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.

Comprehensive Plan Objective: (D.1.4.3) Prioritization and scheduling of major sewer improvements should be done as a component of the capital improvements program. (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.



# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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C2006

**ADA Transition Plan**

General Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This project provides funding for a review and improvements at City facilities (including parks), sidewalks, intersections, programs, services, policies, website and means of communication pertaining to the requirements of the Americans with Disabilities Act. This project is currently in the initial phase pertaining to City assessments which will be completed in the summer of 2022. Once the findings are identified by the consultant, a multi-year proposal will identify the strategy to address any compliance issues.

This project will align with the “triple bottom line” (economic prosperity, environmental quality and community quality of life) of the City’s Greenprint plan as it will allow all people, including those with disabilities, to commute to in from work, engage in entrepreneurship, conserve energy, boost tourism and engage in social equity for a better quality of life.

C2007

**Citywide Audio/Video Solutions**

Admin Services Fund	75,000	100,000	100,000	100,000	100,000	100,000	100,000	575,000
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This project provides for the upgrade and replacement of audio/visual solutions and upgrade of meeting and training facilities to support increased use of online services, electronic media and wireless collaborations.

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 funding 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.

ENGF220001

**New City Hall**

Infrastructure Sales Tax Penny	350,300	—	—	6,300,000	—	—	—	6,650,300
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This project provides funding for the construction of a new City Hall. Location and site are yet to be finalized.

GSBM180001

**Air Cond-City Wide Replace**

General Fund	425,000	425,000	425,000	425,000	425,000	425,000	425,000	2,550,000
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The project provides funding for the replacement of air conditioning systems in general government buildings that are in need of replacement due to age, deterioration, and excess energy usage.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

# Capital Improvement Program

## 2021/22 - 2026/27

### OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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GSBM180002

#### Flooring for Facilities

General Fund	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
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This project provides funding for the scheduled replacement of worn or damaged flooring within the general government buildings.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180003

#### Roof Repair and Replacements

General Fund	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
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This project provides funding for roof repair and replacements in general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180004

#### Painting of Facilities

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for scheduled painting and waterproofing of general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180005

#### Fencing of Facilities

General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000	90,000
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This project provides funding for the scheduled replacement of rusted or damaged fences at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180006

#### Light Replacement & Repair

General Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project provides funding for the phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180007

#### Elevator Refurbish & Modernization

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the refurbishment and modernization of elevator equipment at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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GSBM180008

**Building Systems**

General Fund	350,000	350,000	400,000	400,000	400,000	400,000	400,000	2,300,000
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This project provides funding for upgrades/improvements to interior and exterior building components at general government facilities. Projects include bathroom renovations, counter and desk replacements, break room renovations, etc. as needed due to regular wear and tear.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180009

**New A/C System Chiller**

General Fund	350,000	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
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This project provides funding for the replacement of the air-conditioning and chiller systems at general government facilities.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180010

**General Services R&R**

General Services Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the repair and replacement of the General Services facility grounds and building located at 1900 Grand Avenue.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180011

**Generator Maintenance**

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for new transfer switches as well as docking stations for emergency hook up. Docking stations cut down on time & provide added safety during hook up for emergencies and load banking services. Docking stations should be installed on all stationary generators used for emergency standby.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180012

**Gen Facility Building Renovation**

General Fund	150,000	200,000	200,000	200,000	200,000	200,000	200,000	1,150,000
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This project provides funding for departmental space allocation and will include carpeting, cubicles and security enhancements throughout general government buildings to better protect City staff and the general public. Additional building enhancements may include shatter-proof glass, card swipes, controlled access and hurricane screen replacement.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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GSFL180001

**Fleet Facility Repair & Replacement**

Garage Fund	75,000	40,000	75,000	75,000	75,000	75,000	75,000	415,000
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This project provides funding for repairs and improvements to the fleet maintenance garage facility located at 1900 Grand Avenue. Improvements include roof repair/replacement, painting, industrial fan upgrades, etc. as needed due to the age of the facility.

L1910

**Motorized Equip Replace - L/P**

Lease Purchase Proceeds	3,802,000	3,992,100	4,191,700	4,401,290	4,621,360	4,852,420	25,860,870
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This project is for the replacement of motorized vehicles /equipment estimated to cost \$25,000 or more per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

Annual Operating Costs: Annual debt service expenditures to be funded by the Garage Fund.

L2001 & M2010

**P25 Radio Equipment & Infrastructure**

Garage Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Lease Purchase Proceeds	1,900,000	570,000	570,000	—	—	—	3,040,000

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

L1906/M2202

**Telecommunications Upgrade**

Administrative Services Fund	1,000,000	200,000	—	—	—	—	1,200,000
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This project will provide funding for the upgrade of telecommunications equipment including Nortel switches, handsets and software.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

L1907 & M1911

**IT Disaster Recovery**

Lease Purchase Proceeds	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Administrative Services Fund	25,000	25,000	50,000	50,000	50,000	50,000	250,000

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.

# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER GENERAL GOVERNMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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L1908 & M1912

**Network Infrastructure & Server R&R**

Lease Purchase Proceeds	350,000	350,000	350,000	300,000	300,000	250,000	1,900,000
Administrative Services Fund	75,000	75,000	75,000	100,000	100,000	100,000	525,000

This project will replace network hardware (switches and routers) and upgrade several enterprise system servers on the City's computer network. The City's wide area network incorporates more than 55 different access locations throughout Clearwater. Much of the infrastructure equipment is aging and not capable of handling the increased volumes of data as the City's computing systems grow. These upgrades will improve performance and efficiency of the network and systems, and enable tiered management of network traffic. The project will also fund the purchase of network and bandwidth management software, a new fiber switch and new router blades.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

M2007

**City EOC Maintenance**

Administrative Services Fund	25,000	25,000	25,000	25,000	50,000	50,000	200,000
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This project is for the ongoing maintenance of the City's emergency operating center and disaster recovery facility located at Fire Station # 48. This facility includes a CAT-5 data center, emergency call center and communications studio to support mission critical City operations during emergency or disaster conditions.

M2201

**Studio/Production Equipment R&R**

General Fund	25,000	25,000	30,000	30,000	30,000	30,000	170,000
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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/television programming. This equipment is used for all City Council Meetings and televised board meetings as well as programming on C-View TV, the City of Clearwater's government access television channel.

<b>Total Other Gen Govt.</b>	<b>12,008,000</b>	<b>9,902,340</b>	<b>9,401,950</b>	<b>15,277,050</b>	<b>9,103,160</b>	<b>9,325,810</b>	<b>65,018,310</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### 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, such as Imagine Clearwater, which will develop the City's downtown water front park and surrounding areas, 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.

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

**Diversify the Economic Base**

- Maintain tourism commitment, including sports tourism

**Develop and Promote our Brand**

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

**Quality**

- Proactively maintain and reinvest in our infrastructure

**Financial Responsibility**

- Set priorities and spend money aligned with the Strategic Direction

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENGF180013								
<b>Imagine Clearwater</b>								
	Infrastructure Sales Tax/ Penny	—	—	—	—	—	7,500,000	7,500,000

This project provides funding for the implementation of Imagine Clearwater, the Waterfront/Bluff master plan for Coachman Park and the downtown Clearwater waterfront. The goal of this master plan is to create a place that all Clearwater residents will want to visit by creating a vibrant waterfront bringing foot traffic and daily visitors. The plan elements include: The Civic Gateway, Bluff Walk, The Green, Coachman Garden, Pond, Playground, Interactive Water Feature, Full Feature Band Shell, Dockmaster's Building, Restrooms, Shade Structures, Paved Walkways and other associated park amenities. The new park will replace over 8 acres of impervious surfaces with greenspace that will include native plantings and trees. All existing underground utilities will be replaced and upgraded with new materials. All buildings, structures and site features will utilize 'Green', recycled and sustainable materials to the extent possible. All new buildings in the park will be built above the existing FEMA flood elevations and additional measures are being included to aide in preservation and sustainability from flooding and storms.

Comprehensive Plan Objective: (G.1.5) Enhance and maintain the City's unique physical characteristics by making the best use of existing and potential lands and open spaces. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

# Capital Improvement Program

## 2021/22 - 2026/27

### SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
93203								
<b>Carpenter Field Infrastructure Repairs &amp; Improvements</b>								
	General Fund	100,000	100,000	160,000	160,000	60,000	60,000	640,000

This project provides for the phased repairs and improvements needed at the Carpenter Field Complex, including fence replacement, field renovations, building repairs, parking lot restructuring, entryway improvements, etc. This project will allow for the Carpenter Complex to continue to be maintained in a major league professional manner.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93205								
<b>Baycare Ballpark Infrastructure Repairs /Improvements</b>								
	General Fund	1,603,030	1,603,030	1,603,030	750,000	750,000	750,000	7,059,090

This project provides for the phased repairs and improvements needed at the Baycare Ballpark, according to the Joint Project Agreement (JPA) between the City of Clearwater and the Phillies. This project will allow for Baycare Ballpark to be maintained in a manner to meet current major league professional standards. A Capital Improvement (Reserve) Study was completed in 2015 in order to address the major capital repairs and renovations for the next 20 years. This project reflects the recommendations of the study. A new sinking fund of \$750,000 per year is recommended to begin in fiscal year 2023/24 to address future maintenance issues that will occur over the next ten (10) years. For example, HVAC systems, painting and new scoreboard. Renovation projects needed in 21/22 may include HVAC replacements, structural repairs, mortar joint repairs, replacement roof over players area, flashing repairs, Ionization units, sodding for field etc.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93278								
<b>Long Center Infrastructure Repairs</b>								
	General Fund	150,000	200,000	200,000	200,000	200,000	200,000	1,150,000

This project will provide for the replacement and repairs of various indoor & outdoor capital items at the Long Center. Some of the indoor infrastructure items not covered by building and maintenance which are addressed by the CIP include replacement of gymnasium flooring and lighting systems, new gymnasium divider curtains, painting of steel in the natatorium, lighting for the natatorium, structural repairs to columns etc.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93499								
<b>Pier 60/Sailing Center Maintenance</b>								
	General Fund	60,000	60,000	60,000	60,000	60,000	100,000	400,000

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.

# Capital Improvement Program

## 2021/22 - 2026/27

### SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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93620

#### Outdoor Sports Field Lighting

General Fund	25,000	250,000	250,000	250,000	250,000	250,000	250,000	1,275,000
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This project provides for phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at various sports fields and park facilities.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93633

#### Pier 60 Park & Beach Repair and Improvements

General Fund	500,000	500,000	200,000	250,000	200,000	250,000	1,900,000
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This project provides for phased repairs and improvements needed at Pier 60 Park and Beachwalk, including seating, wall repair, site furniture, grounds renovations, irrigation repairs, etc. This project will allow Pier 60 Park to continue to be maintained and accommodate Special Event functions in a professional manner while serving as a premier destination facility. It allows for annual renovations and repairs needed to keep the Pier 60 Park area as well as the entire Beach Walk area as an attractive inviting beach experience for citizens and visitors to Clearwater Beach.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93654

#### Rec Centers Infrastructure Repairs

General Fund	110,000	150,000	150,000	150,000	150,000	200,000	910,000
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This project will provide for the replacement and repairs of various capital items at the various recreation centers in the City. Some of the infrastructure items that will need to be repaired or replace include furnishings, equipment, flooring, security systems, lighting, etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C2001

#### Athletic Fields & Facility Renovation/Improvements

Infrastructure Sales Tax/Penny	1,000,000	1,500,000	500,000	600,000	600,000	700,000	4,900,000
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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 Baycare Ballpark. 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 E.C. Moore Complex.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.



# Capital Improvement Program

## 2021/22 - 2026/27

**SPECIAL RECREATION FACILITIES**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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C2202

**Long Center Major Renovations**

General Fund	2,000,000	2,000,000	3,000,000	—	—	—	7,000,000
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This project will provide funding to upgrade the Long Center Natatorium. Improvements include replacement of the Dectron unit that is currently being utilized to dehumidify the enclosed pool area with appropriately sized HVAC systems; upgraded duct-work and controls for new mechanical system; replacement of entire exterior glazed envelope (Natatorium); repair and reinforce structural frame to support new exterior glazed system, painting, roof replacement; and restroom renovation.

Comprehensive Plan Objective: (1.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C2203

**Ross Norton Skate Park Renovations**

General Fund	110,000	—	—	—	—	—	110,000
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This project provides for the renovation of the Ross Norton Skate park by constructing a mini pitch system which will allow for a variety of sport games to be played including hockey, soccer, and basketball. In addition, a portion of the skate park will be renovated with new skating elements to replace worn out fixtures.

Comprehensive Plan Objective: (1.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C2204

**Soccer Field Renovation @ EC Moore**

General Fund	40,000	500,000	—	—	—	—	540,000
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This project provides for the renovation of the two major soccer fields at EC Moore Complex which have been used by club soccer for over 36 years. Unfortunately when these fields were constructed they were constructed on two levels which does not allow for the most optimal use of the land for soccer play, at times causing the lower field to flood and not be used under current conditions. This project will completely renovate these fields by leveling them off, installing new irrigation, sod, fencing and lighting.

Comprehensive Plan Objective: (1.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C2205

**Enterprise Road Dog Park Renovation**

General Fund	220,000	—	—	—	—	—	220,000
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This project involves the renovation of one of the most popular dog parks in the Tampa Bay Region at Enterprise Dog Park. The dog park has been in operation for over 15 years and while it has been well maintained by the Parks and Beautification Division it is in need of major renovations. Renovations will include installing new shell paths, sodding, irrigation improvements, replacement of doggy playground, repairs to bridge, shade structure and water stations, and replacement of park furniture. The park will be closed during construction but when finished will be a great improvement and should be good for another 15 years.

Comprehensive Plan Objective: (I, 1, 1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

# Capital Improvement Program

## 2021/22 - 2026/27

### SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
C23PR1								
<b>McKay Play Field Improvements</b>								
	General Fund	—	150,000	—	—	—	—	150,000
	Donation Revenue	—	150,000	—	—	—	—	150,000

This project will provide for 4 new pickleball courts to be constructed at McKay Playfield as part of the Clearwater Beach Recreation and Aquatics Center. Pickleball has become a very popular sport and is being played on basketball and tennis courts. Unfortunately both the basketball and tennis courts at CBRC is in great demand by tennis and basketball players. There is often conflicts between the various sports trying to use the same facilities. Designated pickleball courts are being requested to meet public demand and will solve the cross use of tennis and basketball courts. McKay Playfield will be used as a temporary site for the fire department until the new fire station is being constructed. Once the temporary fire station is removed would be the best time to construct these courts.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93418

#### Utilities Services Replacement

Marina Fund	50,000	50,000	50,000	—	—	—	150,000
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The project provides for continuous repair and/or replacement of deteriorated electrical system, Lift Station 81, sanitary and water service at the City's Municipal Marina and Island Estates Marina to continue to maintain the City-owned marinas in usable conditions.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93420

#### Fuel System R&R

Marina Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000
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The project provides for continuous repair and/or replacement of fuel lines, dispensers, POS software, and underground storage tanks (including adherence to FDEP regulations) at the Beach Marina, utilizing contractors to continue to maintain City-owned and state regulated marina fuel system.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C1905

#### Beach Marina Upgrade

Infrastructure Sales Tax/Penny	—	7,500,000	7,500,000	—	—	—	15,000,000
Marina Fund	1,000,000	1,000,000	—	—	—	—	2,000,000

This project include(s) complete replacement of the entire Beach Marina, including seawall repairs and upland utility upgrades, with a mix of fixed and floating docks. Additionally, this project provides for the replacement of potable water, fire suppression water, electric power service lines, television/internet digital cable, fiber optic, and telephone behind the seawall and under the sidewalk, as well as Lift Station 81 upgrades. Security features such as lighting, access gates, cameras and the like will also be included.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

# Capital Improvement Program

## 2021/22 - 2026/27

**SPECIAL RECREATION FACILITIES**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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M1902

**Marine Facility Maintenance & Dock R&R**

Marine Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides for the continuous repair and/or replacement of Beach Marina facilities, including Beach Marina Building, and deteriorated docks and docking facilities. This will cover the marine services section and equipment to maintain the City-owned marinas in usable condition. This will include the shared maintenance of the marina vessels and those periods of time when vessels are out of the water for major work.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93410

**Clearwater Harbor Marina Facility Maintenance R&R**

Clw Harbor Marina Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for the continuous repair and/or replacement of electrical systems, water systems, fire protection equipment and structural components of the Clearwater Harbor Marina, Dock Master's office, and Lift Station 83 infrastructure.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C1906

**Clw Hbr Marina Replace & Upgrade**

Clw Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the replacement/upgrade of major dock components (piles, wave attenuators, gangway, finger piles and the likes) as the marina facility ages beyond the original 10 year warranty period (2010-2020).

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

<b>Total Spec Rec Facilities:</b>	<b>7,258,030</b>	<b>16,003,030</b>	<b>13,963,030</b>	<b>2,710,000</b>	<b>2,560,000</b>	<b>10,300,000</b>	<b>52,794,090</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### 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.

Projects in the Other Physical Environment section support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

**Quality**

- Proactively maintain and reinvest in our infrastructure

**Financial Responsibility**

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

**Safety**

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
93422								
<b>Dredging of City Waterways</b>								
	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.

Comprehensive Plan Objective: (G.1.6.2) The City will provide new access or enhance/maintain existing access to water bodies where possible for recreational use.

# Capital Improvement Program

## 2021/22 - 2026/27

### OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
C2208								
<b>Coopers Point</b>								
	Stormwater Revenue	1,400,000	—	—	—	—	—	1,400,000
	TBD - Grant	—	—	—	10,130,000	10,130,000	10,130,000	30,390,000

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, construction of mangrove shelves, addition of seagrasses and saltmarsh habitat, and installation of sediment removal boxes. This project supports initiatives of Tampa Bay Estuary Program's Nitrogen Management Consortium to reduce nutrients in Old Tampa Bay, as it aligns with the 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. Design funding is by Stormwater Fund. Construction funding is anticipated to include grants, including the Restore Act, partnerships with local, state, and federal organizations, Stormwater Fund, and Penny funds.

Comprehensive Plan Objective A.1.1: On an ongoing basis, natural resources and systems shall be protected through the application of local, state, and regional regulations, mitigation, and management plans, and permitting procedures as well as through locally instituted land purchase programs focusing on environmentally sensitive properties and significant open spaces. Objective A.6.6: Tourism is a substantial element of the City's economic base and as such the City shall continue to support the maintenance and enhancement of this important economic sector. Objective D.3.5: Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans. Objective D.4.1: The protection, restoration, and enhancement of water quality associated with stormwater runoff will be considered a function of the City's overall stormwater management plans. Objective E.3.1: The City shall continue to protect coastal wetlands, estuaries and wildlife habitats to maintain or increase the acreage for threatened and endangered species populations. Objective E.3.3: Clearwater Harbor and Tampa Bay are designated Outstanding Florida Waters and are under a non-degradation rule. Clearwater will continue to manage stormwater runoff and control erosion control to reduce waterborne sediments. As additional initiatives are approved under the SWIM program, they will be considered for inclusion in the Community Development Code. Objective F.1.7: The City shall continue to manage and protect all City-owned lands that are in their natural state, and to provide educational informational programs and create public awareness. Objective G.1.4: Preserve natural open space areas which constitute aesthetic, and/or ecological community assets.

### ENGF180006

#### Citywide Docks & Seawall

General Fund	300,000	300,000	50,000	50,000	50,000	50,000	50,000	800,000
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This project provides funding to replace or upgrade seawalls and other shoreline protection as needed city-wide. Replacement or upgrading of shoreline protection prior to failure is of vital importance to protect the upland uses adjacent to them. This project also provides funding for the maintenance of docks, other than at Marina facilities. This project supports studies to determine how to provide more resilient and sustainable shoreline protection.

### ENGF180010

#### Pollutant Storage Tanks

General Fund	20,000	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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This project is proposed to keep the City's pollutant storage tank locations in compliance with the current Florida Department of Environmental Protection Pollutant Storage Tank Rules, and to reduce the potential risk of groundwater contamination. Expenses from this fund include tank maintenance, repair, replacement and routine expenses related to tank insurance and compliance, and fees associated with emergency spill response.

### ENGF180011

#### Environ Assessment & Cleanup

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project is 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 of sites where contamination could affect a potable water supply or could pose a health or safety risk to the public. This program also reduces the potential risk of off-site contamination to private property and the potential for third party liability claims against the City.

# Capital Improvement Program

## 2021/22 - 2026/27

**OTHER PHYSICAL ENVIRONMENT**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENGF180012								
<b>Public Works Complex</b>								
	General Fund	—	—	53,530	1,100,000	1,100,000	1,100,000	3,353,530
	Infrastructure Sales Tax Penny	—	—	—	4,600,000	—	2,600,000	7,200,000
	Stormwater Fund	—	—	1,853,570	3,500	28,620	539,740	2,425,430
	Water Revenue	—	—	202,140	5,560,370	502,120	5,196,920	11,461,550

This project provides for the redevelopment of the City's Public Works Complex (PWC) located at 1650 No. Arcturus 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 demolition of nearly all existing buildings and new construction of hardened structures to accommodate Utilities, Stormwater, Streets and Sidewalks, Traffic, Urban Forestry, Survey and storage for Information Technology. New construction will be designed to reduce energy demand, evaluate the feasibility of solar installation and utilize recycled materials where appropriate.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standard for levels of service.

M2002

**Environ Park Remediation & Protection**

	Infrastructure Sales Tax Penny	—	—	750,000	750,000	—	—	1,500,000
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project will provide for ongoing funding to protect the natural resources of the many undeveloped parks and naturally sensitive lands within the park delivery system. Funding will be used for protection of parks through fencing, signage, eradication of invasive plant species and studies to preserve park areas. Funds may also be used to make improvements and renovations to existing natural park lands. Beginning in fiscal year 2023/24, Penny funds have been allocated to address the development needs for several of the Environmental Parks in the City, including Coopers Bayou Park, Coopers Point Park, Lake Chautaugua Park etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

M2006

**Right of Way Tree Management Program**

	General Fund	—	125,000	125,000	125,000	100,000	100,000	575,000
	Central Ins Fund	—	125,000	125,000	125,000	100,000	100,000	575,000

This project will proactively address the removal of diseased trees from City Rights of Way as indicated in the annual tree survey. Tree surveys will be conducted every year in one of five (5) districts in the City.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

<b>Total Other Physical Environment:</b>	<b>1,920,000</b>	<b>770,000</b>	<b>3,379,240</b>	<b>22,663,870</b>	<b>12,230,740</b>	<b>20,036,660</b>	<b>61,000,510</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### AIRPORTS

The Airports section includes projects that support the operations of the Clearwater Airpark. This includes projects which range from repairs and maintenance, to the major renovation and improvement of facilities. As one of the City's enterprise funds, these projects are typically funded with Airpark Fund revenue, or when available grant revenues from the Florida Department of Transportation (FDOT), and the use of sales tax infrastructure (Penny for Pinellas) revenues.

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

**Diversify the Economic Base**

- Maintain tourism commitment

**Increase Economic Opportunity**

- Recognize the value of transit oriented development

**Quality**

- Proactively maintain and reinvest in our infrastructure

**Financial Responsibility**

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

**Safety**

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
94817								
<b>Airpark Maintenance &amp; Repair</b>								
	Airpark Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This project will provide funding for maintenance and repairs at the Clearwater Airpark.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

G23xx

**Apron Relayment**

Airpark Fund	—	50,000	607,320	—	—	—	657,320
FDOT Grant	—	200,000	2,429,280	—	—	—	2,629,280

This project will provide funding for the Florida Department of Transportation recommendations for a complete reconstruction and remill/overlay of the Clearwater Airpark apron in accordance with the Statewide Airfield Pavement Management Program. This is a major safety concern and loose gravel becomes foreign object debris and damage airplanes.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

# Capital Improvement Program

## 2021/22 - 2026/27

**AIRPORTS**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
G25xx								
<b>Aviation Oper Center</b>								
	Airpark Fund	—	—	—	300,000	—	1,940,000	2,240,000
	FDOT Grant	—	—	—	300,000	—	2,700,000	3,000,000
	Infrastructure Sale Tax/Penny	—	—	—	—	—	760,000	760,000

This project will provide funding for the Florida Department of Transportation recommendations for a complete reconstruction and remill/overlay of the Clearwater Airpark apron in accordance with the Statewide Airfield Pavement Management Program. This is a major safety concern and loose gravel becomes foreign object debris and damage airplanes.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

<b>Total Airports:</b>	<b>25,000</b>	<b>275,000</b>	<b>3,061,600</b>	<b>625,000</b>	<b>25,000</b>	<b>5,425,000</b>	<b>9,436,600</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### OTHER TRANSPORTATION

The Other Transportation section includes miscellaneous projects managed by the Engineering department. These projects, which support the function of transportation as defined by the state's expenditure function codes, are typically funded with General Fund revenues or revenues from utility funds where applicable.

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

**Quality**

- Proactively maintain and reinvest in our infrastructure

**Financial Responsibility**

- Continue responsible financial management
- Evaluate additional funding options
- Set priorities and spend money aligned with the Strategic Direction

**Safety**

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
ENGF180003								
<b>Miscellaneous Engineering</b>								
	General Fund	45,000	35,000	35,000	35,000	35,000	35,000	220,000

Establishes a project to provide funding for a variety of 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	6,500	6,500	6,500	6,500	6,500	6,500	6,500	39,000
Stormwater Fund	—	—	—	—	—	—	35,000	35,000

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 advancement in technology.

<b>Total Other Transportation:</b>	<b>51,500</b>	<b>41,500</b>	<b>41,500</b>	<b>41,500</b>	<b>41,500</b>	<b>76,500</b>	<b>294,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### LIBRARIES

Projects in the Libraries section support the City's operations of five library branches. These projects provide for the purchase of library software/ technology maintenance and upgrades and funding for system-wide replacement of furniture, fixtures and equipment. As a function of general government, projects in this section are typically funded by General Fund revenues.

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

**Develop and Promote our Brand**

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

**Foster Community Engagement**

- Preserve community history and culture
- Support community events

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
93534								
<b>Library FF&amp;E Repair and Replacement Project</b>								
	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, and replacement of furniture, fixtures and other equipment. Technology equipment needs to be repaired or replaced when obsolete. The Library's high volume of visitors annually, library furniture and fixtures will require replacement to keep the facilities appealing, functioning, and safe.

94861

**Library Technology**

General Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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The funding for this ongoing 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 reduces the amount of staff handling. This increased efficiency allows staff to continue to provide excellent customer service, and the ability for staff to perform other projects. The system also provides the most effective security system currently available.

<b>Total Libraries:</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>660,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### GAS UTILITY SERVICES

The Gas Utility Services section includes projects that support the Clearwater Gas System operations for the City. The majority of these projects are maintenance projects to maintain the system, but also include projects for the continued expansion and upgrade of the gas utility. All projects in this section are funded with Gas Utility Fund revenues.

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

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

**Safety**

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96365

**Line Relocation Pinellas - 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.

Adds to the value of the system. Maintains our accessibility to our mains. Continues to provide reliable service to existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

96367

**Gas Meter Changeout - Pinellas Capitalized**

Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues.

Fulfills the 10 year meter change out per our Strategic plan. The change outs reduce methane leaks and preserve the sustainability of the System.

96374

**Line Relocation Pinellas - Capitalized**

Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This is a continuing project to relocate gas mains for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized.

Adds to the value of the System. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

# Capital Improvement Program

## 2021/22 - 2026/27

### GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	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.

Adds to the value of the system. Maintains our accessibility to our mains. Continues to provide reliable service to existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

96377

**Pinellas New Mains & Service Lines**

Gas Fund	4,100,000	3,300,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	15,400,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pinellas County. It will fund related activities such as capital replacement of aging steel pipe and liquid propane service. This project will also provide funding match for federal gas monies under the potential economic stimulus program.

Increases the gas supply capacity and reliability of CGS distribution piping system.

96378

**Pasco New Mains & Service Lines**

Gas Fund	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pasco County. It will fund related activities such as capital replacement of obsolete cast iron and galvanized mains, liquid propane service. This project will provide for extension of gas mains and services as well as new mains and services within Pasco County. It will fund related activities such as capital replacement of obsolete cast iron and galvanized mains, liquid propane service.

Increases our customer base in Pasco County. Increases the gas supply capacity and reliability of CGS distribution piping system

96379

**Gas Meter Change Out - Pasco Capitalized**

Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues. Funding of this project will come from available gas system revenues.

Fulfills the 10 year meter change out per our Strategic plan. The change outs reduce methane leaks and preserve the sustainability of the System.

96381

**Line Relocation Pasco - Capitalized**

Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This is a continuing project to relocate gas main for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the Gas System and is therefore capitalized. Funding for this project will come from available gas system revenues.

Adds to the value of the System. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

# Capital Improvement Program

## 2021/22 - 2026/27

**GAS UTILITY SERVICES**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96382

**Gas Inventory - Work Management System**

Gas Fund	750,000	750,000	750,000	—	—	—	2,250,000
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Replaces the current OWAM system with a system that makes overall operations transparent and provides additional efficiencies in the workflow process. Provides inventory control and field automation.

For the replacement of the current OWAM asset management program.

96386

**Expanded Energy Conservation**

Gas Fund	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
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This project provides funding for gas load building objectives to include a System-wide Neighborhood Expansion program and any other capital marketing programs.

Increases our customer base system wide. Improves customer energy efficiency and reduces electric usage.

96387

**Natural Gas Vehicle**

Gas Fund	200,000	200,000	200,000	—	—	—	600,000
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This project provides funding for a Natural Gas Vehicle program to include natural gas filling stations, the conversion of vehicles to natural gas fuel, and any other capital NGV marketing programs.

Provide a reliable station for the City's fleet. Reduces gasoline and diesel usage and replaces with clean natural gas.

96389

**Future IMS Software and Hardware**

Gas Fund	500,000	250,000	250,000	250,000	250,000	—	1,500,000
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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.

Increase the reliability of our System. Decreases drive time and fuel/energy usage.

96391

**Gas System - Pasco Building**

Gas Fund	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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This project provides funding for the purchase of property and a new office building at a location to be determined in Pasco County. Funding for this project will come from available Gas system revenues.

Decreases drive time and fuel/energy usage.

# Capital Improvement Program

## 2021/22 - 2026/27

**GAS UTILITY SERVICES**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
M1904								
<b>Pinellas Building: Equipment Replacement and Repair</b>								
	Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

This project provides funding to make necessary repairs and or replacement of building infrastructure / equipment at the Gas System's main facility located at 777 Maple Street, Clearwater.

Keep the complex in proper operating condition.

<b>Total Gas Utility System:</b>	<b>10,900,000</b>	<b>9,850,000</b>	<b>8,550,000</b>	<b>7,600,000</b>	<b>7,600,000</b>	<b>7,350,000</b>	<b>51,850,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### PARKS & RECREATION

This section includes all the projects that support the Parks & Recreation functions for the City of Clearwater. Many of these projects are created to support the ongoing maintenance of our parks, and our park facilities, which make a wonderful place to live, learn, work, and play. Projects may also include major renovations to our neighborhood, and regional park facilities and recreation centers. As a function of general government, projects in this section are typically funded by General Fund revenues, as well as donations and grants from local, state and federal agencies when available. As allowable by state statute, 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 neighborhood parks was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

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

**Diversify the Economic Base**

- Maintain tourism commitment, including sports tourism.

**Develop and Promote our Brand**

- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

**Safety**

- Reinforce standing as a safe community, especially with visitors.

**Efficiency**

- Optimize use of employees, assets, and resources.

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
93247								
<b>Fitness Equipment Purchase &amp; Replacement</b>								
	General Fund	30,000	50,000	50,000	50,000	60,000	60,000	300,000

This project provides for the phased replacement of old, worn out and over used fitness equipment and new pieces at the City's five (5) fitness centers.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City. (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards of levels of service.

# Capital Improvement Program

## 2021/22 - 2026/27

**PARKS & RECREATION**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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93271

**Swimming Pool Renovations and Repairs**

General Fund	200,000	150,000	150,000	150,000	150,000	150,000	150,000	950,000
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This project will provide for the renovation and enhancement of the various pools in the City, for facility improvements, leisure pool enhancements such as slides, activity pools and long-term maintenance such as marcing and repair of gutters, tile and decking.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93272

**Bicycle Paths-Bridges**

Infrastructure Sales Tax/Penny	—	1,250,000	1,250,000	—	—	—	—	2,500,000
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This project provides for the construction and renovation of recreation trails throughout the city for walking, jogging, inline skating, bicycling and equestrian uses. May include but not limited to projects such as segments of the Ream Wilson Trail, Bayshore Drive Trail, Courtney Campbell Causeway Trail, trails within park boundaries and transportation connector trails.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards of levels of service.

93286

**Parking Lot/Bicycle Path Resurface & Improvements**

General Fund	75,000	100,000	100,000	100,000	100,000	100,000	150,000	625,000
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This project includes regularly resurfacing of parking lots and bicycle paths to prevent deterioration that are considered unsafe for public use and may include minor improvements to those parking lots and bicycle paths being resurfaced.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards of levels of service.

93602

**Special Events Equipment Repair & Replacement**

Special Program Fund	—	50,000	50,000	50,000	50,000	50,000	50,000	250,000
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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.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.



# Capital Improvement Program

## 2021/22 - 2026/27

### PARKS & RECREATION

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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93604

#### **Boardwalk & Docks Repair & Replacement**

General Fund	140,000	50,000	50,000	60,000	100,000	100,000	500,000
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This project provides funding for the repair and/or replacement of boardwalks, docks and viewing platforms in various parks and beach access points. There are over 48,000 square feet of wooden boardwalks, docks and viewing platforms throughout the City, including such parks as Moccasin Lake, Crest Lake and Cliff Stevens Park and areas such as Turner Street Dock, Magnolia Street Dock and wooden access boardwalks to Sand Key and Clearwater Beach. Replacement with recycled products will occur wherever possible.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93618

#### **Misc Parks & Rec Contract Services**

General Fund	300,000	30,000	30,000	30,000	40,000	40,000	470,000
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This is a capital improvement project to provide professional services which include architects, engineers and other professional consultants so that preliminary work can be completed prior to committing additional resources for major capital projects. Without this preliminary work it would be difficult to get accurate estimates for Council approval or for grant applications. In addition, Funds for FY 21-22 are to be used to perform the update of the Park and Recreation Master Plan as well as an update to the Parks and Recreation Impact Fee Ordinance.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93634

#### **Concrete Sidewalk & Pad Removal & Replacement**

General Fund	60,000	75,000	75,000	75,000	75,000	100,000	460,000
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This project provides for the removal and replacement of damaged concrete sidewalks, curbs, and pads and courts in various parks around the City as well as provides for new sidewalks for safety and accessibility purposes. Funds in each fiscal year will be used to replace and repair about 18,000 square feet of the 900,000 square feet in the Parks and Recreation inventory.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93635

#### **Park Amenity Purchase, Repair & Replacement**

General Fund	325,000	325,000	325,000	300,000	300,000	300,000	1,875,000
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This project provides for the purchase, repair and replacement of such items as park identification signs, rules signs, lighting, park benches, trash receptacles, water fountains, grills, basketball goals, soccer and football goals, bleacher systems, and the like, at various Parks & Recreation facilities and sites that have deteriorated. In addition, scoreboards, dugouts and ballfield amenities are included in this project as well.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

# Capital Improvement Program

## 2021/22 - 2026/27

### PARKS & RECREATION

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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93636

#### **Tennis & Basketball Court Resurface & Replacement**

General Fund	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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This project provides for the scheduled resurfacing of tennis and basketball courts to prevent deterioration and also to ensure that the public can safely use. Due to the age of many of the courts (over 25 years), they need to be completely replaced.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93637

#### **Playground & Fitness Equipment Purchase & Replacement**

General Fund	150,000	250,000	150,000	150,000	250,000	250,000	250,000	1,200,000
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This project provides replacement of playground equipment and the purchase of new equipment at the City's playgrounds that are considered unsafe for public use. Included in this project is the appropriate support items such as safety resilient surfacing, landscaping, benches, shade shelters and fencing. This project also includes phased replacement of fitness court equipment. As equipment is added and/or replaced, it is evaluated to assure it meets ADA requirements.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93638

#### **Fencing Replacement Program**

General Fund	150,000	175,000	175,000	175,000	175,000	200,000	200,000	1,050,000
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This project includes phased replacement of old, worn out and rusted fencing that is considered unsafe to the public at the various recreation sites and or purchase of new fencing needed to protect the public. The largest amount of fencing to be replaced on an annual basis exists at the fifty (50) ball fields, which includes backstops and dugout fencing. Fencing is replaced as needs arise, and replacements comply with all current code requirements. There is over 750,000 square feet of fencing both decorative and chain link that is maintained in the parks.

Comprehensive Plan Objective: (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

93672

#### **Clearwater Beach Infra Repairs & Improvements**

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides for the annual repair and renovations needed at the many city infrastructure facilities on Clearwater Beach including Pier 60 concession stand and restrooms, Barefoot Beach House and restrooms, South restrooms, Mandalay Park restroom, maintenance buildings, etc.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

# Capital Improvement Program

## 2021/22 - 2026/27

### PARKS & RECREATION

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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C2209

#### Neighborhood Park Renovations

Infrastructure Sales Tax/ Penny	400,000	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
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This project provides for renovation and improvements needed at various neighborhood parks in the City. Currently the City maintains and manages over 100 parks in the City ranging from small one acre parks to larger community parks. Many of these parks are in need of refurbishment and repair from years of continued use by the public. The City continues to perform maintenance on all of these parks to keep them in safe operating conditions, however, this fund was established to make needed capital improvements and renovations. Parks like Bay Park on Sand Key, Coachman Ridge Park, Forest Run Park, Soule Road Park, etc., all have various needs which will need to be addressed. Also, there are several parks that have little or no facilities and this project will allow the City to address these needs.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

L1901

#### Parks & Rec Vehicle & Equipment

Lease Purchase Proceeds	106,000	—	—	—	—	—	—	106,000
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This project provides for the purchase of additional vehicles and equipment needed for Parks and Recreation.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

M1901

#### Countryside Sports Complex Renovation

Donation Revenue	50,000	50,000	50,000	—	—	—	—	150,000
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This project provides for the continued renovation of the Countryside Sports Complex project including field renovations, parking lot and lighting. The funds for this come from an agreement with the City of Safety Harbor to contribute a total of \$350,000.00 to the project paid over seven (7) years beginning in fiscal year 2018.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

<b>Total Parks &amp; Rec:</b>	<b>2,286,000</b>	<b>3,255,000</b>	<b>3,155,000</b>	<b>1,840,000</b>	<b>2,000,000</b>	<b>2,100,000</b>	<b>14,636,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### CULTURAL SERVICES

The Cultural Services section includes projects that support the City's Cultural Arts program. These projects, managed by the City Manager's Office are funded by with General Fund revenues.

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

**Foster Community Engagement**

- Encourage neighborhood identity programs
- Preserve community history and culture

**Financial Responsibility**

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

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
A1901								
<b>Miscellaneous Public Art Fund</b>								
	General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
This project provides funding for the ongoing maintenance of the public art and design program collection.								

A2201								
<b>Cultural Arts Strategic Plan Implementation</b>								
	General Fund	70,000	15,000	15,000	15,000	15,000	15,000	145,000
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.								

<b>Total Cultural Services:</b>		<b>95,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>295,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### SOLID WASTE CONTROL SERVICES

The Solid Waste Control Services section includes projects that support the Solid Waste and Recycling operations of the City. Included in this section are projects funded to provide for facility maintenance and major repairs, equipment and container replacements, as well as the construction for new and/or replacement of existing facilities. All projects in this section are funded by Solid Waste and Recycling Fund revenues.

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

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Efficiency**

- Optimize use of employees, assets, and resources.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

**Safety**

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96426								
<b>Facility R &amp; R</b>								
	Solid Waste Fund	125,000	125,000	125,000	125,000	125,000	125,000	750,000

This project provides for the repair and refurbishment for 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 Plan.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

# Capital Improvement Program

## 2021/22 - 2026/27

### SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96443								
<b>Residential Container Acquisition</b>								
	Solid Waste Fund	125,000	125,000	125,000	125,000	125,000	150,000	775,000

This project includes the replacement of approximately 10% of the 26,800 automated containers in the field, and the acquisition of new automated containers of various sizes to meet the anticipated less than 1% annual growth of residential customers. Containers purchased are constructed with recycled content and will be reused and repaired when appropriate and finally recycled at the end of their useful life.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

96444								
<b>Commercial Container Acquisition</b>								
	Solid Waste Fund	250,000	250,000	250,000	250,000	350,000	350,000	1,700,000

This is an on-going project for the purchase and replacement of roll-off containers, compactors and dumpsters for approximately 3,200 commercial accounts. This project includes the replacement of containers damaged or deteriorated during their normal useful life of five years, the acquisition of additional containers (compactors, roll-offs or dumpsters) to meet system growth, and the acquisition of replacement parts for containers that can be repaired. Commercial containers purchases are constructed from materials that are 100% recyclable. The commercial containers will be repaired/ refurbished and reused when appropriate and recycled at the end of their useful life.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

96445								
<b>Solar Trash and Recycling Kiosks</b>								
	Solid Waste Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This is an on-going project for the purchase of trash and recycling kiosks to be placed in areas within the City that benefit from high foot traffic. Each two-station kiosk includes a recycling container and a solar powered litter container that compacts the trash to provide a 3 to 1 compaction ratio. The discreet solar panel provides the current to charge an internal battery that powers the compactor and a real-time monitoring system that measures the fullness of the containers. The monitoring system provides information regarding the equipment's status to any web-enabled device which enhances efficiency.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

# Capital Improvement Program

## 2021/22 - 2026/27

### SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96448

#### Solid Waste Electric Vehicle Charging Stations

Solid Waste Fund	—	—	500,000	850,000	—	—	1,350,000
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This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a electric vehicle charging stations at the Solid Waste Complex. The initial budget of \$150,000.00 was approved by City Council during fiscal year 2016/17 for a CNG fueling station. The project is now being renamed to coincide with advances in Electric Vehicle Technology.

Comprehensive Plan Objective: (D.2.1) Continue to maintain adequate levels of service for existing and future populations through the year 2020. (D.2.2) On an ongoing basis, continue to develop collection and transport strategies which minimize costs and use optimally located waste transfer facilities.

96804

#### Recycling Container Acquisition

Recycling Fund	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
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This project provides for the purchase, replacement, or repair of the containers used in the City's three Recycling Programs – Residential, Multi-Family and Commercial. Containers purchased are constructed with recycled content and will be reused and repaired when appropriate and finally recycled at the end of their useful life.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

96805

#### Recycling Expansion R&R/ Participation Programs

Recycling Fund	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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This project provides for the upkeep of the recycling processing center to include facility maintenance, major repairs, equipment refurbishment or replacement, processing enhancements, and to promote recycling participation and marketing. Repair and refurbishment expenses will include improving recycling efficiency in coordination with the City of Clearwater's sustainability initiatives and Greenprint plan.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

# Capital Improvement Program

## 2021/22 - 2026/27

### SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
C2005/ L2005								
<b>Underground Refuse Program</b>								
	Solid Waste Fund	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000

This is an extension of a pilot project which provided funding for 14 underground refuse containers and 2 above ground refuse containers. This project provides funding for the purchase and installation of additional underground and above ground refuse containers. This system saves space above ground by featuring a secure kiosk appropriate for accepting large amounts of solid waste while keeping the trash in a large (up to 6.5 cubic yards) underground container which prevents over-flowing above ground containers, wind blown litter, and nuisance animals. The larger container holds more trash and the monitoring system signals when the kiosks are needed to be emptied. These attributes reduce the number of trips needed to service the kiosks which reduces the carbon footprint of the trucks servicing the kiosks.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

The expense of one vault is \$7,500, the expense of one container is 7,500, the plan is to install these in pairs and the estimated installation and construction expenses are \$95,000 per pair. Total expense for one installation of 2 kiosks is \$125,000.

This system saves space above ground by featuring a secure kiosk appropriate for accepting large amounts of solid waste while keeping the trash in a large (up to 6.5 cubic yards) underground container which prevents over-flowing above ground containers, wind blown litter, and nuisance animals. The larger container holds more trash and the monitoring system signals when the kiosks are needed to be emptied. These attributes reduce the number of trips needed to service the kiosks which reduces the carbon footprint of the trucks servicing the kiosks.

L2201

#### **Solid Waste/Recycling Additional Vehicles & Equipment**

Lease Purchase Proceeds	185,000	—	—	—	—	—	—	185,000
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This project provides lease purchase and cash funding for additional vehicles and equipment for the Sewer division of the Public Utilities department. Maintenance personnel use this equipment to repair equipment throughout the water systems.

SR00180003

#### **Material Recovery Facility Replace**

Recycling Fund	1,200,000	1,200,000	1,200,000	—	—	—	—	3,600,000
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This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a new Material Recovery Facility at the Solid Waste Complex. The replacement is necessary for the increased volumes of recyclables and the equipment will be necessary to separate the co-mingled materials for market. Separated materials bring substantially higher market prices that co-mingled materials.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

<b>Total Solid Waste Control Services</b>	<b>2,200,000</b>	<b>2,015,000</b>	<b>2,515,000</b>	<b>1,665,000</b>	<b>915,000</b>	<b>940,000</b>	<b>10,250,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### WATER TRANSPORTATION SYSTEMS

This section includes projects that support Water Transportation, as defined by the state's expenditure function codes. This includes our waterway maintenance program which is funded with General Fund Revenues.

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

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

**Safety**

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
93415								
<b>Waterway Maintenance</b>								
	General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000

This project provides for continuous repair or replacement of aging City-owned aids to navigation and information signage; removal of at risk or derelict vessels and menaces/hazards to navigation. This also includes procurement of piling, sign material to fabricate buoys and sinkers, and utilizing the Marine Service section and equipment in order to maintain City-owned waterway in a usable and safe condition. This funding also includes the shared repair and replacement of City-owned vessels and public docking facilities including the Seminole Street Boat Ramp and the like.

<b>Total Water Trans Systems:</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>900,000</b>
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# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project in the Water-Sewer Combination Services section includes projects that support the Water and Sewer Utility operations of the City. These projects provide for the ongoing repair, replacement and restoration of the utilities' infrastructure which include transmission and distribution lines for the City's potable water, transmission lines and pumping of wastewater, three water reclamation and bio-solids facilities, two reverse osmosis water treatment plants, a water treatment plant, six water storage tanks and various wells. Projects which fund major renovations, upgrades and improvements to the utilities' infrastructure are also included in this section. All projects are funded by the revenues from the Water and Sewer Utility Fund, impact fees, a bond issue, or sales tax infrastructure (Penny for Pinellas) revenues. Funding for Sanitary Sewer Upgrades/Improvements was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

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

**Quality**

- Proactively maintain and reinvest in our infrastructure.

**Financial Responsibility**

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

**Safety**

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96212								
<b>Sanitary Sewer Upgrades/Improvements</b>								
	Sewer Revenue	2,643,920	1,250,000	1,250,000	1,360,000	750,000	—	7,253,920
	Infrastructure Sales Tax/ Penny	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
	Bonds Proceeds	20,694,830	24,108,310	28,822,380	24,149,100	24,149,100	—	121,923,720

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

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96213

#### Marshall Street Upgrade/Improvements

Sewer Revenue	4,100,000	6,300,000	4,000,000	3,201,000	450,000	500,000	18,551,000
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This project provides funding for future upgrades and improvements to the Marshall Street Water Reclamation Facility infrastructure (within the fence).

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96214

#### East Plant Upgrades/Improvements

Bond Proceeds	—	1,350,000	700,000	2,500,000	500,000	—	5,050,000
Sewer Revenue	130,000	—	—	67,000	—	—	197,000

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

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96215

#### North East Plant Upgrades/Improvements

Sewer Revenue	3,603,500	150,000	59,260	422,560	2,607,400	2,280,000	9,122,720
Governmental Revenue	—	—	17,560	289,130	592,600	165,000	1,064,290

This project provides funding for future upgrades and improvements to the Northeast Plant Water Reclamation Facility infrastructure.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96217

#### Pump Station R & R

Utility R&R	—	—	—	—	550,000	2,296,800	2,846,800
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This project provides funding to repair and replace existing pump stations systems, and their related force mains to current industry and regulatory requirements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96526								
<b>Pub Utilities Admin Building Upgrades/Improvements</b>								
	Water Revenue	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Sewer Revenue	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding to repair and replace existing pump stations systems, and their related force mains to current industry and regulatory requirements.

96630

#### Sanitary Sewer Extensions

	Sewer Tap Revenue	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Sewer Revenue	187,540	187,540	187,540	187,540	187,540	187,540	1,125,240

This project provides funding for the building and equipment upgrades for the Public Utilities Complex to include the Public Utilities Administration Building, Motor Shop, Meter Shop and Supervisors Building.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020. (D.1.3.5) Extend force mains, lift station capacity and the gravity wastewater collection system to serve existing development as well as new infill development.

96634

#### Sanitary Utility Relocation Accommodation

	Utility Revenue	244,390	60,000	60,000	60,000	60,000	60,000	544,390
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The project provides funding for the relocation of sanitary sewer infrastructure to accommodate roadway improvements by Florida DOT, Pinellas County, and the City of Clearwater and various City initiatives related to Stormwater and Traffic Improvements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96654

#### Facilities Upgrade & Improvement

	Sewer Revenue	290,000	1,150,000	55,000	270,000	300,000	225,000	2,290,000
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This project provides funding for upgrades at the City's three water environmental technology (WET) wastewater plants and bio solids.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96664

#### Water Pollution Control R & R

Utility R&R	890,000	2,895,000	1,775,000	1,115,000	—	—	6,675,000
Sewer Revenue	1,125,000	3,375,000	12,000,000	2,000,000	2,000,000	220,000	20,720,000
Bond Proceeds	4,179,000	—	—	5,000,000	1,800,000	—	10,979,000

The project provides for the design, repair, rehabilitation, and replacement of Water Pollution Control Plant and bio-solids facility items such as presses, pumps, motors, associated plumbing, instruments, and minor facility repair to return or maintain the Water Pollution Control facilities to or at designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96665

#### Sanitary Sewer R & R

Utility R & R	2,000,000	1,150,000	793,180	—	—	—	3,943,180
Sewer Revenue	4,350,000	3,216,500	4,900,000	3,215,910	2,000,000	—	17,682,410
Bond Proceeds	2,782,770	11,131,400	10,000,000	12,283,670	12,840,490	10,000,000	59,038,330

The project provides general system wide condition inspections, and repair and replacements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96686

#### Pump Station Upgrade & Improvement

Bond Proceeds	2,200,000	3,600,000	—	—	300,000	3,252,500	9,352,500
Sewer Revenue	2,080,390	2,000,000	222,000	802,000	222,000	247,000	5,573,390

This project provides funding to upgrade pump stations systems, their related force mains and telemetry systems to adhere to current industry and regulatory requirements.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96721

#### System R&R - Maintenance

Bond Proceeds	3,105,000	1,956,820	1,306,820	1,600,000	1,590,910	—	9,559,550
Water Revenue	850,000	—	250,000	250,000	250,000	250,000	1,850,000
Utility R & R	—	—	902,020	—	—	1,000,000	1,902,020

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

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96722								
<b>Line Relocation Maintenance</b>								
	Water Revenue	1,350,000	850,000	750,000	750,000	1,500,000	—	5,200,000
	Utility Revenue	1,500,000	1,600,000	1,005,000	600,000	1,000,000	—	5,705,000

This is an on-going program relating to repair or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96739								
<b>Reclaimed Water Distribution System</b>								
	Water Revenue	650,000	950,000	450,000	650,000	500,000	—	3,200,000

This project provides for the continued expansion of the City's Reclaimed Water System based on the Reclaimed Water Master Plan Update.

Comprehensive Plan Objective: (D.5.2) To provide adequate quantity and quality of water service to all customers in the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96742								
<b>Line Relocation - Improvements</b>								
	Water Revenue	200,000	200,000	200,000	200,000	200,000	—	1,000,000

This provides funding for upgrades to the potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater. Planned work includes various city initiatives related to Stormwater and Traffic Improvement.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96744								
<b>System Expansion</b>								
	Water Impact Fee	160,000	160,000	160,000	160,000	160,000	160,000	960,000
	Water Revenue	76,000	76,000	76,000	76,000	76,000	76,000	456,000

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

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96764

#### **R.O. Plant Reservoir # 1 Upgrades & Improvements**

Water Revenue	630,000	630,000	—	150,000	1,350,000	—	2,760,000
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This project is to provide funding for the expansion of the City's existing R.O. plant, which includes plant equipment and piping modifications. This includes upgrades and improvements at RO 1.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96767

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

Water Revenue	6,400,000	5,090,000	6,475,000	6,400,000	4,500,000	75,000	28,940,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96733

#### **Groundwater Replenishment Facility**

Governmental Revenue	—	—	—	6,358,000	10,000,000	—	16,358,000
Water Revenue	—	—	—	17,900,000	—	—	17,900,000

This project provides funding for a Microfiltration, Reverse Osmosis, Advanced Oxidation 3.0 MGD Water Purification Plant, purified water pipelines, with injection wells to replenish the local aquifer.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

Annual Operating Costs: Annual operating costs upon completion will approximately amount to \$1,630,000 which includes ten (10) new FTE's, operating and internal charges.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
96782								
<b>R.O. Plant at WTP #3</b>								
	Bond Proceeds	—	—	4,000,000	3,800,000	—	625,000	8,425,000
	Water Revenue	470,000	—	500,000	500,000	500,000	—	1,970,000

This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids (TDS) including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

Annual Operating Costs: Annual operating costs beginning upon completion will approximately amount to \$1,480,000, which includes eight (8) new FTE's, operating and internal charges.

96783

#### Water System Upgrades/Improvement

	Bond Proceeds	—	19,063,660	24,084,880	24,084,880	—	—	67,233,420
	Water Revenue	2,150,000	1,350,000	2,070,000	2,275,000	24,084,880	29,281,100	61,210,980

This project provides funding for future upgrades and improvements to the water distributive systems and infrastructures.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96784

#### Reclaimed Water Distribution System R & R

	Utility R&R	821,960	944,860	1,261,900	3,080,660	2,787,100	200,000	9,096,480
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and to maximize efficiencies for the water distribution systems.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations through the year 2018. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96785

#### Feasibility Studies/Evaluations - Water System

	Utility R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and to maximize efficiencies for the water distribution systems.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.



# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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96786

#### Devices & Equipment - Water System

Water Revenue	500,000	1,100,000	75,000	675,000	200,000	300,000	2,850,000
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This project provides funding for the purchase of equipment and devices, configuration and utilization of mobile technology to enhance our field processes for the water division.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

G2206

#### Portable Generators

Federal Grant	385,000	—	—	—	—	—	385,000
Water Revenue	245,000	—	—	—	—	—	245,000

The Scope of the Project is to purchase and setup seven (7) 85 kW portable emergency generators to provide emergency power to twenty (20) lift stations located in the City. The purpose of this project is to maintain lift stations operational during a storm event. This is to reduce and/or mitigate the damage that might otherwise occur from severe weather or other hazards.

To maintain adequate Levels of Service for existing and future populations. Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

L1904, L1905 and M2008

#### Additional Vehicle and Equipment - Sewer

L1904 - Sewer Lease Purchase Proceeds	331,000	—	—	—	—	—	331,000
L1905 - Water Lease Purchase Proceeds	97,000	—	—	—	—	—	97,000

This project provides lease purchase and cash funding for additional vehicles and equipment for the Sewer division of the Public Utilities department.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

M1905

#### Marshall Street Plant R&R

Utility R&R	1,260,000	1,855,000	3,155,000	2,100,000	1,100,000	590,000	10,060,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

# Capital Improvement Program

## 2021/22 - 2026/27

### WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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M1906

#### Northeast Plant R&R

Utility R&R	810,000	2,740,000	535,000	525,000	4,865,000	125,000	9,600,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

M1907

#### East Plant R&R

Utility R&R	1,845,000	1,096,000	1,785,000	1,100,000	688,000	4,458,000	10,972,000
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This project provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

M1908

#### Reverse Osmosis #1 R&R

Utility R&R	300,000	100,000	100,000	100,000	300,000	1,015,000	1,915,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

M1909

#### Reverse Osmosis #2 R&R

Utility R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

M1910

#### Water Treatment Plant #3 R&R

Utility R&R	450,000	500,000	500,000	500,000	500,000	500,000	2,950,000
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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.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

# Capital Improvement Program

## 2021/22 - 2026/27

**WATER-SEWER COMBINATION SERVICES**

Project # / Project Name	Funding Source	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
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M2103

**Utilities Bldg & Maintenance**

Water Revenue	1,000,000	610,000	620,000	252,500	530,000	295,000	3,307,500
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This Project provides funding for building and maintenance expenditures at all utilities sites. This includes repairs and replacements of roofing, floors, HVAC systems, lighting, building systems, and painting.

<b>Total Water System Comb Svs:</b>	<b>79,487,300</b>	<b>105,196,090</b>	<b>117,503,540</b>	<b>133,409,950</b>	<b>108,391,020</b>	<b>60,783,940</b>	<b>604,771,840</b>
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# Total By Category

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Police Protection	1,905,500	1,204,000	1,241,750	1,241,750	330,730	330,730	6,254,460
Fire Protection	1,005,000	995,000	1,036,160	1,871,310	1,107,760	1,930,280	7,945,510
Fire Rescue Services	458,280	396,880	425,640	155,900	160,080	519,450	2,116,230
Road and Street Facilities	11,090,300	11,196,440	6,369,840	14,817,630	12,043,650	5,395,380	60,913,240
Flood Protection/ Stormwater Management	2,955,170	4,958,010	4,977,070	5,037,490	5,508,760	8,402,770	31,839,270
Parking Facilities	734,000	679,000	10,909,000	11,024,000	924,000	1,004,000	25,274,000
Other General Government	12,008,000	9,902,340	9,401,950	15,277,050	9,103,160	9,325,810	65,018,310
Special Recreation Facilities	7,258,030	16,003,030	13,963,030	2,710,000	2,560,000	10,300,000	52,794,090
Other Physical Environment	1,920,000	770,000	3,379,240	22,663,870	12,230,740	20,036,660	61,000,510
Airports	25,000	275,000	3,061,600	625,000	25,000	5,425,000	9,436,600
Other Transportation	51,500	41,500	41,500	41,500	41,500	76,500	294,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Gas Utility Services	10,900,000	9,850,000	8,550,000	7,600,000	7,600,000	7,350,000	51,850,000
Parks & Recreation	2,286,000	3,255,000	3,155,000	1,840,000	2,000,000	2,100,000	14,636,000
Cultural Services	95,000	40,000	40,000	40,000	40,000	40,000	295,000
Solid Waste Services	2,200,000	2,015,000	2,515,000	1,665,000	915,000	940,000	10,250,000
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Water-Sewer Services	79,487,300	105,196,090	117,503,540	133,409,950	108,391,020	60,783,940	604,771,840
	<b>134,639,080</b>	<b>167,037,290</b>	<b>186,830,320</b>	<b>220,280,450</b>	<b>163,241,400</b>	<b>134,220,520</b>	<b>1,006,249,060</b>

# Summary of General Fund Revenue

Program	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Police Protection	1,055,500	1,054,000	1,041,750	1,041,750	130,730	130,730	4,454,460
Fire Protection	255,000	266,200	285,500	1,010,130	311,380	1,754,280	3,882,490
Fire Rescue Services	55,000	57,750	60,640	65,000	68,250	151,660	458,300
Other General Government	3,270,000	3,240,000	2,745,000	2,745,000	2,665,000	2,745,000	17,410,000
Special Recreation Facilities	4,918,030	5,513,030	5,623,030	1,820,000	1,670,000	1,810,000	21,354,090
Other Physical Environments	520,000	645,000	448,530	1,495,000	1,470,000	1,470,000	6,048,530
Other Transportation	51,500	41,500	41,500	41,500	41,500	41,500	259,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	1,730,000	1,505,000	1,405,000	1,390,000	1,550,000	1,650,000	9,230,000
Cultural Services	95,000	40,000	40,000	40,000	40,000	40,000	295,000
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
<b>Total General Fund</b>	<b>12,210,030</b>	<b>12,622,480</b>	<b>11,950,950</b>	<b>9,908,380</b>	<b>8,206,860</b>	<b>10,053,170</b>	<b>64,951,870</b>

POLICE PROTECTION:	P1802 - Police Equipment	130,500	
	P1902 - Police Information Systems	25,000	
	C2201 - Police CAD Project	900,000	
			1,055,500
FIRE PROTECTION:	91260 - Thermal Imaging Cameras	15,000	
	91263 - Extrication Tools	200,000	
	91264 - Fire Hose Replacement	15,000	
	M2005 - Fire Training Tower	25,000	255,000
FIRE RESCUE SERVICES:	91229 - Replace & Upgrade Air Packs	55,000	55,000
OTHER GEN GOVERNMENT:	C2004 - Lift Stations	710,000	
	C2006 - ADA Transition Plan	300,000	
	C2106- Greenprint Implementation	20,000	
	M2201 - Studio/Production Equipment R&R	25,000	
	GSBM180001 - Air Cond-City Wide Replace	425,000	
	GSBM180002 - Flooring Facilities	175,000	
	GSBM180003 - Roof Repair and Replacements	350,000	
	GSBM180004 - Painting of Facilities	100,000	
	GSBM180005 - Fencing of Facilities	15,000	
	GSBM180006 - Light Replacement & Repair	150,000	
	GSBM180007 - Elevator Refurb & Modern	100,000	
	GSBM180008 - Building Systems	350,000	
	GSBM180009 - New A/C System Chiller	350,000	
	GSBM180011 - Generator Maintenance	50,000	
	GSBM180012 - Gen Facility Bldg. Reno	150,000	3,270,000
SPEC REC FACILITIES:	93203 - Carpenter Field Infrastructure Repairs & Improvements	100,000	
	93205 - Spectrum Field Infrastructure Repairs & Improvements	1,603,030	
	93278 - Long Center Infrastructure Repairs	150,000	
	93620 - Outdoor Sports Field Lighting	25,000	
	93633 - Pier 60 Park & Beachwalk Repairs and Improvements	500,000	
	93654 - Recreation Centers Infrastructure Repairs	110,000	

# Summary of General Fund Revenue

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SPEC REC FACILITIES CONT:	93499 - Pier 60/Sailing Center Maint	60,000	
	C2205 - Enterprise RD Dog Park Reno	220,000	
	C2202 - Long Center Major Renovations	2,000,000	
	C2203 - Ross Norton Skate Park Reno	110,000	
	C2204 - Soccer Field Reno EC Moore	40,000	4,918,030
OTHER PHYSICAL ENVIRON:	93422 - Dredging of City Waters	100,000	
	ENGF180006 - Citywide Docks & Seawall	300,000	
	ENGF180010 - Pollutant Storage Tanks	20,000	
	ENGF180011 - Environ Asses & Clean-up	50,000	
	M2002 - Environ Park Rem & Protect	50,000	520,000
OTHER TRANSPORTATION	ENGF180003 - Miscellaneous Engineering	45,000	
	ENGF180004 - Survey Equip Replacement	6,500	51,500
LIBRARIES:	93534 - Library F.F. & E. R&R	85,000	
	94861 - Library Technology	25,000	110,000
PARKS & RECREATION:	93247 - Fitness Equip Purch & Replacement	30,000	
	93271 -Swimming Pool Reno & Repair	200,000	
	93286 - Parking Lot/ Bicycle Path Resurf & Imp	75,000	
	93604 - Board & Docks Repair & Repl	140,000	
	93618 - Misc Parks & Rec Contract Svcs	300,000	
	93634 - Concrete Sidewalk & Pad Rep & Repl	60,000	
	93635 - Park Amenity Purchase, Repair & Replacement	325,000	
	93636 - Tennis & Basketball Court Resurf & Repl	250,000	
	93637 - Playground & Fitness Equip Purch & Repl	150,000	
	93638 - Fencing Repl Prog	150,000	
	93672 - Clearwater Beach Infra Repairs & Impvmnts	50,000	1,730,000
CULTURAL SERVICES:	A1901 - Misc Public Art Fund	25,000	
	A2201 - Cult Arts Strategic Plan Implemenation	70,000	95,000
WATER TRANSPORTATION SYS:	93415 - Waterway Maintenance	150,000	150,000

**TOTAL GENERAL FUND FY 2021/22: 12,210,030**

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>GENERAL SOURCES</b>							
<b>General Fund Revenue</b>							
P1802 - Police Equipment	130,500	129,000	116,750	116,750	105,730	105,730	704,460
P1902 - Police Info Systems	25,000	25,000	25,000	25,000	25,000	25,000	150,000
C2201 - Police CAD Replc	900,000	900,000	900,000	900,000	—	—	3,600,000
91260 - Thermal Image Camera	15,000	15,750	20,000	21,000	22,050	23,150	116,950
91261 - Personal Protective Eqp	200,000	210,000	220,500	231,530	243,110	255,270	1,360,410
91264 - Fire Hose Replacement	15,000	15,450	20,000	20,600	21,220	21,860	114,130
C25FD1 - Fire Command Bus	—	—	—	712,000	—	—	712,000
C27FD2 - Fire Squad Unit Replc	—	—	—	—	—	1,424,000	1,424,000
M2005 - Fire Training Tower	25,000	25,000	25,000	25,000	25,000	30,000	155,000
91229 - Replc&Upgrd Air Packs	55,000	57,750	60,640	65,000	68,250	71,660	378,300
91263 - Extrication Tools	—	—	—	—	—	80,000	80,000
C2004 - Lift Stations	710,000	630,000	80,000	80,000	—	80,000	1,580,000
C2006 - ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
C2106 - Greenprint Implem	20,000	20,000	20,000	20,000	20,000	20,000	120,000
M2201 - Studio/Production Eqp	25,000	25,000	30,000	30,000	30,000	30,000	170,000
GSBM180001 - A/C Replcmnt	425,000	425,000	425,000	425,000	425,000	425,000	2,550,000
GSBM180002 - Flooring R&R	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
GSBM180003 - Roofing R&R	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
GSBM180004 - Painting R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
GSBM180005 - Fencing R&R	15,000	15,000	15,000	15,000	15,000	15,000	90,000
GSBM180006 - Lighting R&R	150,000	150,000	150,000	150,000	150,000	150,000	900,000
GSBM180007 - Elevator R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
GSBM180008 - Building System	350,000	350,000	400,000	400,000	400,000	400,000	2,300,000
GSBM180009 - New A/C Chiller	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
GSBM180011 - Generator Maint	50,000	50,000	50,000	50,000	50,000	50,000	300,000
GSBM180012 - Genrl Bld Reno	150,000	200,000	200,000	200,000	200,000	200,000	1,150,000
93203 - Carpenter Infrast R&R	100,000	100,000	160,000	160,000	60,000	60,000	640,000
93205 - Baycare Ballpark R&R	1,603,030	1,603,030	1,603,030	750,000	750,000	750,000	7,059,090
93278 - Long Center R&R	150,000	200,000	200,000	200,000	200,000	200,000	1,150,000
93499 - Pier 60/Sailing Cntr	60,000	60,000	60,000	60,000	60,000	100,000	400,000
93620 - Outdoor Field Lighting	25,000	250,000	250,000	250,000	250,000	250,000	1,275,000
93633 - Pier 60 Park/Beachwalk	500,000	500,000	200,000	250,000	200,000	250,000	1,900,000
93654 - Recreation Centers R&R	110,000	150,000	150,000	150,000	150,000	200,000	910,000
C2202 - Long Center Reno	2,000,000	2,000,000	3,000,000	—	—	—	7,000,000
C2203 - Ross Nrtm Skate Park	110,000	—	—	—	—	—	110,000
C2204 - Soccer Reno ECM	40,000	500,000	—	—	—	—	540,000
C2205 - Entrprs Dog Pk Reno	220,000	—	—	—	—	—	220,000
C23PR1 - McKay Play Field	—	150,000	—	—	—	—	150,000
93422 - Dredging of Waterways	100,000	100,000	100,000	100,000	100,000	100,000	600,000
ENGF180006 - Docks/Seawalls	300,000	300,000	50,000	50,000	50,000	50,000	800,000
ENGF180010 - Pollutant Tank	20,000	20,000	20,000	20,000	20,000	20,000	120,000
ENGF180011 - Environ Assess	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M2002 - Environ Pk Remediate	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M2006 - Right of Way Trees	—	125,000	125,000	125,000	100,000	100,000	575,000
ENGF180012 - Public Wrk Cmp	—	—	53,530	1,100,000	1,100,000	1,100,000	3,353,530
ENGF180003 - Misc Engineering	45,000	35,000	35,000	35,000	35,000	35,000	220,000
ENGF180004 - Survey Equip	6,500	6,500	6,500	6,500	6,500	6,500	39,000



# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>General Fund Revenue (continued)</b>							
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
93247 - Fitness Equip Rplcmnt	30,000	50,000	50,000	50,000	60,000	60,000	300,000
93271 - Swim Pool R&R	200,000	150,000	150,000	150,000	150,000	150,000	950,000
93286 - Parking Lot/Bike Paths	75,000	100,000	100,000	100,000	100,000	150,000	625,000
93604 - Boardwalks & Docks	140,000	50,000	50,000	60,000	100,000	100,000	500,000
93618 - Misc. P&R Contracts	300,000	30,000	30,000	30,000	40,000	40,000	470,000
93634 - Concrete/Sidewalk R&R	60,000	75,000	75,000	75,000	75,000	100,000	460,000
93635 - Park Amenity R&R	325,000	325,000	325,000	300,000	300,000	300,000	1,875,000
93636 - Tennis/Basketball Courts	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
93637 - Playground/Fitness R&R	150,000	250,000	150,000	150,000	250,000	250,000	1,200,000
93638 - Parks Fencing Replace	150,000	175,000	175,000	175,000	175,000	200,000	1,050,000
93672 - Clw Beach Infrast R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
A1901 - Misc Public Art Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
A2201 - Cultural Arts Plan Imp	70,000	15,000	15,000	15,000	15,000	15,000	145,000
93415 - Waterway Maintenance	150,000	150,000	150,000	150,000	150,000	150,000	900,000
<b>Subtotal General Revenue</b>	<b>12,210,030</b>	<b>12,622,480</b>	<b>11,950,950</b>	<b>9,908,380</b>	<b>8,206,860</b>	<b>10,053,170</b>	<b>64,951,870</b>
<b>Road Millage</b>							
ENRD180004 - Streets & Sidwlk	3,589,350	3,450,210	3,553,720	3,660,330	3,770,140	3,883,240	21,906,990
ENRD180005 - City Intersection	37,690	37,690	37,690	37,690	37,690	37,690	226,140
ENRD180007 - Traffic Safety	7,300	7,300	7,300	7,300	7,300	7,300	43,800
<b>Subtotal Road Millage</b>	<b>3,634,340</b>	<b>3,495,200</b>	<b>3,598,710</b>	<b>3,705,320</b>	<b>3,815,130</b>	<b>3,928,230</b>	<b>22,176,930</b>
<b>Infrastructure Sales Tax/Penny</b>							
94238 - Police Vehicles	100,000	150,000	200,000	200,000	200,000	200,000	1,050,000
C2206 - PD Equipment Facility	750,000	—	—	—	—	—	750,000
91218 - Fire Engine Replacement	—	648,630	668,090	688,130	708,780	—	2,713,630
C2207 - FD Equipment Facility	750,000	—	—	—	—	—	750,000
ENGF25xxxx - New City Hall	350,300	—	—	6,300,000	—	—	6,650,300
ENGF180013 - Imagine Clearwtr	—	—	—	—	—	7,500,000	7,500,000
C2001 - Athletic Fields/Fac R&I	1,000,000	1,500,000	500,000	600,000	600,000	700,000	4,900,000
C1905 - Beach Marina Upgrade	—	7,500,000	7,500,000	—	—	—	15,000,000
M2002 - Environ Pk Remediate	—	—	750,000	750,000	—	—	1,500,000
ENGF180012 - Public Wrk Cmp	—	—	—	4,600,000	—	2,600,000	7,200,000
G25xx - Aviation Oper Center	—	—	—	—	—	760,000	760,000
93272 - Bicycle Paths-Bridges	—	1,250,000	1,250,000	—	—	—	2,500,000
C2209 - Neighborhood Pk Reno	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
96212 - Sewer Upgrd/Imprv	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
<b>Subtotal Infrast Sales Tax/Penny</b>	<b>5,350,300</b>	<b>13,448,630</b>	<b>13,268,090</b>	<b>15,538,130</b>	<b>3,908,780</b>	<b>14,160,000</b>	<b>65,673,930</b>
<b>Multi-Modal Impact Fees</b>							
ENRD180005 - City Intersection	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180006 - Signal Reno	40,000	40,000	40,000	40,000	40,000	40,000	240,000
ENRD180007 - Traffic Safety	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Subtotal Multi-Modal Impact Fees</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>840,000</b>

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Local Option Fuel Tax</b>							
ENRD180002 - Bridge Maint	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	6,280,500
ENRD180003 - Traffic Calming	150,000	150,000	150,000	150,000	150,000	150,000	900,000
ENRD180005 - City Intersection	15,200	15,200	15,200	15,200	15,200	15,200	91,200
ENRD180006 - Signal Reno	100,000	100,000	100,000	100,000	100,000	100,000	600,000
ENRD180007 - Traffic Safety	15,200	15,200	15,200	15,200	15,200	15,200	91,200
<b>Subtotal Local Option Fuel Tax</b>	<b>1,327,150</b>	<b>1,327,150</b>	<b>1,327,150</b>	<b>1,327,150</b>	<b>1,327,150</b>	<b>1,327,150</b>	<b>7,962,900</b>
<b>Special Program Fund</b>							
93602 - Special Events Equip	—	50,000	50,000	50,000	50,000	50,000	250,000
<b>Subtotal Special Program</b>	<b>—</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Grants - Other Agencies</b>							
C2208 - Coopers Point (TBD)	—	—	—	10,130,000	10,130,000	10,130,000	30,390,000
G25xx - Aviation Oper Center	—	—	—	300,000	—	2,700,000	3,000,000
G23xx - Apron Relayment	—	200,000	2,429,280	—	—	—	2,629,280
G2206 - Portable Generators	385,000	—	—	—	—	—	385,000
<b>Subtotal Grants - Other Agencies</b>	<b>385,000</b>	<b>200,000</b>	<b>2,429,280</b>	<b>10,430,000</b>	<b>10,130,000</b>	<b>12,830,000</b>	<b>36,404,280</b>
<b>Other Governmental Revenue</b>							
96215 - NE Plant Upgrd/Imprv	—	—	17,560	289,130	592,600	165,000	1,064,290
96773 - Grndwtr Replenish Fclty	—	—	—	6,358,000	10,000,000	—	16,358,000
<b>Subtotal Other Governmental</b>	<b>—</b>	<b>—</b>	<b>17,560</b>	<b>6,647,130</b>	<b>10,592,600</b>	<b>165,000</b>	<b>17,422,290</b>
<b>County Fire Reimbursements</b>							
91236 - Rescue Vehicle	290,000	240,000	240,000	—	—	270,000	1,040,000
91218 - Fire Engine Replace	—	80,170	82,570	85,050	87,600	—	335,390
C25FD1 - Fire Command Bus	—	—	—	88,000	—	—	88,000
C27FD2 - Fire Squad Unit Replc	—	—	—	—	—	176,000	176,000
<b>Subtotal Other Governmental</b>	<b>290,000</b>	<b>320,170</b>	<b>322,570</b>	<b>173,050</b>	<b>87,600</b>	<b>446,000</b>	<b>1,639,390</b>
<b>Donations</b>							
M1901 - Countryside Plex Reno	50,000	50,000	50,000	—	—	—	150,000
C23PR1 - McKay Play Field	—	150,000	—	—	—	—	150,000
<b>Subtotal Donation Revenue</b>	<b>50,000</b>	<b>200,000</b>	<b>50,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>300,000</b>
<b>Total General Sources</b>	<b>\$23,386,820</b>	<b>31,803,630</b>	<b>33,154,310</b>	<b>47,919,160</b>	<b>38,258,120</b>	<b>43,099,550</b>	<b>217,621,590</b>
<b>SELF-SUPPORTING FUNDS</b>							
<b>Marina Revenue</b>							
93418 - Utilities/Service Replace	50,000	50,000	50,000	—	—	—	150,000
93420 - Fuel System R & R	40,000	40,000	40,000	40,000	40,000	40,000	240,000
C1905 - Beach Marina Upgrade	1,000,000	1,000,000	—	—	—	—	2,000,000
M1902 - Maint & Dock R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Subtotal Marina Revenue</b>	<b>1,190,000</b>	<b>1,190,000</b>	<b>190,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>2,990,000</b>

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Clearwater Harbor Marina Revenue</b>							
93410 - Clw Hrbr Marina Maint	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C1906 - Clw Hrbr Marina Rplc	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Subtotal Clw Harbor Revenue</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>900,000</b>
<b>Airpark Revenue</b>							
94817 - Airpark Maint & Repair	25,000	25,000	25,000	25,000	25,000	25,000	150,000
G23xx - Apron Relayment	—	50,000	607,320	—	—	—	657,320
G25xx - Aviation Oper Center	—	—	—	300,000	—	1,940,000	2,240,000
<b>Subtotal Airpark Revenue</b>	<b>25,000</b>	<b>75,000</b>	<b>632,320</b>	<b>325,000</b>	<b>25,000</b>	<b>1,965,000</b>	<b>3,047,320</b>
<b>Parking Revenue</b>							
ENGF200002 - Bch Grd Admin	35,000	20,000	45,000	10,000	10,000	10,000	130,000
ENGF190002 - Bch Grd Towers	50,000	50,000	50,000	50,000	50,000	55,000	305,000
ENPK180001 - Prk Lot Resurfc	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180002 - Prk Lot Improve	490,000	150,000	150,000	150,000	150,000	150,000	1,240,000
ENPK180003 - Parking Garages	184,000	459,000	184,000	294,000	184,000	264,000	1,569,000
ENPK24xx - Downtown Garage	—	—	10,500,000	10,500,000	500,000	500,000	22,000,000
M2102- Seminole Launch Maint	10,000	20,000	25,000	30,000	40,000	40,000	165,000
<b>Subtotal Parking Revenue</b>	<b>819,000</b>	<b>749,000</b>	<b>11,004,000</b>	<b>11,084,000</b>	<b>984,000</b>	<b>1,069,000</b>	<b>25,709,000</b>
<b>Water Revenue</b>							
96526 - Utilities Adm Bld R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96721 - Wtr System R&R Maint	850,000	—	250,000	250,000	250,000	250,000	1,850,000
96722 - Wtr Line Relo Maint	1,350,000	850,000	750,000	750,000	1,500,000	—	5,200,000
96739 - Reclaimed Water System	650,000	950,000	450,000	650,000	500,000	—	3,200,000
96742 - Line Relocations Imprv	200,000	200,000	200,000	200,000	200,000	—	1,000,000
96744 - System Expansion	76,000	76,000	76,000	76,000	76,000	76,000	456,000
96764 - R.O. Plant Expns Res #1	630,000	630,000	—	150,000	1,350,000	—	2,760,000
96767 - R.O. Plant @ Res #2	6,400,000	5,090,000	6,475,000	6,400,000	4,500,000	75,000	28,940,000
96773 - Grndwtr Replenish Fclty	—	—	—	17,900,000	—	—	17,900,000
96782 - R.O. Plant at WTP #3	470,000	—	500,000	500,000	500,000	—	1,970,000
96783 - Water Syst Upgrd/Imprv	2,150,000	1,350,000	2,070,000	2,275,000	24,084,880	29,281,100	61,210,980
96786 - Devices/Equip Water	500,000	1,100,000	75,000	675,000	200,000	300,000	2,850,000
C2102 - Ft Harrison Construction	1,125,000	1,254,250	—	—	—	—	2,379,250
ENGF180012 - Public Wrk Cmp	—	—	202,140	5,560,370	502,120	5,196,920	11,461,550
G2206 - Portable Generators	245,000	—	—	—	—	—	245,000
M2103 - Util Bldg & Maint.	1,000,000	610,000	620,000	252,500	530,000	295,000	3,307,500
<b>Subtotal Water Revenue</b>	<b>15,696,000</b>	<b>12,160,250</b>	<b>11,718,140</b>	<b>35,688,870</b>	<b>34,243,000</b>	<b>35,524,020</b>	<b>145,030,280</b>
<b>Sewer Revenue</b>							
96212 - Sewer Upgrd/Imprv	2,643,920	1,250,000	1,250,000	1,360,000	750,000	—	7,253,920
96213 - Marshall Upgrd/Imprv	4,100,000	6,300,000	4,000,000	3,201,000	450,000	500,000	18,551,000
96214 - East Plant Upgrd/Imprv	130,000	—	—	67,000	—	—	197,000
96215 - NE Plant Upgrd/Imprv	3,603,500	150,000	59,260	422,560	2,607,400	2,280,000	9,122,720
96526 - Utilities Adm Bld R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96630 - Sewer Extensions	187,540	187,540	187,540	187,540	187,540	187,540	1,125,240
96654 - Facilities Upgrd/Imprv	290,000	1,150,000	55,000	270,000	300,000	225,000	2,290,000

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Sewer Revenue (continued)</b>							
96664 - Water Pollution Control	1,125,000	3,375,000	12,000,000	2,000,000	2,000,000	220,000	20,720,000
96665 - Sanitary Sewer R&R	4,350,000	3,216,500	4,900,000	3,215,910	2,000,000	—	17,682,410
96686 - Pump Station Replace	2,080,390	2,000,000	222,000	802,000	222,000	247,000	5,573,390
C2102 - Ft Harrison Construction	1,125,000	1,254,250	—	1,684,090	—	—	4,063,340
<b>Subtotal Sewer Revenue</b>	<b>19,685,350</b>	<b>18,933,290</b>	<b>22,723,800</b>	<b>13,260,100</b>	<b>8,566,940</b>	<b>3,709,540</b>	<b>86,879,020</b>
<b>Water Impact Fees</b>							
96744 - System Expansion	160,000	160,000	160,000	160,000	160,000	160,000	960,000
<b>Subtotal Water Impact Fees</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>960,000</b>
<b>Sewer Impact Fees</b>							
96630 - Sewer Extensions	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Subtotal Sewer Impact Fees</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>300,000</b>
<b>Utility R&amp;R</b>							
96217 - Pump Station R&R	—	—	—	—	550,000	2,296,800	2,846,800
96634 - Sanitary Utility Relo	244,390	60,000	60,000	60,000	60,000	60,000	544,390
96664 - Water Pollution Control	890,000	2,895,000	1,775,000	1,115,000	—	—	6,675,000
96665 - Sanitary Sewer R&R	2,000,000	1,150,000	793,180	—	—	—	3,943,180
96721 - Wtr System R&R Maint	—	—	902,020	—	—	1,000,000	1,902,020
96722 - Wtr Line Relo Maint	1,500,000	1,600,000	1,005,000	600,000	1,000,000	—	5,705,000
96783 - Water Syst Upgrd/Imprv	—	—	—	—	—	—	—
96784 - Reclaimed System R&R	821,960	944,860	1,261,900	3,080,660	2,787,100	200,000	9,096,480
96785 - Feasibility Studies Water	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C2102 - Ft Harrison Construction	1,593,350	1,725,590	690,340	2,771,020	3,579,550	—	10,359,850
M1905 - Marshall Plant R&R	1,260,000	1,855,000	3,155,000	2,100,000	1,100,000	590,000	10,060,000
M1906 - Northeast Plant R&R	810,000	2,740,000	535,000	525,000	4,865,000	125,000	9,600,000
M1907 - East Plant R&R	1,845,000	1,096,000	1,785,000	1,100,000	688,000	4,458,000	10,972,000
M1908 - R.O. Plant #1 R&R	300,000	100,000	100,000	100,000	300,000	1,015,000	1,915,000
M1909 - R.O. Plant #2 R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
M1910 - Water Plant #3 R&R	450,000	500,000	500,000	500,000	500,000	500,000	2,950,000
<b>Subtotal Utility R&amp;R</b>	<b>11,964,700</b>	<b>14,916,450</b>	<b>12,812,440</b>	<b>12,201,680</b>	<b>15,679,650</b>	<b>10,494,800</b>	<b>78,069,720</b>
<b>Stormwater Utility Revenue</b>							
C2102 - Ft Harrison Construction	2,145,460	2,000,000	613,640	4,505,960	3,181,820	—	12,446,880
ENST180001 - Storm Syst Imprv	1,572,940	1,802,240	1,094,640	2,693,750	1,324,380	2,259,500	10,747,450
ENST180002 - Allens Creek	—	697,360	905,460	279,210	490,370	1,111,890	3,484,290
ENST180003 - Storm Syst Expns	225,660	244,160	179,270	—	—	100,000	749,090
ENST180004 - Stevenson Creek	205,920	444,710	481,030	67,100	500,000	500,000	2,198,760
ENST180005 - Coastal Basins	31,850	17,280	477,440	430,430	1,194,000	1,322,000	3,473,000
ENST180006 - Alligator Creek	205,920	444,710	481,030	67,000	500,000	1,609,380	3,308,040
C1908 - Storm Vehicle & Equip	712,880	1,307,550	1,358,200	1,500,000	1,500,010	1,500,000	7,878,640
C2208 - Coopers Point	1,400,000	—	—	—	—	—	1,400,000
ENGF180004 - Survey Eqp Rplc	—	—	—	—	—	35,000	35,000
ENGF180012 - Public Wrk Cmp	—	—	1,853,570	3,500	28,620	539,740	2,425,430
<b>Subtotal Stormwater Utility Revenue</b>	<b>6,500,630</b>	<b>6,958,010</b>	<b>7,444,280</b>	<b>9,546,950</b>	<b>8,719,200</b>	<b>8,977,510</b>	<b>48,146,580</b>

# Summary of Funding Sources

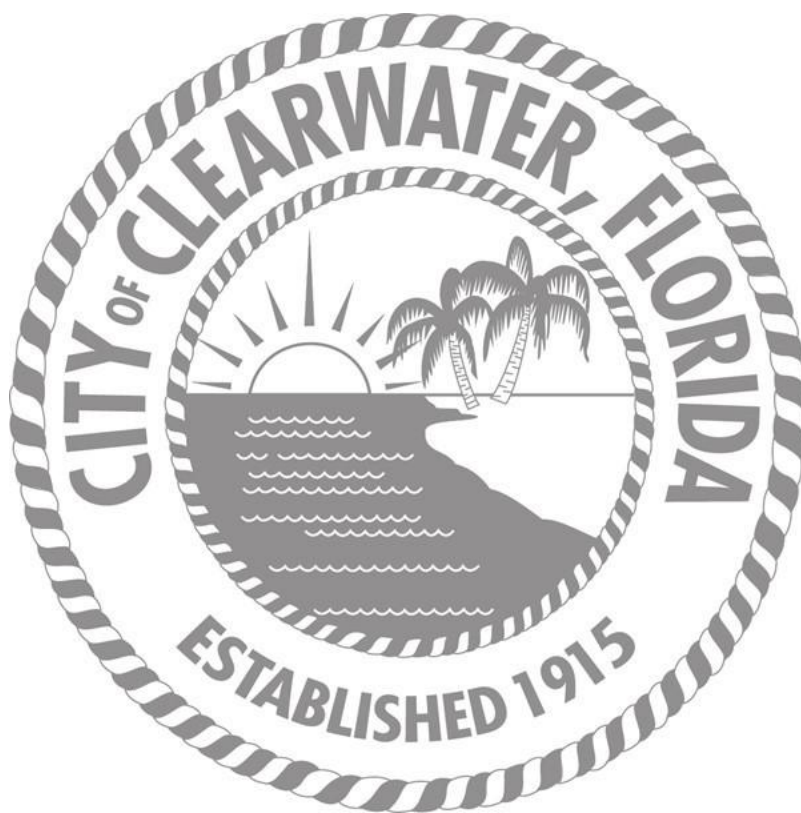
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Gas Revenue</b>							
96365 - Line Relo Pinellas-Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96367 - Meter Change Pinellas	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96374 - Line Relo Pinellas Cap	300,000	300,000	300,000	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 - Pinellas New Mains/Srvc	4,100,000	3,300,000	2,000,000	2,000,000	2,000,000	2,000,000	15,400,000
96378 - Pasco New Mains/Srvc	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
96379 - Meter Change Pasco	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96381 - Line Relo Pasco Cap	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96382 - Invntry/Work Mgmt Sys	750,000	750,000	750,000	—	—	—	2,250,000
96386 - Expand Energy Consvr	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
96387 - Natural Gas Vehicle	200,000	200,000	200,000	—	—	—	600,000
96389 - IMS Software/Hardware	500,000	250,000	250,000	250,000	250,000	—	1,500,000
96391 - Gas Pasco Building	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
M1904 - Pinellas Building R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<b>Subtotal Gas Revenue</b>	<b>10,900,000</b>	<b>9,850,000</b>	<b>8,550,000</b>	<b>7,600,000</b>	<b>7,600,000</b>	<b>7,350,000</b>	<b>51,850,000</b>
<b>Solid Waste Revenue</b>							
96426 - SW Facility R&R	125,000	125,000	125,000	125,000	125,000	125,000	750,000
96443 - Residential Containers	125,000	125,000	125,000	125,000	125,000	150,000	775,000
96444 - Commercial Containers	250,000	250,000	250,000	250,000	350,000	350,000	1,700,000
96445 - Solar Trash/Recy Kiosks	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96448 - SW Elect Chg Stations	—	—	500,000	850,000	—	—	1,350,000
C2005 - Underground Refuse	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>Subtotal Solid Waste Revenue</b>	<b>775,000</b>	<b>775,000</b>	<b>1,275,000</b>	<b>1,625,000</b>	<b>875,000</b>	<b>900,000</b>	<b>6,225,000</b>
<b>Recycling Revenue</b>							
96804 - Recycling Container Acq	30,000	30,000	30,000	30,000	30,000	30,000	180,000
96805 - Recycling Expansion	10,000	10,000	10,000	10,000	10,000	10,000	60,000
SR00180003 - Mat Recovery Fac	1,200,000	1,200,000	1,200,000	—	—	—	3,600,000
<b>Subtotal Recycling Revenue</b>	<b>1,240,000</b>	<b>1,240,000</b>	<b>1,240,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>3,840,000</b>
<b>Total Self-Supporting Funds</b>	<b>69,155,680</b>	<b>67,207,000</b>	<b>77,949,980</b>	<b>91,871,600</b>	<b>77,232,790</b>	<b>70,529,870</b>	<b>453,946,920</b>
<b>INTERNAL SERVICE FUNDS</b>							
<b>General Services Fund Revenue</b>							
GSBM180010 - Gen Svcs R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Subtotal General Services Revenue</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>600,000</b>
<b>Garage Fund Revenue</b>							
94233 - Motorized Rplc-Cash	190,700	200,240	210,250	220,760	231,800	243,390	1,297,140
GSFL180001 - Fleet Bld R&R	75,000	40,000	75,000	75,000	75,000	75,000	415,000
M2010 - P25 Radio Equip & Infr	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Subtotal Garage Revenue</b>	<b>365,700</b>	<b>340,240</b>	<b>385,250</b>	<b>395,760</b>	<b>406,800</b>	<b>418,390</b>	<b>2,312,140</b>

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Administrative Services Revenue</b>							
94729 - Citywide Connectivity	200,000	200,000	100,000	50,000	50,000	50,000	650,000
94736 - Geographic Info System	25,000	25,000	50,000	50,000	50,000	50,000	250,000
94828 - Financial System Upgrd	50,000	100,000	100,000	100,000	100,000	75,000	525,000
94829 - CIS Upgrades	85,000	75,000	75,000	50,000	50,000	50,000	385,000
94830 - MS/Licensing Upgrades	50,000	75,000	75,000	100,000	100,000	75,000	475,000
94833 - Computer Monitors	10,000	10,000	10,000	10,000	10,000	10,000	60,000
94857 - Permit/Code Syst Upgrd	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Camera System	50,000	50,000	50,000	50,000	50,000	100,000	350,000
94874 - City Time Keeping Syst	25,000	50,000	50,000	50,000	25,000	25,000	225,000
94880 - Agenda Mgmt Syst	25,000	50,000	50,000	50,000	25,000	25,000	225,000
94883 - Business Process Project	50,000	150,000	150,000	150,000	150,000	100,000	750,000
C2007 - Citywide A/V Solutions	75,000	100,000	100,000	100,000	100,000	100,000	575,000
L1906/M2202 - Telecom Upgrd	1,000,000	200,000	—	—	—	—	1,200,000
M1911 - IT Disaster Recovery	25,000	25,000	50,000	50,000	50,000	50,000	250,000
M1912 - Network Infrastrct R&R	75,000	75,000	75,000	100,000	100,000	100,000	525,000
M2007 - City EOC Maintenance	25,000	25,000	25,000	25,000	50,000	50,000	200,000
<b>Subtotal Administrative Services Revenue</b>	<b>1,820,000</b>	<b>1,260,000</b>	<b>1,010,000</b>	<b>985,000</b>	<b>960,000</b>	<b>910,000</b>	<b>6,945,000</b>
<b>Central Insurance Fund Revenue</b>							
91257 - AED Program	28,280	29,130	30,000	30,900	31,830	32,790	182,930
M2006 - Right of Way Trees	—	125,000	125,000	125,000	100,000	100,000	575,000
<b>Subtotal Central Insurance Revenue</b>	<b>28,280</b>	<b>154,130</b>	<b>155,000</b>	<b>155,900</b>	<b>131,830</b>	<b>132,790</b>	<b>757,930</b>
<b>Total Internal Service Funds</b>	<b>2,313,980</b>	<b>1,854,370</b>	<b>1,650,250</b>	<b>1,636,660</b>	<b>1,598,630</b>	<b>1,561,180</b>	<b>10,615,070</b>
<b><u>BORROWING - GENERAL SOURCES</u></b>							
<b>Lease Purchase - General Fund</b>							
L1901 - P&R Vehicles & Equip	106,000	—	—	—	—	—	106,000
<b>Subtotal Lease Purchase - GF</b>	<b>106,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>106,000</b>
<b>Subtotal Borrowing/General Sources</b>	<b>106,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>106,000</b>
<b><u>BORROWING - SELF-SUPPORTING FUNDS</u></b>							
<b>Future Bond Issue - Water &amp; Sewer</b>							
96212 - Sewer Upgrd/Imprv	20,694,830	24,108,310	28,822,380	24,149,100	24,149,100	—	121,923,720
96214 - East Plant Upgrd/Imprv	—	1,350,000	700,000	2,500,000	500,000	—	5,050,000
96664 - Water Pollution Control	4,179,000	—	—	5,000,000	1,800,000	—	10,979,000
96665 - Sanitary Sewer R&R	2,782,770	11,131,400	10,000,000	12,283,670	12,840,490	10,000,000	59,038,330
96686 - Pump Station Replace	2,200,000	3,600,000	—	—	300,000	3,252,500	9,352,500
96721 - Wtr System R&R Maint	3,105,000	1,956,820	1,306,820	1,600,000	1,590,910	—	9,559,550
96782 - R.O. Plant @ WTP #3	—	—	4,000,000	3,800,000	—	625,000	8,425,000

# Summary of Funding Sources

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
<b>Future Bond Issue - Water &amp; Sewer (continued)</b>							
96783 - Water Syst Upgrd/Imprv	—	19,063,660	24,084,880	24,084,880	—	—	67,233,420
C2102 - Ft Harrison Construction	—	—	—	684,090	—	—	684,090
<b>Subtotal Bond Issue</b>							
<b>Water &amp; Sewer Future</b>	<b>32,961,600</b>	<b>61,210,190</b>	<b>68,914,080</b>	<b>73,417,650</b>	<b>41,180,500</b>	<b>13,877,500</b>	<b>291,561,520</b>
<b>L/P - Utility Funds</b>							
L1904/5 - W&S Vehicle & Equip	428,000	—	—	—	—	—	428,000
L2201 - SW Vehicles & Equip	185,000	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 185,000
<b>Subtotal Utility Funds</b>							
<b>Lease Purchase</b>	<b>613,000</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>613,000</b>
<b>Subtotal Borrowing/ Self-Supporting Funds</b>	<b>33,574,600</b>	<b>61,210,190</b>	<b>68,914,080</b>	<b>74,101,740</b>	<b>41,180,500</b>	<b>13,877,500</b>	<b>292,858,610</b>
<b><u>BORROWING INTERNAL SERVICE FUNDS</u></b>							
<b>Lease Purchase - Garage</b>							
L1910 - Motorized Equip Replc	3,802,000	3,992,100	4,191,700	4,401,290	4,621,360	4,852,420	25,860,870
L2001 - P25 Radio Equip & Infrs	1,900,000	570,000	570,000	—	—	—	3,040,000
<b>Subtotal Lease Purchase - Garage</b>	<b>5,702,000</b>	<b>4,562,100</b>	<b>4,761,700</b>	<b>4,401,290</b>	<b>4,621,360</b>	<b>4,852,420</b>	<b>28,900,870</b>
<b>Lease Purchase - Administrative Services</b>							
L1907 - IT Disaster Recovery	50,000	50,000	50,000	50,000	50,000	50,000	300,000
L1908 - Network Infrastrct R&R	350,000	350,000	350,000	300,000	300,000	250,000	1,900,000
<b>Subtotal Lease Purchase - Admin. Services</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>350,000</b>	<b>350,000</b>	<b>300,000</b>	<b>2,200,000</b>
<b>Subtotal Borrowing/Internal Service Funds</b>	<b>6,102,000</b>	<b>4,962,100</b>	<b>5,161,700</b>	<b>4,751,290</b>	<b>4,971,360</b>	<b>5,152,420</b>	<b>31,100,870</b>
<b>TOTAL:</b>							
<b>ALL FUNDING SOURCES</b>	<b>134,639,080</b>	<b>167,037,290</b>	<b>186,830,320</b>	<b>220,280,450</b>	<b>163,241,400</b>	<b>134,220,520</b>	<b>1,006,249,060</b>





<b>ACFR</b>	Acronym for “Annual Comprehensive Financial Report”.
<b>Accrual Basis</b>	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.
<b>ADA</b>	Acronym for “Americans with Disabilities Act”.
<b>Ad Valorem Tax</b>	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.
<b>Adopted Budget</b>	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.
<b>Amendment 1</b>	Legislation adopted by the citizens of Florida in January 2009 providing: <ul style="list-style-type: none"> <li>• An additional \$25,000 homestead exemption for homeowners with assessed values between \$50,000 and \$75,000,</li> <li>• 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,</li> <li>• A \$25,000 exemption for each tangible personal property return,</li> <li>• A 10% assessment cap for non-homestead properties, which will take effect with the 2009 tax roll.</li> </ul>
<b>Annual Financial Report</b>	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.
<b>Appropriation</b>	Legal authorization granted by a legislative body (City Council) to make expenditures and incur financial obligations for specific purposes.
<b>Assessed Value</b>	Dollar value given to real estate, utilities and personal property, on which taxes are levied.
<b>Assets</b>	Resources owned or held which have monetary value.
<b>Authorized Positions</b>	Employee positions, which are authorized in the adopted budget, to be filled during the fiscal year.
<b>Balanced Budget</b>	A budget in which estimated revenues equal estimated expenditures.
<b>Bond (Debt Instrument)</b>	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.
<b>Bonded Indebtedness</b>	That portion of a governmental unit's indebtedness that is represented by outstanding bonds.
<b>Brownfields Program</b>	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.
<b>Budget</b>	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.
<b>Budget Amendment</b>	Legal means by which an adopted expenditure authorization or limit is increased; includes publication, public hearing and Council approval.

<b>Budgetary Basis</b>	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.
<b>Budget and Finance Policies</b>	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.
<b>Budget Calendar</b>	The schedule of key dates which a government follows in the preparation and adoption of the budget.
<b>Budget Hearing</b>	Public hearings conducted by the City Council to consider and adopt the Clearwater budget.
<b>Capital Expenditures</b>	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.
<b>Capital Improvement Project Budget</b>	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.
<b>Cash Basis</b>	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
<b>CDBG</b>	Acronym for "Community Development Block Grant".
<b>CGS</b>	Acronym for "Clearwater Gas System".
<b>Charge for Services</b>	Charges for a specific governmental service which cover the cost of providing that service to the user (e.g. – building permits, parking fees).
<b>CHM</b>	Acronym for "Clearwater Harbor Marina".
<b>CIP</b>	Acronym for "Capital Improvement Program".
<b>City Council</b>	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.
<b>City Manager</b>	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.
<b>COLA</b>	Acronym for "Cost of Living Adjustment".
<b>Community Redevelopment Agency</b>	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.
<b>Comprehensive Plan</b>	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.
<b>Contingency</b>	A budgetary reserve set aside for emergency or unanticipated expenditures. The City Council must approve all contingency expenditures.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
<b>Cost Center</b>	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.
<b>Cost-of-Living Adjustment</b>	An increase in salaries to offset the adverse effect of inflation on compensation.
<b>CPD</b>	Acronym for "Clearwater Police Department".

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<b>CPI</b>	Acronym for “Consumer Price Index”.
<b>CRA</b>	Acronym for “Community Redevelopment Agency”.
<b>CWA</b>	Acronym for “Communications Workers of America”.
<b>DDB</b>	Acronym for “Downtown Development Board”.
<b>Debt</b>	An obligation resulting from the borrowing of money for the purchase of goods and services.
<b>Debt Service</b>	The payment of principal and interest on borrowed funds and required contributions to accumulate monies for future retirement of bonds.
<b>Department</b>	Organizational unit of government that is functionally unique in delivery of services.
<b>Distinguished Budget Award</b>	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.
<b>Downtown Development Board</b>	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.
<b>EHC</b>	Acronym for “Employee Health Center”.
<b>Employee Health Center</b>	City provided clinical services to City employees, retirees, and their dependents enrolled in the City’s medical insurance plan.
<b>EMS</b>	Acronym for “Emergency Medical Services”.
<b>EOC</b>	Acronym for “Emergency Operation Center”.
<b>Encumbrance</b>	An amount of money committed for the payment of goods and services not yet received.
<b>Enterprise Funds</b>	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.
<b>Enterprise Zone</b>	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.
<b>Expenditure</b>	Payment for goods and/or services provided including operating expenses, capital outlays, and debt service.
<b>Expenditure Categories</b>	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).

<b>Expenditure Categories (continued)</b>	<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>
<b>FDEP</b>	Acronym for “Florida Department of Environmental Protection”.
<b>FDLE</b>	Acronym for “Florida Department of Law Enforcement”.
<b>FDOT</b>	Acronym for “Florida Department of Transportation”.
<b>FEMA</b>	Acronym for “Federal Emergency Management Agency”.
<b>FGU</b>	Acronym for “Florida Gas Utility”.
<b>Fiduciary Funds</b>	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.
<b>Fiscal Year</b>	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.
<b>FMLA</b>	Acronym for “Family and Medical leave Act”.
<b>FOP</b>	Acronym for “Fraternal Order of Police”.
<b>Franchise Taxes/Fees</b>	Charges levied against a corporation or individual by a local government in return for granting a privilege or permitting the use of public property.
<b>Fringe Benefits</b>	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.
<b>FTE</b>	Acronym for “Full Time Equivalent”.
<b>Full Time Equivalent</b>	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).
<b>Fund</b>	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.
<b>Fund Balance</b>	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.

<b>Funding Sources</b>	The type or origination of funds to finance ongoing or one-time expenditures. Examples are ad valorem taxes, user fees and grants.
<b>FY</b>	Acronym for “Fiscal Year”.
<b>GAAP</b>	Acronym for “Generally Accepted Accounting Principles”.
<b>GASB</b>	Acronym for “Government Accounting Standards Board”.
<b>General Fund</b>	Fund used to account for resources, such as property taxes, which are not designated or dedicated for a specific purpose.
<b>General Fund Reserve</b>	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.
<b>General Obligation Bonds</b>	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.
<b>Generally Accepted Accounting Principles</b>	Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<b>GFOA</b>	Acronym for “Government Finance Officers Association”.
<b>GIS</b>	Acronym for “Geographical Information System”.
<b>Goal</b>	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.
<b>Governmental Funds</b>	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.
<b>Grant</b>	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.
<b>HIPPA</b>	Acronym for “Health Insurance Portability and Accountability Act”.
<b>HOME</b>	Acronym for “Home Investment Partnerships.
<b>Homestead Exemption</b>	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.
<b>IAFF</b>	Acronym for “International Association of Fire Fighters”.
<b>Imagine Clearwater</b>	A Master Plan for the downtown area of Clearwater utilizing the ‘Waterfront’ as the anchor. This will include construction of a new 4,000-seat covered amphitheater in Coachmen Park.
<b>Infrastructure</b>	The physical assets of a government (e.g., streets, water and sewer systems, public buildings, parks, etc.).
<b>Infrastructure Tax</b>	Commonly referred to as “Penny for Pinellas”, this one-cent sales tax was initially approved by Pinellas County voters for a ten-year period starting in 1990. Since that time, citizens have voted three times to extend the infrastructure tax for an additional ten-year period ending in 2030. The funds may be spent only on capital infrastructure and specific public safety vehicle expenditures.
<b>Interfund Transfers</b>	Legally authorized transfer of monies between funds of the same governmental entity.
<b>Intergovernmental Revenues</b>	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.

<b>Internal Service Funds</b>	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.
<b>IT</b>	Acronym for “Information Technology”.
<b>JWB</b>	Juvenile Welfare Board
<b>Levy</b>	To impose taxes for the support of government activities.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year including General Obligation Bonds, revenue bonds, special assessment bonds, notes, leases and contracts.
<b>Mandate</b>	A requirement imposed by a legal act of the federal, state, or local government.
<b>MGD</b>	Acronym for “Million Gallons per Day”.
<b>Millage Rate</b>	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”.
<b>Modified Accrual Accounting</b>	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.
<b>MSB</b>	Acronym for “Municipal Services Building”.
<b>Net Budget</b>	The legally adopted budget less all interfund transfers and inter-departmental charges.
<b>Operating Budget</b>	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)
<b>Ordinance</b>	A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.  Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.
<b>Overlapping Debt</b>	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.
<b>Payment in Lieu of Taxes</b>	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”.
<b>Penny</b>	Short name for “Penny for Pinellas” local option infrastructure sales tax.
<b>Penny for Pinellas</b>	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.
<b>Per Capita</b>	Cost per unit of population to provide a particular service in the community.
<b>Performance Measure</b>	Data collected to measure how effective or efficient a program is in achieving its objectives (performance indicators).
<b>PILOT</b>	Acronym for “Payment in Lieu of Taxes”.

<b>Prior Year Encumbrances</b>	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.
<b>Program</b>	A distinct function of city government provided to the public or a function providing support to the direct services of other city departments.
<b>Program Based Budget</b>	A budget which accounts for revenues and expenditures by specific program (activity or service) rather than by department or division.
<b>Property Tax</b>	A tax levied in proportion to the assessed value of real property (taxable land and improvements thereon). Also known as ad valorem tax.
<b>Property Tax Levy</b>	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.
<b>Proprietary Funds</b>	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.
<b>PSTA</b>	Acronym for "Pinellas Suncoast Transit Authority".
<b>REH</b>	Acronym for "Ruth Eckerd Hall".
<b>Revenue</b>	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.
<b>Revised Budget</b>	A department's authorized budget as modified by Council action, through appropriation transfers from contingency, or transfers from or to another department or fund.
<b>Road Millage</b>	Per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects.
<b>Rolled-Back Millage Rate</b>	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.
<b>R&amp;R</b>	Acronym for "Repair and Replacement".
<b>Ruth Eckerd Hall</b>	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.
<b>SAMP</b>	Supervisory, Administrative, Management, and Professional employees. These are all positions outside of the City union contracts.
<b>Save Our Homes (SOH)</b>	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.
<b>Special Assessment</b>	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.
<b>Special Development Fund</b>	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.
<b>SHIP</b>	Acronym for "State Housing Initiatives Partnership".
<b>Strategic Direction</b>	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.

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<b>Strategic Vision</b>	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.
<b>Surplus</b>	An excess of the assets of a fund over its liabilities and reserved equity.
<b>Tax</b>	Compulsory charge levied by a government to finance services performed for the common benefit.
<b>Tax Roll</b>	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.
<b>Taxable Value</b>	The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.
<b>Tax Collection Ratio</b>	Ratio of ad valorem taxes collected to total ad valorem taxes levied.
<b>TIF</b>	Acronym for “Tax Increment Financing”.
<b>Trend</b>	A systematic, measurable drift in a series of data, either positively or negatively, over a sustained period of time.
<b>TRIM Act</b>	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.
<b>Trust and Agency</b>	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.
<b>UCS</b>	Acronym for “Utility Customer Service”.
<b>ULI</b>	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.
<b>Unassigned Fund Balance</b>	The funds remaining from prior years that are available for appropriation and expenditure in the current year in Governmental Funds.
<b>Unrestricted Net Assets</b>	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
<b>USERRA</b>	Acronym for “Uniformed Services Employment and Reemployment Rights Act”.
<b>User Fee</b>	Charges for specific services provided only to those using such services. Examples would be sewer service charges and dock fees.
<b>Utility Funds</b>	The grouping of the City’s Water & Sewer fund, Gas fund, Solid Waste & Recycling fund and the Stormwater fund.
<b>Utility Tax</b>	A tax levied on the consumers on various utilities such as electricity, gas, water, etc.
<b>User Fees</b>	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.
<b>WPC</b>	Acronym for “Water Pollution Control”.
<b>WWTP</b>	Acronym for “Waste Water Treatment Plant”.



**MILLAGE ORDINANCE**

**ORDINANCE NO. 9497-21**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021, AND ENDING SEPTEMBER 30, 2022, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.9550 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.9550 MILLS CONSTITUTES A 4.60% INCREASE FROM THE ROLLED BACK RATE OF 5.6932 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2021, and ending September 30, 2022, from ad valorem taxes is \$76,282,680; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.9550 mills are necessary to generate \$76,282,680; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA:

Section 1. It is hereby determined that a tax of 5.9550 mills against the non-exempt real and personal property within the City is necessary to raise the sums to be appropriated for operation purposes, including pensions, debt service, and road capital improvement projects, for the fiscal year beginning October 1, 2021.

Section 2. The levy of 5.9550 mills constitutes a 4.60% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2021.

PASSED ON FIRST READING

SEP 16 2021

PASSED ON SECOND AND FINAL READING AND ADOPTED

Sep. 30, 2021

*Frank Hibbard*, VICE MAYOR  
for Frank Hibbard  
Mayor

Approved as to form:

Attest:

*Pamela K. Akin*  
Pamela K. Akin  
City Attorney

*Rosemarie Call*  
Rosemarie Call  
City Clerk



**OPERATING BUDGET ORDINANCE**

**ORDINANCE NO. 9498-21**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021, AND ENDING SEPTEMBER 30, 2022; 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, 2021, and ending September 30, 2022; and

WHEREAS, an estimate of the revenues to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the operating budget, and notice of the times and places where copies of the budget message and operating budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in City Hall on September 16, 2021, 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, 2021, and ending September 30, 2022, 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.

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.

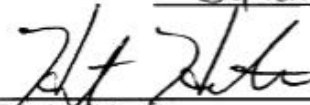
Section 7. This ordinance shall take effect October 1, 2021.

PASSED ON FIRST READING

SEP 16 2021

PASSED ON SECOND AND FINAL  
READING AND ADOPTED

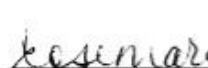
September 30, 2021

*for*  , VICE MAYOR  
Frank Hibbard  
Mayor

Approved as to form:

  
Pamela K. Akin  
City Attorney

Attest:

  
Rosemarie Call  
City Clerk



**EXHIBIT A  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>GOVERNMENTAL FUNDS</b>	<b>General Fund</b>	<b>Special Development Fund</b>	<b>Special Program Fund</b>	<b>Other Housing Assistance Trust Funds</b>	<b>Total Governmental Funds</b>
<b>Balances Brought Forward</b>	<b>33,771,455</b>	<b>9,572,356</b>	<b>25,683,749</b>	<b>394,007</b>	<b>69,421,567</b>
<b>Budgeted Revenues</b>					
Ad Valorem Taxes	72,648,340	3,634,340			76,282,680
Utility Taxes	17,270,000				17,270,000
Local Option, Fuel & Other Taxes	6,080,000	14,049,480			20,129,480
Franchise Fees	10,527,550				10,527,550
Other Permits and Fees	2,808,500				2,808,500
Intergovernmental Revenue	24,259,680		922,626	1,231,489	26,413,795
Charges for Services	15,799,810	150,000			15,949,810
Judgments, Fines and Forfeits	1,429,000				1,429,000
Miscellaneous Revenues	2,719,226	300,000	75,000		3,094,226
Transfers In	11,276,294		577,110		11,853,404
Other Financing Sources					
<b>TOTAL BUDGETED REVENUES</b>	<b>164,818,400</b>	<b>18,133,820</b>	<b>1,574,736</b>	<b>1,231,489</b>	<b>185,758,445</b>
<b>TOTAL REVENUES, TRANSFERS, AND BALANCES</b>	<b>198,589,855</b>	<b>27,706,176</b>	<b>27,258,485</b>	<b>1,625,496</b>	<b>255,180,012</b>
<b>Budgeted Expenditures</b>					
City Council	419,450				419,450
City Manager's Office	1,485,330				1,485,330
City Attorney's Office	1,826,656				1,826,656
City Audit	233,752				233,752
City Clerk	1,307,108				1,307,108
CRA Administration	504,274				504,274
Economic Development and Housing	1,992,482				1,992,482
Engineering	8,492,000				8,492,000
Finance	2,800,130				2,800,130
Fire	30,788,310				30,788,310
Human Resources	1,662,773				1,662,773
Library	8,416,337				8,416,337
Non-Departmental	8,854,656				8,854,656
Parks and Recreation	37,205,403				37,205,403
Planning and Development	7,057,846				7,057,846
Police	50,099,334		105,000		50,204,334
Public Communications	1,274,489				1,274,489
Public Utilities	398,070				398,070
General Government Services			312,380		312,380
Economic Environment			820,831	1,108,344	1,929,175
Human Services			1,500		1,500
Culture and Recreation			70,000		70,000
Transfers Out		16,451,790	190,025	123,145	16,764,960
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>164,818,400</b>	<b>16,451,790</b>	<b>1,499,736</b>	<b>1,231,489</b>	<b>184,001,415</b>
<b>Fund Balances/Reserves/Net Assets</b>	<b>33,771,455</b>	<b>11,254,386</b>	<b>25,758,749</b>	<b>394,007</b>	<b>71,178,597</b>
<b>TOTAL EXPENDITURES AND BALANCES</b>	<b>198,589,855</b>	<b>27,706,176</b>	<b>27,258,485</b>	<b>1,625,496</b>	<b>255,180,012</b>

Ordinance No. 9498-21

**EXHIBIT A  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>UTILITY FUNDS</b>	<b>Water &amp; Sewer Fund</b>	<b>Stormwater Utility Fund</b>	<b>Solid Waste &amp; Recycling Fund</b>	<b>Gas Fund</b>	<b>Total Utility Funds</b>
<b>Balances Brought Forward</b>	<b>93,783,823</b>	<b>36,866,660</b>	<b>18,313,724</b>	<b>8,989,865</b>	<b>157,954,072</b>
<b>Budgeted Revenues</b>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,280		1,280
Intergovernmental Revenue					
Charges for Services	97,290,030	17,019,900	28,525,000	48,761,009	191,595,939
Judgments, Fines and Forfeits	271,000	73,000	103,000	100,000	547,000
Miscellaneous Revenues	1,010,000	281,560	737,000	374,691	2,403,251
Transfers In					
Other Financing Sources					
<b>TOTAL BUDGETED REVENUES</b>	<b>98,571,030</b>	<b>17,374,460</b>	<b>29,366,280</b>	<b>49,235,700</b>	<b>194,547,470</b>
<b>TOTAL REVENUES, TRANSFERS, AND BALANCES</b>	<b>192,354,853</b>	<b>54,241,120</b>	<b>47,680,004</b>	<b>58,225,565</b>	<b>352,501,542</b>
<b>Budgeted Expenditures</b>					
<u>Water &amp; Sewer Fund</u>					
Public Utilities Administration	2,036,598				2,036,598
Wastewater Collection	15,789,628				15,789,628
Public Utilities Maintenance	8,503,140				8,503,140
WPC Plant Operations	29,942,959				29,942,959
WPC Laboratory Operations	546,103				546,103
WPC Industrial Pretreatment	1,048,590				1,048,590
Water Distribution	25,566,884				25,566,884
Water Supply	22,115,654				22,115,654
Reclaimed Water	4,702,154				4,702,154
<u>Stormwater Fund</u>					
Stormwater Management		18,331,501			18,331,501
Stormwater Maintenance		5,711,139			5,711,139
<u>Solid Waste &amp; Recycling Fund</u>					
Administration			1,050,904		1,050,904
Solid Waste Collection			18,875,621		18,875,621
Solid Waste Transfer			2,368,009		2,368,009
Solid Waste Container Maintenance			993,536		993,536
Recycling Residential			1,577,182		1,577,182
Recycling Multi Family			435,068		435,068
Recycling Commercial			2,743,800		2,743,800
<u>Gas Fund</u>					
Administration and Supply				22,686,839	22,686,839
Pinellas Gas Operations				12,320,097	12,320,097
Pasco Gas Operations				7,514,340	7,514,340
Gas Marketing and Sales				6,655,694	6,655,694
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>110,251,710</b>	<b>24,042,640</b>	<b>28,044,120</b>	<b>49,176,970</b>	<b>211,515,440</b>
<b>Fund Balances/Reserves/Net Assets</b>	<b>82,103,143</b>	<b>30,198,480</b>	<b>19,635,884</b>	<b>9,048,595</b>	<b>140,986,102</b>
<b>TOTAL EXPENDITURES AND BALANCES</b>	<b>192,354,853</b>	<b>54,241,120</b>	<b>47,680,004</b>	<b>58,225,565</b>	<b>352,501,542</b>

Ordinance No. 9498-21

**EXHIBIT A  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>OTHER ENTERPRISE FUNDS</b>	<b>Airpark Fund</b>	<b>Marine Fund</b>	<b>Clearwater Harbor Marine Fund</b>	<b>Parking Fund</b>	<b>Total Other Enterprise Funds</b>
<b>Balances Brought Forward</b>	<b>891,917</b>	<b>2,891,775</b>	<b>2,084,016</b>	<b>18,045,610</b>	<b>23,913,318</b>
<b>Budgeted Revenues</b>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	18,000	5,211,800	900,630	8,600,430	14,730,860
Judgments, Fines and Forfeits		3,200	1,600	818,650	823,450
Miscellaneous Revenues	332,000	136,000	26,500	125,000	619,500
Transfers In					
Other Financing Sources					
<b>TOTAL BUDGETED REVENUES</b>	<b>350,000</b>	<b>5,351,000</b>	<b>928,730</b>	<b>9,544,080</b>	<b>16,173,810</b>
<b>TOTAL REVENUES, TRANSFERS, AND BALANCES</b>	<b>1,241,917</b>	<b>8,242,775</b>	<b>3,012,746</b>	<b>27,589,690</b>	<b>40,087,128</b>
<b>Budgeted Expenditures</b>					
<u>Airpark Fund</u>					
Airpark Operations	333,690				333,690
<u>Marine Fund</u>					
Marina Operations		5,723,810			5,723,810
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations			909,680		909,680
<u>Parking Fund</u>					
Parking System				4,671,650	4,671,650
Parking Enforcement				980,857	980,857
Beach Guard Operations				1,059,660	1,059,660
Seminole Street Boat Ramp				140,663	140,663
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>333,690</b>	<b>5,723,810</b>	<b>909,680</b>	<b>6,852,830</b>	<b>13,820,010</b>
<b>Fund Balances/Reserves/Net Assets</b>	<b>908,227</b>	<b>2,518,965</b>	<b>2,103,066</b>	<b>20,736,860</b>	<b>26,267,118</b>
<b>TOTAL EXPENDITURES AND BALANCES</b>	<b>1,241,917</b>	<b>8,242,775</b>	<b>3,012,746</b>	<b>27,589,690</b>	<b>40,087,128</b>

Ordinance No. 9498-21

**EXHIBIT A  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>INTERNAL SERVICE FUNDS</b>	<b>Administrative Service Fund</b>	<b>General Service Fund</b>	<b>Garage Fund</b>	<b>Central Insurance Fund</b>	<b>Total</b>
<b>Balances Brought Forward</b>	7,280,698	9,806,595	7,035,220	27,068,321	51,190,834
<b><u>Budgeted Revenues</u></b>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	14,179,530	6,046,260	16,698,060	29,719,086	66,642,936
Judgments, Fines and Forfeits					
Miscellaneous Revenues	75,000	100,000	925,000	300,000	1,400,000
Transfers In					
Other Financing Sources					
<b>TOTAL BUDGETED REVENUES</b>	<b>14,254,530</b>	<b>6,146,260</b>	<b>17,623,060</b>	<b>30,019,086</b>	<b>68,042,936</b>
<b><u>TOTAL REVENUES, TRANSFERS, AND BALANCES</u></b>					
	<b>21,535,228</b>	<b>15,952,855</b>	<b>24,658,280</b>	<b>57,087,407</b>	<b>119,233,770</b>
<b><u>Budgeted Expenditures</u></b>					
<b><u>Administrative Services Fund</u></b>					
Information Technology/Administration	475,548				475,548
Network Services	5,243,321				5,243,321
Software Applications	3,401,594				3,401,594
Telecommunications	1,807,617				1,807,617
Courier	190,860				190,860
Utility Customer Service	3,906,840				3,906,840
<b><u>General Services Fund</u></b>					
Administration		468,795			468,795
Building and Maintenance		5,677,465			5,677,465
<b><u>Garage Fund</u></b>					
Fleet Maintenance			16,631,707		16,631,707
Radio Communications			963,473		963,473
<b><u>Central Insurance Fund</u></b>					
Risk Management				417,216	417,216
Employee Benefits				439,346	439,346
Employee Health Center				1,721,400	1,721,400
Non-Departmental				29,707,568	29,707,568
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>15,025,780</b>	<b>6,146,260</b>	<b>17,595,180</b>	<b>32,285,530</b>	<b>71,052,750</b>
<b>Fund Balances/Reserves/Net Assets</b>	<b>6,509,448</b>	<b>9,806,595</b>	<b>7,063,100</b>	<b>24,801,877</b>	<b>48,181,020</b>
<b><u>TOTAL EXPENDITURES AND BALANCES</u></b>					
	<b>21,535,228</b>	<b>15,952,855</b>	<b>24,658,280</b>	<b>57,087,407</b>	<b>119,233,770</b>

Ordinance No. 9498-21

**EXHIBIT B  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>ALL FUNDS</b>	<b>Total Governmental Funds</b>	<b>Total Utility Funds</b>	<b>Total Other Enterprise Funds</b>	<b>Total Internal Service Funds</b>	<b>Total All Funds</b>
<b>Balances Brought Forward</b>	<b>69,421,567</b>	<b>157,954,072</b>	<b>23,913,318</b>	<b>51,190,834</b>	<b>302,479,791</b>
<b>Budgeted Revenues</b>					
Ad Valorem Taxes	76,282,680				76,282,680
Utility Taxes	17,270,000				17,270,000
Local Option, Fuel & Other Taxes	20,129,480				20,129,480
Franchise Fees	10,527,550				10,527,550
Other Permits and Fees	2,808,500	1,280			2,809,780
Intergovernmental Revenue	26,413,795				26,413,795
Charges for Services	15,949,810	191,595,939	14,730,860	66,642,936	288,919,545
Judgments, Fines and Forfeits	1,429,000	547,000	823,450		2,799,450
Miscellaneous Revenues	3,094,226	2,403,251	619,500	1,400,000	7,516,977
Transfers In Other Financing Sources	11,853,404				11,853,404
<b>TOTAL BUDGETED REVENUES</b>	<b>185,758,445</b>	<b>194,547,470</b>	<b>16,173,810</b>	<b>68,042,936</b>	<b>464,522,661</b>
<b>TOTAL REVENUES, TRANSFERS, AND BALANCES</b>	<b>255,180,012</b>	<b>352,501,542</b>	<b>40,087,128</b>	<b>119,233,770</b>	<b>767,002,452</b>
<b>Budgeted Expenditures</b>					
City Council	419,450				419,450
City Manager's Office	1,485,330				1,485,330
City Attorney's Office	1,826,656				1,826,656
City Audit	233,752				233,752
City Clerk	1,307,108				1,307,108
CRA Administration	504,274				504,274
Economic Development and Housing	1,992,482				1,992,482
Engineering	8,492,000				8,492,000
Finance	2,800,130				2,800,130
Fire	30,788,310				30,788,310
Human Resources	1,662,773				1,662,773
Library	8,416,337				8,416,337
Non-Departmental	8,854,656				8,854,656
Parks and Recreation	37,205,403				37,205,403
Planning and Development	7,057,846				7,057,846
Police	50,204,334				50,204,334
Public Communications	1,274,489				1,274,489
Public Services	398,070				398,070
General Government Services	312,380				312,380
Economic Environment	1,929,175				1,929,175
Human Services	1,500				1,500
Culture and Recreation	70,000				70,000
Transfers Out	16,764,960				16,764,960
<u>Water &amp; Sewer Fund Expenditures</u>					
Public Utilities Administration		2,036,598			2,036,598
Wastewater Collection		15,789,628			15,789,628
Public Utilities Maintenance		8,503,140			8,503,140
WPC Plant Operations		29,942,959			29,942,959
WPC Laboratory Operations		546,103			546,103
WPC Industrial Pretreatment		1,048,590			1,048,590
Water Distribution		25,566,884			25,566,884
Water Supply		22,115,654			22,115,654
Reclaimed Water		4,702,154			4,702,154
<u>Stormwater Fund</u>					
Stormwater Management		18,331,501			18,331,501
Stormwater Maintenance		5,711,139			5,711,139

Ordinance No. 9498-21



**EXHIBIT B  
CITY OF CLEARWATER  
2021-22 BUDGET**

<b>ALL FUNDS</b>	<b>Total Governmental Funds</b>	<b>Total Utility Funds</b>	<b>Total Other Enterprise Funds</b>	<b>Total Internal Service Funds</b>	<b>Total All Funds</b>
<b>Budgeted Expenditures</b>					
<u>Solid Waste &amp; Recycling Fund</u>					
Administration		1,050,904			1,050,904
Solid Waste Collection		18,875,621			18,875,621
Solid Waste Transfer		2,368,009			2,368,009
Solid Waste Container Maintenance		993,536			993,536
Recycling Residential		1,577,182			1,577,182
Recycling Multi Family		435,068			435,068
Recycling Commercial		2,743,800			2,743,800
<u>Gas Fund</u>					
Administration and Supply		22,686,839			22,686,839
Pinellas Gas Operations		12,320,097			12,320,097
Pasco Gas Operations		7,514,340			7,514,340
Gas Marketing and Sales		6,655,694			6,655,694
<u>Recycling Fund</u>					
<u>Airpark Fund</u>					
Airpark Operations			333,690		333,690
<u>Marine Fund</u>					
Marina Operations			5,723,810		5,723,810
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations			909,680		909,680
<u>Parking Fund</u>					
Parking System			4,671,650		4,671,650
Parking Enforcement			980,857		980,857
Beach Guard Operations			1,059,660		1,059,660
Seminole Street Boat Ramp			140,663		140,663
<u>Administrative Services Fund</u>					
Information Technology/Administration				475,548	475,548
Network Services				5,243,321	5,243,321
Software Applications				3,401,594	3,401,594
Telecommunications				1,807,617	1,807,617
Courier				190,860	190,860
Clearwater Customer Service				3,906,840	3,906,840
<u>General Services Fund</u>					
Administration				468,795	468,795
Building and Maintenance				5,677,465	5,677,465
<u>Garage Fund</u>					
Fleet Maintenance				16,631,707	16,631,707
Radio Communications				963,473	963,473
<u>Central Insurance Fund</u>					
Risk Management				417,216	417,216
Employee Benefits				439,346	439,346
Employee Health Center				1,721,400	1,721,400
Non-Departmental				29,707,568	29,707,568
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>184,001,415</b>	<b>211,515,440</b>	<b>13,820,010</b>	<b>71,052,750</b>	<b>480,389,615</b>
<b>Fund Balances/Reserves/Net Assets</b>	<b>71,178,597</b>	<b>140,986,102</b>	<b>26,267,118</b>	<b>48,181,020</b>	<b>286,612,837</b>
<b>TOTAL EXPENDITURES AND BALANCES</b>	<b>255,180,012</b>	<b>352,501,542</b>	<b>40,087,128</b>	<b>119,233,770</b>	<b>767,002,452</b>

Ordinance No. 9498-21

**CAPITAL IMPROVEMENT ORDINANCE**

**ORDINANCE NO. 9499-21**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021, AND ENDING SEPTEMBER 30, 2022; 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, 2021, and ending September 30, 2022; and

WHEREAS, an estimate of the resources available and income to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the Capital Improvement Budget, and notice of the times and places when copies of the budget message and capital budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in the City Hall upon said proposed budget on September 16, 2021; 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, 2021, and ending September 30, 2022, 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, 2021.

PASSED ON FIRST READING AS AMENDED

SEP 16 2021

PASSED ON SECOND READING  
AND ADOPTED

September 30, 2021

for

Frank W. Hibbard  
Mayor

*[Handwritten Signature]*, VICE MAYOR

Approved as to form:

*[Handwritten Signature]*  
Pamela K. Akin  
City Attorney

Attest:

*[Handwritten Signature]*  
Rosemarie Call  
City Clerk



**Exhibit A**  
**CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2021/22**

	<b>Budgeted Revenues 2021/22</b>
<b>GENERAL SOURCES:</b>	
General Operating Revenue	12,210,030
Penny for Pinellas	5,350,300
Road Millage	3,634,340
Local Option Fuel Tax	1,327,150
Grants	385,000
County Fire Reimbursements	290,000
Multi-Modal Impact Fees	140,000
Donations	50,000
<b>SELF SUPPORTING FUNDS:</b>	
Parking Revenue	819,000
Marine Revenue	1,190,000
Clearwater Harbor Marina Fund	150,000
Airpark Revenue	25,000
Utility System:	
Water Revenue	15,696,000
Sewer Revenue	19,685,350
Utility R & R	11,964,700
Water Impact Fees	160,000
Sewer Impact Fees	50,000
Stormwater Utility Revenue	6,500,630
Gas Revenue	10,900,000
Solid Waste Revenue	775,000
Recycling Revenue	1,240,000
<b>INTERNAL SERVICE FUNDS:</b>	
Garage Revenue	365,700
Administrative Services Revenue	1,820,000
General Services Fund	100,000
Central Insurance Fund	28,280
<b>BORROWING - GENERAL SOURCES:</b>	
Lease Purchase - General Fund	106,000
<b>BORROWING - SELF SUPPORTING FUNDS:</b>	
Bond Financing - Water & Sewer Fund	32,961,600
Lease Purchase - Water & Sewer Fund	428,000
Lease Purchase - Solid Waste/Recycling	185,000
<b>BORROWING - INTERNAL SERVICE FUNDS:</b>	
Lease Purchase - Garage	5,702,000
Lease Purchase - Administrative Services	400,000
<b>TOTAL ALL FUNDING SOURCES:</b>	<b>\$134,639,080</b>

Ordinance No. 9499-21

Exhibit A

CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2021/22

<b>FUNCTION:</b>	<b>Budgeted Expenditures 2021/22</b>
Police Protection	1,905,500
Fire Protection	1,005,000
Fire Rescue Services	458,280
Road and Street Facilities	11,090,300
Flood Protection/Stormwater Management	2,955,170
Parking Facilities	734,000
Other General Government	12,008,000
Special Recreation Facilities	7,258,030
Other Physical Environment	1,920,000
Airports	25,000
Other Transportation	51,500
Libraries	110,000
Gas Utility Services	10,900,000
Parks & Recreation	2,286,000
Cultural Services	95,000
Solid Waste Services	2,200,000
Water Transportation Systems	150,000
Water-Sewer Services	79,487,300
<b>TOTAL PROJECT EXPENDITURES</b>	<b>\$134,639,080</b>

**Exhibit B**

**CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION  
FY 2021-2022 THROUGH FY 2026-2027 CAPITAL IMPROVEMENT FUND  
CITY OF CLEARWATER**

<b>Schedule of Planned Expenditures</b>							
<b>Function</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Police Protection	1,905,500	1,204,000	1,241,750	1,241,750	330,730	330,730	6,254,460
Fire Protection	1,005,000	995,000	1,036,160	1,871,310	1,107,760	1,930,280	7,945,510
Fire Rescue Services	458,280	396,880	425,640	155,900	160,080	519,450	2,116,230
Road and Street Facilities	11,090,300	11,196,440	6,369,840	14,817,630	12,043,650	5,395,380	60,913,240
Flood Protection/Stormwater Mgmt	2,955,170	4,958,010	4,977,070	5,037,490	5,508,760	8,402,770	31,839,270
Parking Facilities	734,000	679,000	10,909,000	11,024,000	924,000	1,004,000	25,274,000
Other General Government	12,008,000	9,902,340	9,401,950	15,277,050	9,103,160	9,325,810	65,018,310
Special Recreation Facilities	7,258,030	16,003,030	13,963,030	2,710,000	2,560,000	10,300,000	52,794,090
Other Physical Environment	1,920,000	770,000	3,379,240	22,663,870	12,230,740	20,036,660	61,000,510
Airports	25,000	275,000	3,061,600	625,000	25,000	5,425,000	9,436,600
Other Transportation	51,500	41,500	41,500	41,500	41,500	76,500	294,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Gas Utility Services	10,900,000	9,850,000	8,550,000	7,600,000	7,600,000	7,350,000	51,850,000
Parks & Recreation	2,286,000	3,255,000	3,155,000	1,840,000	2,000,000	2,100,000	14,636,000
Cultural Services	95,000	40,000	40,000	40,000	40,000	40,000	295,000
Solid Waste Services	2,200,000	2,015,000	2,515,000	1,665,000	915,000	940,000	10,250,000
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Water-Sewer Services	79,487,300	105,196,090	117,503,540	133,409,950	108,391,020	60,783,940	604,771,840
	<b>134,639,080</b>	<b>167,037,290</b>	<b>186,830,320</b>	<b>220,280,450</b>	<b>163,241,400</b>	<b>134,220,520</b>	<b>1,006,249,060</b>

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